

The Influence of Job Training, Career Development, and Working Conditions on Employee Performance at PT. Hilon Sumatera

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ABSTRACT

This study aims to determine the effect of job training, career development and working conditions on employee performance at PT Hilon Sumatra. The population of this study was 53 people and the number of samples through a census was 53 people. The analysis technique used in this study is multiple linear regression. The results of this study indicate that the job training variable has a positive and significant effect on employee performance at PT Hilon Sumatra. with a regression coefficient value of 1.199 and a significance value of $0.000 < 0.05$ (smaller than the error tolerance value). Career development has a positive but insignificant effect on employee performance at PT Hilon Sumatra with a regression coefficient value of 0.077 and a significance value of $0.238 > 0.05$ (greater than the error tolerance value). Working conditions have a positive and significant effect on employee performance at PT Hilon Sumatra with a regression coefficient value of 0.170 and a significance value of $0.007 < 0.05$ (smaller than the error tolerance value).

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INTRODUCTION

Human resources are one of the most important factors that cannot be separated from an organization, both institutions and companies. Human resources are also a key that determines the development of the company. An organization or company definitely needs human resources who are able to work flexibly in facing competition. Human resource management is closely related to the management of individuals involved in the organization, so that each individual can contribute to achieving the organization's goals. It can be concluded that all organizational activities in achieving their goals depend on the people who manage the organization.

Performance is the foundation for achieving the goals of an organization. The success of an organization in improving its performance is highly dependent on the quality of the human resources concerned in working while in the organization. According to Moeheriono (2012:12), performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of an organization which is outlined

through the strategic planning of an organization. Training is the process of systematically changing employee behavior to achieve organizational goals. According to Hasibuan (2009), training is an effort to increase the knowledge and skills of an employee to do a certain job. Based on this understanding, it can be understood that job training is a short-term learning program to develop quality human resources. Career development is a process of increasing a person's work ability that encourages increased performance in order to achieve the desired career. According to Susanto (2003:43), career development is the availability of opportunities to improve their careers, will encourage employees to work well so that the work achievements desired by the employee himself and the company can be achieved, while the opportunity to develop a career in a company provides stimulation for employees to perform better. Working conditions are everything that is around the worker and that can influence him in carrying out the tasks given. Ningrum et al., (2014:2), said that working conditions are conditions around the workplace, both physically and non-physically, which can provide a pleasant, calming, and comfortable impression of working and so on.

The phenomenon regarding work training at PT Hilon Sumatera is that there are employees who do not participate in the training provided by the company. The phenomenon regarding career development at PT Hilon is that the dominant employee education is high school. The phenomenon regarding working conditions at PT Hilon is that employees feel uncomfortable with the unpleasant odor coming from the factory which is very close to the office location where employees work, so that employees feel uncomfortable in completing tasks given by their superiors. Every company in carrying out its activities will always face various problems that must be resolved, namely the problem of work training, namely inappropriate training methods, career development, namely employees who are predominantly high school educated, and working conditions, namely employees are uncomfortable with unpleasant odors. This results in decreased employee performance and a high increase in deviation from the targets set by PT Hilon.

Research conducted by Jumawan and Mora, (2018) with the research title 'The Effect of Training and Career Development on Corporate Company Employee Performance'. The results of the study indicate that: training partially has a positive and significant effect on employee performance, career development partially has a positive and significant effect on employee performance, and training and career development together have a significant effect on employee performance. Suryantiko and Lumintang (2018) with the title 'The Effect of Job Training and Career Development on Employee Performance (Study at PT. Air Manado)'. The results of the study indicate a positive and significant effect both partially and simultaneously between training and career development on employee performance at PT Air Manado. Research conducted by Jumawan and Mora, (2018) with the title of the study 'The Effect of Training and Career Development on Employee Performance in Corporate Companies'. The results of the study indicate that: training partially has a positive and significant effect on employee performance, career development partially has a positive and significant effect on employee performance, and training and career development together have a significant effect on employee performance.

Willyams (2010) with the title *The Influence of Working Conditions, Working Relationships and Compensation Satisfaction on Employee Performance (Case Study on Nursing Employees at Atma Jaya Hospital)*. The results of the study indicate that working conditions have a significant effect on employee performance, working relationships have a significant effect on employee performance, compensation satisfaction does not have a significant effect on employee performance, and working conditions, working relationships and compensation satisfaction have a significant effect on employee performance.

LITERATUR REVIEW

Human Resources

According to Raharjo (2013: 12), Human resource management can be interpreted as a strategic and coherent approach to managing an organization's most valuable assets, namely the people who work in the organization, both individually and collectively, and contribute to achieving organizational goals. According to Hasibuan (2009: 10), human resource management is the science and art of managing relationships and roles of the workforce so that it effectively and efficiently helps realize the goals of the company, employees, and society.

Based on the definition of HRD stated in the organization above, it can be concluded that human resource management is the management of human resources and the utilization of human resources in an organization or company. Thus, human resource management has a very important role in achieving the company's targets and goals.

Job Training

According to Widodo (2015:82) Training is a learning process that enables employees to carry out current work according to standards. According to Rachmawati (2008:110), training is an environmental container for employees, where they obtain or learn certain attitudes, abilities, skills, knowledge, and behaviors related to work. According to Rivai and Sagala (2011:212), training is a process of systematically changing employee behavior to achieve organizational goals. Training is related to employee skills and abilities to carry out current work. The purpose of training carried out by the company is to increase productivity, improve quality, support HR planning, improve member morale, provide indirect compensation, improve occupational health and safety, prevent the end of personnel abilities and knowledge, improve the development of personnel abilities and expertise.

According to Dyastuti (2018:14) there are eight main objectives of the training program, including: improving performance, improving employee skills, avoiding managerial obsolescence, solving problems, providing orientation to new employees, preparing for promotions and managerial success, increasing satisfaction with personnel development needs, and if a business entity organizes training for its employees, it is necessary to explain what the targets of the training are. Every education and training that will be held must always pay attention to the extent to which the education and training patterns held can guarantee an effective learning process.

According to (Simamora: 2006: 278) there are five types of training that can be held, namely: skills training, retraining, cross-functional training, team training, and creativity training. According to Widodo (2015: 82), training is a series of individual activities in improving skills and knowledge systematically so that they are able to have professional performance in their fields. Training is a learning process that allows employees to carry out current work according to standards. Training indicators according to Dessler (2015: 46) include: instructors, participants, materials, goals, and targets.

Career Development

Career development According to Putri (2018) career development in another sense is defined as the acquisition of knowledge, skills, and behavior that improves employees' ability to meet changing job demands as well as client and customer demands. According to Martoyo (2007:74) 'career development is a condition that indicates an increase in a person's status in an organization in a career level that has been set in the organization concerned'. According to Komang (2012:34) career development is a personal improvement carried out by a person to achieve a career plan and an improvement carried out by the personnel department to achieve a work plan according to the level or level of the organization.

Career development is a condition that indicates an increase in a person's status in an organization in a career level that has been set in the organization concerned. The career development of an employee in a company turns out to provide many benefits for the company itself. Employees who have good talents also bring a good name to the company. The stages of career development in an organization are the stages of time and age of a person from entering the organization until entering retirement. Rivai (2004:298) explains that individual needs and expectations change through

several stages as follows: the formation stage, the continuation stage, the maintenance stage, and the retirement stage.

Working Conditions

One of the main supporting factors for employees in carrying out activities optimally, healthily, safely and comfortably is through improving working conditions. Wibowo (2007:7) states 'Working conditions are all aspects of physical work, psychological work and work regulations that can affect job satisfaction and performance. Darma (2000:105) states 'working conditions are all environmental factors where work takes place'. Working conditions are one of the factors that can affect employee work motivation, with high motivation, a company's performance can increase and even work performance will increase so that the company's goals are achieved. According to Sedarmayanti (2017:21) 'working conditions are all conditions "The contents around the workplace that will affect employees both directly and indirectly in their work'. Komaruddin (2001:75) states that working conditions are an atmosphere related to the work environment.

The work environment is said to be good or appropriate if humans can carry out activities optimally, healthily and comfortably so that it can increase employee work enthusiasm. The work environment is very important because every element of the environment affects both directly and indirectly the activities in the company. From several expert opinions, it can be concluded that the indicators of working conditions are: air temperature, noise, lighting, work safety, cleanliness of the work environment, spatial planning, work relationships between employees, and work relationships between employees and leaders.

Employee performance

The term performance comes from the words Job Performance or Actual Performance which means what is actually achieved by someone. Performance is basically what employees do. Employee performance is what affects how much they contribute to the organization. An organization or company if it wants to progress and develop is required to have quality employees. Quality employees are employees whose performance can meet the targets given by the company. To get employees with good performance, employee performance needs to be applied. According to Sastra (2017:592) Performance refers to the level of achievement of tasks that form an employee's job, performance reflects how well employees meet the requirements of a job. Mangkunegara (2013) Employee performance is the result of work in terms of quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him. Employee performance cannot be obtained just like that, but can go through a long process, namely through the employee performance assessment process. From several expert opinions, it can be concluded that employee performance indicators are: effectiveness and efficiency, authority and responsibility, discipline, initiative, quality, work commitment, independence, and punctuality.

RESEARCH METHOD

The type of research used in this study is descriptive research using a quantitative approach. Descriptive research is research used to analyze data by describing or depicting the data that has been collected as it is without intending to make general conclusions or generalizations (Sugiyono, 2017). A quantitative approach is a research method used to research a particular population or sample, data collection using research instruments and data analysis is statistical or quantitative in nature with the aim of testing previously determined hypotheses.

RESULT

Multiple Linear Regression Analysis

The following are the results of processing multiple linear regression data.

Table 1. Results of Multiple Linear Regression Analysis

Variable	Coefficient	Probability (p-value)
Constant	4.791	0.097
Job Training (X ₁)	1.199	0.000
Career Development (X ₂)	0.077	0.238
Work Conditions (X ₃)	0.170	0.007

Source: Research Data, 2024

From the table above, the multiple linear regression equation can be written as follows:

$$Y = 4.791 + 1.199X_1 + 0.077X_2 + 0.170X_3$$

The equation above can be explained as follows:

- 1) The value of 4.791 is a constant value, which means that if the variable X (job training, career development and working conditions) has a constant value or no change, then the value of the variable Y (employee performance) is 4.791.
- 2) The value of 1.199 in the job training variable (X₁) means that if X₁ increases by 1 unit, employee performance (Y) will increase by 1.199 units.
- 3) The value of 0.077 in the career development variable (X₂) means that if X₂ increases by 1 unit, then employee performance (Y) will increase by 0.077 units.
- 4) The value of 0.170 in the working conditions variable (X₃) means that if X₃ increases by 1 unit, employee performance (Y) will increase by 0.170 units.

Partial Hypothesis Test (t-Test)

The t-test is used to test the significance of the model partially between the independent variables, namely Job Training (X₁), Career Development (X₂), and Working Conditions (X₃) on Employee Performance. dependent variable (Y). The following are the results of processing the t-test data:

Table 2. Results of Partial Hypothesis Testing (t-Test)

Variable	Unstandardized Coefficient	t-Statistic	t-Table	Probability (p-value)
Job Training (X ₁)	1.199	10.511	2.010	0.000
Career Development (X ₂)	0.077	1.194	2.010	0.238
Work Conditions (X ₃)	0.170	2.818	2.010	0.007

Source: Research Data, 2024

Table 2 shows the partial effect of job training, career development and working conditions on the dependent variable, namely employee performance, each independent variable on the dependent variable with $\alpha < 5\%$ and a one-way test, so that the t table value is 2.00958 with the provision that t count > t table and to determine the significance of the independent variable with the dependent variable, it is seen from the significant value must be less than $\alpha < 5\%$. So from the table it can be seen that the t count test value for the job training variable is 10.511 > 2.00958 and the significance level is 0.000 < 0.05 so that H₀ is rejected and H₁ is accepted. This means that job training has a positive and significant effect partially on employee performance.

The t count test value for the career development variable is 1.194 < t table 2.00958 and the significance level is 0.238 > 0.05 so that H₀ is accepted and H₁ is rejected. This means that career development has a positive and insignificant effect partially on employee performance. The t-test value for the working conditions variable is 2.818 > t-table 2.00958 and the significance level is 0.007 < 0.05 so that H₀ is rejected and H₁ is accepted. This means that working conditions have a positive effect.

Simultaneous Hypothesis Test (F Test)

To test the hypothesis, the basic criteria for decision making are used. If the significance value is greater than 0.05 then H_0 is accepted or H_a is rejected, this means that all independent variables do not have a joint effect on the dependent variable. If the significance value is less than 0.05 then H_0 is rejected or H_a is accepted, this means that all independent variables have a joint effect on the dependent variable. This test also compares the f-table value with the calculated f. The f-table value is determined by finding the value of the numerator and denominator degrees. So the f-table value is 2.79. If the calculated f is greater than the f-table then the hypothesis is accepted. The results of the F test can be seen in the following table:

Table 3. Results of Simultaneous Hypothesis Testing (F-Test)

F-Statistic	F-Table	Probability (p-value)	Description
76.163	2.79	0.000	Significant Impact

Source: Research Data, 2024

From the processing of table 3 above, it is known that there is a significant influence between the independent variables, namely job training, career development and working conditions on the dependent variable. The independent variable is employee performance. This is indicated by the F count value of $79.163 > F$ table of 2.79 and the significant value of F of $0.000 < \alpha (0.05)$ so that it can be concluded that simultaneously the variables of job training, career development and working conditions have a positive and significant effect on employee performance at PT Hilon Sumatra.

Coefficient of Determination (R^2)

The Coefficient of Determination or R^2 is the contribution of the influence given by the independent variable to the dependent variable or in other words the coefficient of determination measures how far the model's ability to explain or explain the variation of the independent variable to the dependent variable. The value is 0 to 1, the closer to 0 means the model is not good or the variation of the model in explaining is very limited, conversely the closer to 1 the better the model. The results of the coefficient of determination test can be seen in the following table:

Table 4. Results of the Coefficient of Determination (R^2)

Description	R-Squared Value
Relationship	0.829

Source: Research Data, 2024

Table 4 shows the coefficient of determination (R Square) value of 0.829 or 82.9% which means that variations in employee performance can be explained by variations in job training, career development and working conditions by 82.9% and the remaining 27.1% can be explained by other variables not included in this study, such as organizational culture and work ethic.

DISCUSSION

The Impact of Job Training (X_1)

The analysis shows that job training plays a vital role in improving the dependent variable (e.g., employee performance or productivity). With an unstandardized coefficient of 1.199, this indicates that a one-unit increase in job training is associated with a 1.199-unit increase in the dependent variable. The t-statistic of 10.511, which is significantly higher than the critical t-table value of 2.010, and a p-value of 0.000 (less than 0.05) confirm the statistical significance of this variable.

This result aligns with Dessler's (2015) assertion that job training equips employees with the necessary skills and knowledge to perform their tasks effectively. Training not only enhances technical competencies but also boosts employees' confidence in handling responsibilities. Furthermore, the findings resonate with those of Suryantiko and Lumintang (2018), who observed that training initiatives significantly improved employee performance in corporate environments.

From a practical perspective, effective job training programs bridge the gap between the existing skill set of employees and the evolving demands of their roles. Training also ensures that employees are better prepared to adopt new technologies and processes, which are critical for organizational growth in today's fast-changing business environment. Employers should invest in both on-the-job and off-the-job training methods tailored to the specific needs of their workforce.

The Impact of Career Development (X_2)

The analysis of career development presents a contrasting outcome. With an unstandardized coefficient of 0.077, a t-statistic of 1.194 (below the critical value of 2.010), and a p-value of 0.238 (greater than 0.05), career development does not show a statistically significant impact on the dependent variable.

This result suggests that the current career development programs may not be effectively structured or aligned with the employees' career aspirations and organizational goals. Kadarisman (2013) highlights that career development should involve clear pathways for advancement, tailored mentorship, and consistent support from management to be impactful. Similarly, Putri (2018) emphasizes that career development positively influences performance only when employees perceive clear opportunities for growth and development.

The lack of significant influence in this study might be due to inadequate implementation or insufficient communication about career development opportunities within the organization. Employees may feel disconnected if the development programs do not address their specific needs or provide visible opportunities for advancement. Addressing this gap requires organizations to conduct regular assessments of employees' expectations and align career development initiatives with organizational objectives.

The Impact of Work Conditions (X_3)

The work conditions variable demonstrates a significant positive effect on the dependent variable, with an unstandardized coefficient of 0.170, a t-statistic of 2.818 (exceeding the critical value of 2.010), and a p-value of 0.007 (less than 0.05). This finding underscores the importance of creating a conducive work environment for enhancing employee performance.

As noted by Hasibuan (2009), work conditions encompass both physical aspects (such as workspace, tools, and safety measures) and psychological factors (like interpersonal relationships and workplace culture). A supportive work environment fosters job satisfaction and reduces stress, enabling employees to perform at their best.

Empirical evidence from Willyams (2010) further validates this perspective. His study revealed that favorable work conditions in hospital settings significantly improved job performance by enhancing employee motivation and reducing burnout. These findings suggest that organizations need to prioritize both tangible improvements (e.g., ergonomic furniture, safety measures) and intangible factors (e.g., supportive leadership, clear communication).

CONCLUSION

Based on the results that have been presented, it can be concluded that the variables of job training, career development and working conditions have a positive effect on employee performance at PT Hilon Sumatra. and job training has a greater influence on employee performance than career development and working conditions. And employee performance at PT Hilon Sumatra can be explained by job training, career development and working conditions by 82.9%, while 27.1% is explained by other variables not explained in this study. Based on these findings, several recommendations are proposed which are expected to provide benefits to related stakeholders. The company should use the right training method according to needs and create comfortable working conditions by maintaining the cleanliness of the environment around the company. For future research that will conduct the same research, it is hoped that the results of this research can be used as a source of information for comparative material in conducting future research.

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