

The Influence of Training and Career Development on Employee Performance at PT. Indofood Cbp Sukses Makmur Tbk Bogasari Division

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Abstract

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This research aims to determine the effect of Training and Career Development on Employee Performance both partially and simultaneously at PT. Indofood CBP Sukses Makmur Tbk Bogasari Division. The method used in this research is quantitative. The analysis technique uses statistical analysis by testing validity tests, reliability tests, classical assumption tests, descriptive analysis, simple linear regression tests, multiple linear regression tests, correlation coefficient tests, coefficient of determination tests, t tests and F tests. The sample used was 67 respondents from a population of 205 people using the Slovin formula. The research results show that training and career development contribute to employee performance by 27.2% with the multiple linear regression equation $Y = 16.704 + 0.275X_1 + 0.289X_2$. The results of the simultaneous influence test showed that $F_{count} = 11.927 > F_{table} = 3.14$, so it can be concluded that there is a significant influence between training and career development on the performance of PT employees. Indofood CBP Sukses Makmur Tbk Bogasari Division

Keywords: Training; Career development; Employee performance

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INTRODUCTION

At a macro level, human resource development is an effort to develop the quality or ability of human resources so that they are able to process and manage natural resources with various kinds of technology so that they can be used for optimal community welfare, as the goal of development. Meanwhile, at a micro level, resource development in an organization or institution is the development of the workforce or members so that they are able to achieve organizational goals. No matter how sophisticated the facilities, infrastructure and technology of an organization are, if it is not supported by human resources who have adequate capabilities, then it will undoubtedly be difficult for the organization to develop.

With the development of human resources that have an orientation for organizational development, several conditions related to existing work are needed. The processing of human resources related to management within an organization needs to follow developments in a certain period. This is a part that is influenced by the output that will be produced. Training is one way to improve human resources in a company or organization. The role of this training is increasingly receiving great attention. This is proven by the increasing number of institutions or bodies, both government and private, that have used training as an effort to increase work effectiveness and efficiency.



According to Kasmir (2016: 125) explains that "training is a process to form and equip employees by increasing their skills, abilities, knowledge and behavior." PT. Indofood CBP Sukses Makmur Tbk is an instant noodle and processed food company which is a branch company owned by the Salim Group. PT. Indofood CBP Sukses Makmur Bogasari Division is the largest division in Indofood and its factories are spread across 17 cities in Indonesia including Jakarta, Tangerang, Cibitung, Bandung, Cirebon, Semarang, Surabaya, Bandar Lampung, Makassar, Banjarmasin, Manado, Pontianak, Palembang, Medan and Pekanbaru. Apart from domestically, the Bogasari Division also has factories in the Philippines, China, Nigeria, Saudi Arabia, Syria and Malaysia. PT. Indofood CBP Sukses Makmur, Tbk Semarang Noodle Division is a branch company of the Indofood Group, Bogasari Division. This company is engaged in making instant noodles which are ready to eat and packaged with spices and oil, then distributed to the DIY and Central Java regions. The products produced include instant noodles with the brands Indomie, Supermi, Sarimi and Sakura in various flavors.

Training data that has been planned and implemented at PT. Indofood CBP Sukses Makmur Tbk Bogasari Division: that training has not been carried out optimally as can be seen from the attached table above. The level of training is still very low with training achievements in 2019 only 40 out of 120 training plans that must be carried out, even in 2020 there was a decline in achievements which reaches 34 of the 120 times the training plan must be carried out.

Based on the above, the researcher saw that there was a shortage of employees in completing tasks appropriately due to a lack of training, trainers who did not master the material, very few participants taking part in the training or not all employees received the training set by PT. Indofood CBP Sukses Makmur Tbk Bogasari Division. So PT. Indofood Cbp Sukses Makmur Tbk Bogasari Division is obliged to organize training for employees at the company. This is done to improve the quality of employees in certain areas of expertise and skills.

Apart from training, career development is also an influence in improving employee performance at PT. Indofood CBP Sukses Makmur Tbk Bogasari Division. Career development is a means of increasing employee technical abilities and skills and is also an important factor in improving employee performance. Career development according to Andrew J Dubin quoted by Mankunegara (2015:77) "career development is a personnel activity that helps employees plan their future careers in the company/organization and the employees concerned can develop themselves to the maximum."

Every employee of PT. Indofood CBP Sukses Makmur Tbk Bogasari Division was given the opportunity to develop his career, but it tended to be slow, promotions were not carried out well. To see what the actual conditions are regarding career development at PT. Indofood CBP Sukses Makmur Tbk Bogasari Division conducted a pre-survey by distributing a temporary questionnaire, consisting of career development indicators to 15 employees. conditions for career development of PT employees. Indofood CBP Sukses Makmur Tbk Bogasari Division has not met expectations. This can be seen in the indicator of recognition by other parties at 80%, meaning that many employees feel that their leadership or direct superiors have not recommended employees who excel for promotion.

Of course, organizational goals will not be achieved if the performance of its members or employees is not optimal. Employee performance in general is a manifestation of the work carried out by employees which is usually used as a basis or reference for evaluating employees in an organization. Good performance is a step towards achieving organizational goals, therefore, performance is also a determining means in achieving organizational goals so efforts need to be made to improve employee performance.

percentage of PT employee performance. Indofood Cbp Sukses Makmur Tbk Bogasari Division experienced a decline from 2022 to 2023. In 2022 with a percentage of 79%, which means employee performance is good and in 2023 with a percentage of 73%, which means a decrease in employee performance from the previous year. Based on this data, it was concluded that the cause of the decline in employee performance was employee responsibility and initiative with an average percentage score of 14.5% and 14%. This shows that the performance of PT employees. Indofood CBP Sukses Makmur Tbk Bogasari Division is still not optimal, so supervision and firmness in responsibility and initiative are needed to achieve employee performance goals.

LITERATURE REVIEW

Training

Training is a learning process aimed at acquiring and improving employee skills. It serves as a vehicle for building quality human resources. Most training is conducted for supervisory-level employees (management) and below, as it is intended to enhance operational capabilities within the company. According to Andrew E. Sikula, as cited in Mangkunegara (2019: 43), "training is a short-term educational process that uses systematic and organized procedures, where non-managerial employees learn technical knowledge and skills for limited purposes." Similarly, Kaswan (2018: 2) defines training as "the process of increasing employee knowledge and skills, involving attitude changes so that employees can perform their jobs more effectively." Rivai (2019: 164) also states that "training is a process of systematically changing employee behavior to achieve organizational goals."

Career Development

Every employee hopes for better career development, as it can lead to improved rights in both material and non-material terms, such as salary increases, allowances, and facility improvements. Andrew J. Dubrin, as cited in Mangkunegara (2019: 77), defines "career development as a personnel activity that helps employees plan their future careers in the company so that both the company and the employees can develop themselves optimally." Burhanuddin Yusuf (2015: 178) describes career development as "a process in career management carried out by a person and supported by the organization, aimed at enhancing all the personal potential possessed by the employee to achieve the career plan they have set."

Performance

According to Mangkunegara (2019: 67), "performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to them." Rivai (2017: 34) states that performance "is a function of training and ability." To

complete a task or job, a person must have a certain degree of willingness and level of ability. Hasibuan (2018: 105) defines performance as "a work result achieved by a person in carrying out the tasks assigned to them, based on skill, experience, seriousness, and time."

RESEARCH METHOD

The type of research used in this study is quantitative research. According to Sugiyono (2016: 8), quantitative research is a research method based on the philosophy of positivism, used to research certain populations or samples, collect data using research instruments, and analyze quantitative or statistical data with the aim of testing predetermined hypotheses. The population for this research consists of 205 employees. According to Sugiyono (2018: 87), if the population in a study is considered too large, the researcher can narrow the population by calculating the sample size using the Slovin formula to ensure it is representative and the results can be generalized. Using the Slovin formula, the sample size is calculated to be 67 respondents.

The data analysis techniques include several stages. First, the validity and reliability of the research data instruments are tested. Next, classic assumption tests are conducted, which include normality, multicollinearity, heteroscedasticity, and autocorrelation tests. Multiple regression analysis is then performed, followed by correlation coefficient tests and analysis of the coefficient of determination. Finally, hypothesis testing is conducted using the t-test for partial analysis and the F-test (Anova) for overall analysis

RESULTS AND DISCUSSION

1. Validity test

Table 1. Training Variable Validity Test (X1)

Statement	r count	r table	Information
1	0.616	0.24	valid
2	0.414	0.24	valid
3	0.481	0.24	valid
4	0.438	0.24	valid
5	0.364	0.24	valid
6	0.639	0.24	valid
7	0.543	0.24	valid
8	0.403	0.24	valid
9	0.543	0.24	valid
10	0.405	0.24	valid

Table 2. Validity Test of Career Development Variables

Statement	r count	r table	Information
1	0.463	0.24	valid
2	0.534	0.24	valid
3	0.527	0.24	valid
4	0	0.24	valid

	.442	.24	
5	0	(valid
	.467	.24	
6	0	(valid
	.414	.24	
7	0	(valid
	.568	.24	
8	0	(valid
	.632	.24	
9	0	(valid
	.698	.24	
10	0	(valid
	.371	.24	

Table 3. Validity Test of Employee Performance Variables

Statement	r count	r table	Information
1	0	0	valid
	.552	.24	
2	0	0	valid
	.528	.24	
3	0	0	valid
	.496	.24	
4	0	0	valid
	.51	.24	
5	0	0	valid
	.572	.24	
6	0	0	valid
	.48	.24	
7	0	0	valid
	.441	.24	
8	0	0	valid
	.579	.24	
9	0	0	valid
	.551	.24	
10	0	0	valid
	.578	.24	

2. Reliability Test

Table 4. Summary of Training Variable Data Reliability Test Results (X1)

Reliability Statistics

Cronbach's Alpha	N of Items
.645	10

Table 5. Summary of Reliability Test Results for Career Development Variable Data (X2)

Reliability Statistics

Cronbach's Alpha	N of Items
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,687	10
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Table 6. Summary of Reliability Test Results for Employee Performance Variable Data (Y)
Reliability Statistics

Cronbach's Alpha	N of Items
,714	10

Multiple Linear Regression Analysis

Table 7. Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,704	4,446		3,757	,000
	Training	,275	,156	,242	2,223	,003
	Career Development	,289	,120	,333	2,416	0.02

a. Dependent Variable: performance

The Y equation from this research can be seen from the column *Unstandardized Coefficients*. The results of data processing using the SPSS 26 program show that:

$$Y = 16.704 + 0.275X_1 + 0.289X_2$$

The regression equation above has the meaning:

1. The Constant value is 16.704, meaning that employee performance, even without being influenced by training and career development, already has an influence of 16.704.
2. Influence between variables
 - a. The influence of training variables on employee performance is positive. This means that the higher the training, the employee performance will increase by 0.275.

The influence of career development variables on employee performance is positive. This means that the higher the career development, the employee performance will increase by 0.289

Correlation Coefficient Test

Table 8. Correlation of Training Variables (X₁), Career Development (X₂) with Employee Performance (Y)

Model Summary ^b				
Model	R	Adjusted R Square	Std. Error of the Estimate	
1	,272	,249	3.96604	

a. Predictors: (Constant), Career Development, Training

b. Dependent Variable: performance

Based on the calculation results above, it can be seen that the relationship between Training and Career Development (simultaneously) on Employee Performance as calculated by the correlation coefficient is 0.521. The R value of 0.521 is located at 0.40 – 0.59 so the correlation is a moderate correlation, which means the correlation between Training and Career Development and Employee Performance is moderate.

Based on the Model Summary table, the probability value (Sig.F Change) = 0.000 is obtained. Because the Sig.F Change value is 0.000 < 0.05, the decision is that Ho is rejected and Ha is accepted. This means that Training and Career Development are simultaneously and significantly related to Employee Performance.

Analysis of the Coefficient of Determination

Table 10. Coefficient of Determination Results

Model Summary b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.521a	.272	.249	3.96604

a. Predictors: (Constant), Career Development, Training
b. Dependent Variable: performance

Based on the table above, the correlation coefficient (R Square) in this study was 0.272 (27.2%) and the remaining 72.8% was influenced by other variables.

Hypothesis test

1. t test

Table 11. Partial Test (t test) Training (X₁) on Employee Performance (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17,992	4,575		3,933	,000
Training	,513	0.125	,453	4,095	,000

a. Dependent Variable: Performance

Based on the table above, it can be seen that the influence of training on employee performance shows a significant influence. The Training variable has a calculated t value of 4.095 > 1.998 so that Ho is rejected and accepted, so it can be concluded that Training has a significant and positive effect on employee performance.

Table 12. Partial Test (t test) Career Development (X₂) on Employee Performance (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	22,088	3,276		6,743	,000
Career development	,422	,094	,486	4,485	,000

a. Dependent Variable: Performance

Based on the table above, it can be seen that the influence of Career Development on Employee Performance shows a significant influence. The Career Development variable has a calculated t value of $4.485 > 1.998$ so that H_0 is rejected and accepted, so it can be concluded that Career Development has a significant and positive effect on employee performance.

2. F test

Table 13. Simultaneous Test (F Test)

ANOVAa						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	375,225	2	187,612	11,927	,000b
	Residual	1006.686	64	15,729		
	Total	1381.91	66			

a. Dependent Variable: Performance

b. Predictors: (Constant), Career Development, Training

Source: Data Processing, 2024

There is an influence between Training (X_1) and Career Development (X_2) on Employee Performance (Y). (p -value $0.000 < 0.05$) = Reject H_0 . From table 4.25 above, it shows that the significance value is 0.000, which is less than $\alpha = 0.05$ or $0.000 < 0.05$, and the calculated F value $> F$ table, namely $11,927 > 3.14$, is obtained by looking number of samples (n) = 67, number of variables (k) = 3; significant level $\alpha = 0.05$ then $df_1(k-1) = 3-1 = 2$, $df_2(nk) = 67-3 = 64$ so that the F table value is 3.14. Therefore H_0 's decision is rejected and H_a is accepted. So it can be concluded that there is an influence between Training (X_1) and Career Development (X_2) together on Employee Performance.

A. Training on Employee Performance

Based on the analysis results of SPSS version 23 calculations, the t count value for the Training (X_1) to Performance (Y) variable is 4.095, while the t table value for $n = 67$ is 1.998. So because the value of t count $> t$ table, namely $4.095 > 1.998$, it can be concluded that partially the Training variable has a positive influence on performance. Probability value (significance) = 0.000, which is below 0.050, thus H_a is accepted, it can be concluded that there is a positive and significant influence of the Training variable (X_1) on Performance (Y).

For the overall average score of indicators on the Training variable, an average value of 3.63 can be produced which is in the range 3.41 – 4.20, this shows that the respondent's response to the statement submitted for the Training variable as a whole prefers the answer agree with high score interpretation. Based on the results of descriptive analysis of respondents' perception data on the 6 training variable indicators, the lowest average score was 3.53, namely that regarding the training participant indicators, improvements were still needed to support the progress of the training being carried out. Meanwhile, the highest average score of 3.76 was found in the indicators. training facilities and facilities, so that these indicators can be maintained to support the implementation of training within the company.

B. Career Development on Employee Performance

Based on the analysis results of SPSS version 23 calculations, the calculated t value for the Career Development (X_2) to Performance (Y) variable is 4.485, while the t table value for $n = 67$ is 1.998. So because the value of $t_{count} > t_{table}$, namely $4.485 > 1.998$, it can be concluded that partially the Career Development variable has a positive influence on performance. The probability value (significance) = 0.000, which is below 0.050, thus H_a is accepted, it can be concluded that there is a positive and significant influence of the Career Development variable (X_2) on Performance (Y).

For the overall average score of indicators on the Career Development variable, an average value of 3.44 can be produced which is in the range 3.41 – 4.20, this shows that the respondent's response to the statement submitted for the Career Development variable as a whole prefers the answer agree with the high score interpretation. Based on the results of descriptive analysis of respondents' perception data on the 5 indicators of the Career Development variable, the lowest average score was 3.34, namely regarding the mentor and sponsor indicators, improvements still need to be made to support the progress of Career Development carried out by employees. Meanwhile, the highest average score of 3.49 is found in the work performance indicator, so that this indicator can be maintained to support the implementation of Career Development within the company.

C. Training and Career Development on Employee Performance

Based on the analysis of the results of data analysis calculations, the influence of Training (X_1), Career Development (X_2) on Performance (Y) is shown by multiple linear regression $Y = 16.704 + 0.275X_1 + 0.289X_2$. This means that even without the influence of the Training and Career Development variables, employees still have a performance level of 16.704. The regression coefficient is 0.275 on the Training variable (X_1), is a positive linear regression direction coefficient, meaning the higher the training, the employee performance will increase by 0.275. The regression coefficient of 0.289 on the Career Development variable (X_2), is a positive linear regression direction coefficient, meaning that the higher the career development, the employee performance will increase by 0.289.

The results of testing the simultaneous influence of the independent variable on the dependent variable obtained a value of $f_{count} = 11,927 > f_{table}$ value = 3.14 so that H_0 was rejected and H_a was accepted. So it can be concluded that there is a positive and significant influence between **Training (X_1), Career development (X_2) on employee performance (Y).**

The correlation coefficient value R is 0.521. This shows that there is a moderate relationship between Training and Career Development and Performance. Meanwhile, the coefficient of determination of the R^2 (R Square) value is 0.272, indicating that 27.2% of Training and Career Development simultaneously contributes to Employee Performance, while the remaining 72.8% is determined by other variables not examined

CONCLUSION

Partially, training has a positive and significant effect on employee performance at PT. Indofood CBP Sukses Makmur Tbk Bogasari Division. This is evidenced by the *tt*-value of 4.095, which is greater than the *tt*-table value of 1.998, with a significance level of 0.000, which is less than 0.05. Therefore, *HoHo* is rejected and *HaHa* is accepted. The overall average score of the training variable indicators is 3.63, falling within the range of 3.41 to 4.20, indicating that respondents generally agree with the statements related to the training variable. The highest indicator in the training variable is the training facilities and resources, with an average value of 3.76.

Partially, career development has a positive and significant effect on employee performance at PT. Indofood CBP Sukses Makmur Tbk Bogasari Division. This is evidenced by the *tt*-value of 4.485, which is greater than the *tt*-table value of 1.998, with a significance level of 0.000, which is less than 0.05. Therefore, *HoHo* is rejected and *HaHa* is accepted. The overall average score of the career development variable indicators is 3.44, falling within the range of 3.41 to 4.20, indicating that respondents generally agree with the statements related to the career development variable. The highest indicator in the career development variable is work performance, with an average value of 3.49.

Simultaneously, training and career development have a positive and significant effect on employee performance. This is proven by the multiple linear regression equation $Y=16.704+0.275X1+0.289X2$, which indicates that even without the training and career development variables, employees still have a performance level of 16.704. The regression coefficient for the training variable ($X1$) is 0.275, indicating that every one-unit increase in training ($X1$) will increase performance (Y) by 0.275, assuming career development ($X2$) is constant. The regression coefficient for the career development variable ($X2$) is 0.289, indicating that every one-unit increase in career development ($X2$) will increase performance (Y) by 0.289, assuming training ($X1$) is constant. The *FF*-value of 11.927 is greater than the *FF*-table value of 3.14, so *HoHo* is rejected and *HaHa* is accepted. This means there is a simultaneous positive and significant influence of training ($X1$) and career development ($X2$) on employee performance (Y). The correlation coefficient *RR* is 0.521, indicating a moderate relationship between training, career development, and performance. The *R2* (R Square) value is 0.272, indicating that 27.2% of the variance in performance is explained by training and career development simultaneously.

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