



The Influence of Job Training, Financial Compensation, and Career Development on Employee Performance PT Ungaran Sari Garment Ungaran Branch

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Abstract

His study aims to (1) To know and explain the effect of job training on employee performance of PT Ungaran Sari Garment Ungaran Branch, (2) To know and explain the effect of financial compensation on employee performance of PT Ungaran Sari Garment Ungaran Branch, (3) To know and explain the effect of career development on employee performance of PT Ungaran Sari Garment Ungaran Branch, (4) To know and explain the effect of job training, financial compensation, and career development on employee performance of PT Ungaran Sari Garment Ungaran Branch. The method used in this research is quantitative research method. The conclusions of this study are: (1) Job training has a positive and significant effect on employee performance of PT Ungaran Sari Garment Ungaran Branch, (2) Financial compensation has a positive and insignificant effect on employee performance of PT Ungaran Sari Garment Ungaran Branch, (3) Career development has a positive and significant effect on employee performance of PT Ungaran Sari Garment Ungaran Branch, (4) Job training, financial compensation, career development affect employee performance of PT Ungaran Sari Garment Ungaran Branch

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

1. INTRODUCTION

In principle, companies or business entities are organised and run by people who have certain expertise and skills so that the company's goals can be achieved as planned. These targets or goals will not be possible without adequate resources. Resources that have an important role in achieving company and organisational goals are human resources. Good human resources or employees can be seen one of them by the performance given. Employees are an asset of a company to make the company continue to progress and survive in the development of the company. Every company wants employees who have high organisational commitment in advancing the company, because if employees have a high commitment, it is likely that the company's goals will be achieved quickly and the company will continue to survive and develop well. Employees are the driving force behind the running of an organisation or company, to improve employee performance, the company provides encouragement in the form of compensation to employees. To improve employee performance, the company holds various programmes including career development which includes training, promotions, and transfers.

According to Mangkunegara (2013) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the

responsibilities given to him. Employee performance can be described as a process function of the individual's response to the organisation's expected performance, which includes performance design, empowerment processes, and mentoring, as well as from the individual's own side which includes skills abilities and knowledge performance is the result of a process of work and organisation. The factors that affect performance are ability factors, compensation, career development, and training. To achieve company goals, the company should have reliable employees who have good performance.

Training is to improve technical knowledge and skills, in order to improve conceptual abilities and, the ability to make decisions (Mangkunegara, 2013). The training provided to employees will encourage employees to work harder. This is because employees who already know well the tasks and responsibilities will try to achieve a higher level of work morale. Employee knowledge and general knowledge that affects the implementation of tasks determine the success or failure of the task. Employees who lack sufficient knowledge about their field of work will falter.

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PT Ungaran Sari Garment is one of the Largest Export Oriented Apparel Company in Indonesia, operating world-class factories in various locations in Java supported by 11,000 skilled and professional workers. Ungaran Sari Garments' production capacity can handle 1.7 million dozen garments per year and still with great potential for expansion. In 2022 to 2024 experienced an increase and decrease in Actual Performance Production. The following is a table of PT Ungaran Sari Garment Production Performance Data:

Table 1:
PT Ungaran Sari Garment 2022-2024 Target Decline Data

Year	Production target (pcs)	Actual production (pcs)	Change in target	Target achievement
2022	2.563.000	2.551.719	-11.281	99,56%
2023	2.320.000	2.301.096	-18.904	99,27%
2024	2.279.000	2.243.656	-35.344	98,43%

Source: PT Ungaran Sari Garment, 2024

Production Performance data at PT Ungaran Sari Garment for the last 3 years has

experienced. This indicates that there is a decrease in employee performance at PT Ungaran Sari Garment.

According to the exposure of the personnel department at PT Ungaran Sari Garment, there are still many problems within the company, where the company still lacks training for employees; lack of employee knowledge in doing work in the field that has been assigned; providing compensation that is not enough to make employees ineffective in doing work. The ineffectiveness of compensation can be seen from the incentives that are not given by the company when employees work overtime.

Career development for employees due to lack of information and interest in career development, lack of motivation of employees because they consider the workload given is not in accordance with the salary received, lack of skills in serving employees and lack of mastery of foreign languages. This causes the performance of employees in the company is still not optimal in doing a job.

Based on the background description above, the company needs to encourage employees to work well, so the company must be able to provide training that can have a good effect on employees so that employees can develop themselves and be able to understand several things related to their work. But in providing training, financial compensation and career development to its employees, the company must be able to understand the characteristics of each individual in the company.

From the description above, the problems that arise are:

1. There is still a lack of training in the company.
2. Providing compensation that is not in accordance with the work performed by employees.
3. The need for career development for employees.
4. Employee performance is still not optimal in every job. Like there are still employees who delay work, this is one of them that makes employee performance not optimal.

Research Objectives are:

1. To determine and explain the effect of job training on the performance of employees of PT Ungaran Sari Garment.
2. To determine and explain the effect of financial compensation on employee performance of PT Ungaran Sari Garment.
3. To determine and explain the effect of career development on the performance of employees of PT Ungaran Sari Garment.
4. To determine and explain the effect of job training, financial compensation, and career

development on the performance of employees of PT Ungaran Sari Garment.

2. LITERATURE REVIEW

Job Training

Siagian (2008) defines training as a teaching and learning process using certain techniques and methods. Conceptually, it can be said that training is intended to improve the skills and work abilities of a person or group of people. Mangkunegara (2008) suggests that training is a short-term educational process that uses systematic and organised procedures in which non-managerial employees learn technical knowledge and skills for limited purposes. Training according to Veithzal, et.al (2009) is the process of systematically changing employee behaviour to achieve organisational goals. Training is related to the skills and abilities of employees to carry out current work. Training has a current orientation and helps employees to achieve certain skills and abilities to be successful in carrying out their work.

Generally, humans work to get rewards for services such as work done. In the company this is often called compensation or service pay. Compensation is important to attract, maintain, and retain employees for the benefit of the company.

According to Kadarisman (2014) ‘The importance of compensation for employees, greatly affects their behaviour and performance. To attract people to work for a particular organisation/company, to encourage employees to come to work and go home on time to motivate employees to work harder, be disciplined, and develop their competence, the organisation/company needs to provide rewards to employees who have sacrificed time, energy, abilities, and skills so that employees feel satisfied because their efforts are appreciated’.

Financial Compensation

Hasibuan (2006) states that compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. Handoko (2001) argues that compensation is important for employees and individuals because the amount of compensation reflects the size of the value of their work among employees themselves, their families and society. According to Simamora (2006), in general, compensation components can be divided into direct compensation and indirect compensation. Direct financial compensation consists of pay that a person gets in the form of salaries, wages, bonuses. Indirect financial compensation, called benefits, includes all financial rewards that are not covered by direct compensation.

- **Definition of Financial Compensation**

The definition of each form of financial compensation is categorised as follows:

1. **Direct financial compensation**

Direct financial compensation according to Mondy and Noe (2005) is wages, salaries, bonuses, commissions.

2. **Indirect financial compensation**

Simamora (2004) states that indirect financial compensation, also called benefits, includes all financial rewards not covered by direct compensation: protection programmes, out-of-work pay, facilities.

Career Development

Yani (2012), defines career development as ‘everyone who works for a company will have a number of expectations in return for the sacrifices or achievements he has made. One of them is the hope of achieving a position / position that is higher or better than the previous position / position.’ Meanwhile, Rachmawati (2008) defines career development as a staffing activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the maximum. Fahmi (2013) defines career development as the acquisition of knowledge, skills, and behaviours that increase employees' ability to meet changing job requirements as well as client and customer demands. Career development is the personal improvements a person makes to achieve a career plan.

Dimensions of Career Development

Handoko in Megita (2014) suggests that there are 3 dimensions in career development, namely education (with indicators of educational background and insight), training (indicators are the frequency of training, certain expertise), and work experience (with indicators: period of work, mastery of knowledge, skills).

Employee Performance

Mangkunegara (2015) states that the term performance comes from the word job performance or actual performance (work performance or actual achievement achieved by a person), namely the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Robbins (2015) explains that performance is a result achieved by a job in his job according to certain criteria that apply to a job. Bastian (2001) states that, performance is a description of the level of achievement of the implementation of an activity/program/policy in realising the goals, objectives, mission, and vision of the organisation as stated in the formulation of an organisation's strategic scheme.

According to Mangkunegara (2007) there are several dimensions to measure employee performance, as follows: quality of work (indicators are accuracy, thoroughness, success of work results) and quantity of work (speed, responsibility).

3. RESEARCH METHOD

This research approach is a quantitative research approach with explanatory research using a sample taken from the population using a questionnaire as a tool to collect primary data and individual analysis units. The population is all employees of the production section of the Dress II department. The sampling technique that researchers use is Purposive Sampling. The criteria for employees of PT Ungaran Sari Garment Ungaran Unit in the production department of the Dress II department with a working period of more than or equal to 1 year. Where the population and sample of employees of PT Ungaran Sari Garment, Ungaran Branch totalling 99 respondents.

H1 : Job training has a positive and significant effect on the performance of employees of PT Ungaran Sari Garment, Ungaran Branch

H2 : Financial compensation has a positive and significant effect on the performance of employees of PT Ungaran Sari Garment, Ungaran Branch

H3 : Career development has a positive and significant effect on the performance of employees of PT Ungaran Sari Garment, Ungaran Branch

H4 : Job training, financial development, career development simultaneously have a positive and significant effect of PT Ungaran Sari Garment, Ungaran Branch.

Table 2: Result of Multiple Regression Test Analysis
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.644	0.984		0.654	0.515
Job training (X1)	0.341	0.068	0.341	5.008	0.000
Financial compensation (X2)	0.175	0.064	0.189	2.743	0.007
Career development(X3)	0.463	0.072	0.466	6.416	0.000
a. Dependent Variabel: Employee Performance (Y)					

Based on table 2, it can be seen that the regression equation formed in the regression test is as follows

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 \quad Y = 0.341 X_1 + 0.189 X_2 + 0.466 X_3$$

The interpretation of the model is as follows:

- The job training has a coefficient value of 0.341. This shows that job training has a positive influence on employee performance. If the job training increases by one unit it

meas that the higher the value of the job training the higher the employee's performance.

- The financial compensation has a coefficient value of 0.189. This shows that financial compensation has a positive influence on employee performance. If the financial compensation increases by one unit it means the employee performance will increase.
- The career development has a coefficient value of 0.466. This shows that career development has a positive influence on employee performance. If the career development increases by one unit it means the employee performance will increase.

F test

From the results of data processing using SPSS ver 24 the results are as follows:

Table 3: F Test Result
ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2251.148	3	750.383	233.700	.000 ^b
Residual	305.034	95	3.211		
Total	2556.182	98			

a. Predictors: (Constant), Job Training (X1), Financial Compensation (X2), Career Development (X3)

Source: Researcher data processed, 2024

From the results of the processing of the F test in table 3, it is known that the significance value is $0.000 < 0.05$, this indicates that the job training, financial compensation and career development simultaneously has a significant effect on employee performance.

Coefficient of Determination

Based on the calculation of SPSS 24, the results of the correlation coefficient of determination R^2 are obtained in table below:

Table 4: Coefficient of Determination Results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.938 ^a	0.881	0.877	1.792

a. Predictors: (Constant), Job Training (X1), Financial Compensation (X2), Career Development (X3)

Source : Researcher data processed, 2024

Based on the results in table 4, the value of the determinant coefficient is 0.877. Its meaning that the independent variable of the job training, finance compensation, career development have an influence on employee performance by 87.7% or 87.7% employee performance can be explained by the variable quality of the job training, finance compensation and career development. As for the remaining 12.3%, it is influenced by other variables not included in this study as a leadership style, motivation and so on.4.

4. DISCUSSION

Based on the results of the data analysis that has been carried out, it can be concluded that:

a. Effect of Job Training on Employee Performance

The results showed that job training has an effect on employee performance. Based on the results of hypothesis testing proves that $t_{count} > t_{table}$ ($5.008 > 1.661$) means H_0 is rejected, and significant count $< \alpha$ ($0.000 < 0.05$) then H_0 is rejected, so it can be concluded that job training has a positive and significant effect on employee performance PT Ungaran Sari Garment Ungaran Branch.

b. Effect of Financial Compensation on Employee Performance

The research test results show that financial compensation has a positive and insignificant effect on employee performance. Based on the results of hypothesis testing, it proves that $t_{count} > t_{table}$ ($2.743 > 1.661$) means H_0 is rejected, and significant count $> \alpha$ ($0.007 > 0.05$) then H_0 is accepted, so it can be concluded that financial compensation has a positive and insignificant effect on the performance of employees of PT Ungaran Sari Garment Ungaran Branch.

c. The Effect of Career Development on Employee Performance

The results show that career development affects employee performance. Based on the results of hypothesis testing which proves that $t_{count} > t_{table}$ ($6.461 > 1.661$) means H_0 is rejected, and significant count $< \alpha$ ($0.000 < 0.05$) then H_0 is rejected, so it can be concluded that career development has a positive and significant effect on the performance of employees of PT Ungaran Sari Garment Ungaran Branch.

5. CONCLUSIONS AND SUGGESTIONS

Based on the results that have been obtained, it can be concluded that Job training has a positive and significant effect on the performance of employees of PT Ungaran Sari Garment Ungaran Branch, financial compensation has a positive and insignificant effect on employee performance of PT Ungaran Sari Garment Ungaran Branch, career development has a positive and significant effect on employee performance of PT Ungaran Sari Garment Ungaran Branch. Job training, financial compensation and career development affect the performance of employees of PT Ungaran Sari Garment Ungaran Branch.

The suggestions that can be submitted by the author based on the results that have been obtained include: the company can improve or maintain job training and career development for employees. While financial compensation has an insignificant effect on employee performance, thus company leaders must provide compensation to their employees,

in order to improve employee performance.

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