

**THE INFLUENCE OF TRAINING AND CAREER  
DEVELOPMENT ON EMPLOYEE PERFORMANCE  
THE ROLE OF MOTIVATION AS A VARIABLE  
INTERVENING AT PT. CIRCLEKA INDONESIA  
UTAMA REGION BATAM**

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**Abstract.** The aim of this research is to find out Analysis results from training and career development whether or not they influence employee performance: The role of motivation as an intervening variable at PT. Circleka Indonesia Utama Batam Region. The population of this study were employees of the Circleka Indonesia Utama shop in the Batam Region. The research sample consisted of 100 respondents. The data analysis method in this research uses path analysis using Smart PLS Version 4 software. The results of this research show that this is related <sup>1)</sup> Training (X1) influences employee performance (Y) <sup>2)</sup>Career Development (X2) has no effect on Employee Performance (Y) <sup>3)</sup>Training (X1) has no effect on Motivation (Z) <sup>4)</sup>Career development influences motivation <sup>5)</sup>Training (X) influences employee performance (Y) which is mediated by motivation (Z) <sup>6)</sup> *It is* Career development (X2) influences employee performance (Y) which is mediated by motivation (Z).

**Keywords:** Training, Career Development, Motivation, Employee Performance

*Abstract – The purpose of this research is to investigate the impact that pelatihan has on the effects of pelatihan and Pengembangan Karir through motivation at PT Circleka Indonesia Utama. Individuals working at PT Circleka Indonesia were the subjects of this study. The data utilized in this investigation was collected from one hundred workers at PT Circleka Indonesia Utama, and it was analyzed using a quantitative methodology. This research used SmartPLS 4.0 to conduct a partial least square(PLS) analysis in order to evaluate the hypothesis. Based on the findings of this study, it can be concluded that pelatihan does have an impact on work performance, but Pengembangan Karir does not. Additionally, pelatihan does not affect motivation, but Pengembangan Karir does. Ultimately, motivation is the driving force behind pelatihan's effect on work performance, and vice versa. The results of this study show that <sup>1)</sup> Training (X1) has no effect on Work Performance (Y) <sup>2)</sup>Career Development (X2) has no effect on Work Performance (Y) <sup>3)</sup>Training (X1) has no effect on Motivation (Z) <sup>4)</sup>Career Development affects Motivation <sup>5)</sup>Training(X) affects employee performance(Y) mediated by Motivation (Z) <sup>6)</sup>Career Development (X2) affects employee performance(Y) mediated by Motivation (Z)*

## 1. INTRODUCTION

When setting up a business, a strategy must be created so that the business runs well, in the context of services there are strategies implemented to achieve this *Company Key Performance Indicators (KPI)*. Of course, in the company we work in, career development is the number one topic on employees' minds. Nowadays, the success of a business depends on whether the employees are involved in self development or not.

In this scenario, a profitable company is needed to drive growth and progress, with HR acting as the driving force. The role of HR management is crucial to the long term success and sustainability of a company or organization. (Sudaryo et al., 2018) [1]. Human resources are crucial for organizations because their performance plays an important role in achieving the organization's stated vision and goals. Indahingwati and Nugroho (2020) [2] define employee performance as the level of work excellence demonstrated by a person in fulfilling the obligations given. Employee performance is an important aspect in facilitating the achievement of company goals. That is why, to improve performance, it is very important to foster motivation among employees. Ensuring employee motivation is essential to increasing productivity in the workplace. It is vital for all employers and employees within an organization to strive to increase their productivity levels, as this directly contributes to the success and efficiency of business operations. Both entrepreneurs and workers must make efforts to increase their productivity (Sulaeman, 2014).

Previous research has shown that training and career development have a positive influence on employee performance. For example, a study by Rahman et al. (2021) [3] revealed that a well designed training program can increase employee motivation and performance. Research by Sari et al., (2022) [4] also emphasizes the importance of career development in improving employee performance and job satisfaction.

In addition, it was also found that desire is a key factor that can improve the relationship between training, job growth, and employee success. Motivating factors such as praise, achievement, and assignments can greatly improve employee performance, according to motivation theories such as Herzberg's TwoFactor Theory. Dermawan et al.'s research. from 2022 [5] shows that mediation motivation makes the impact of training and career development on employee performance stronger. This research was conducted at PT. Circleka Indonesia Utama Batam Branch, which is a convenience store in the seventh city in Indonesia, wants to become the most popular supermarket in this country. The goal is to improve its human resources, make its business processes more effective, and keep its finances in order. However, there are still problems with the way the company runs its operations, and workers in operations will not do their best work in 2023. Sub ideal employee performance is influenced by workers who are unmotivated, have no opportunities for job growth, and do not feel connected to their work they.

## 2. THEORETICAL STUDY

### 1. Training

According to Sofyandi, 2008 (in Darmawan, Supartha, and Rahyuda, 2017) [6] Training is an initiative that aims to improve employees' skills and knowledge so that they can carry out their duties more efficiently and effectively. Training has a number of indicators according to Saks and Haccoun (2010), namely: (1) *orientation training*; (2) *training on knowledge of job*; (3) *training on job skill*; (4) *training on problem solving*; (5) *training meet with they desired*.

### 2. Career development

In his writing, Mangkunegara (2009) [7] emphasized that career development is a strategic process that aims to assist employees in formulating and implementing their professional growth plans within the organization, so as to facilitate joint development between employees and the company. Apart from that Jumawan & Mora (2018) [8], emphasized that career development should not only depend on individual efforts, because this is not necessarily in line with organizational goals. According to Kosali (2023) [9], there are a number of indications of professional growth.

a. Professional development.

- b. Advertising.
- c. Professional advancement.
- d. Career planning.
- e. Satisfaction level.

### 3. Employee performance

According to Nofritar, & Mahmudin, Y. (2023) [10] performance refers to the results or level of success achieved by an individual during a certain period in completing tasks, compared to previously established targets, standards, goals or criteria. According to Mangkunegara (2009) [11], the following are performance indicators: (1) Quality of work results; (2) Number of work results; (3) Responsibility; (4) Cooperation; and (5) Initiative.

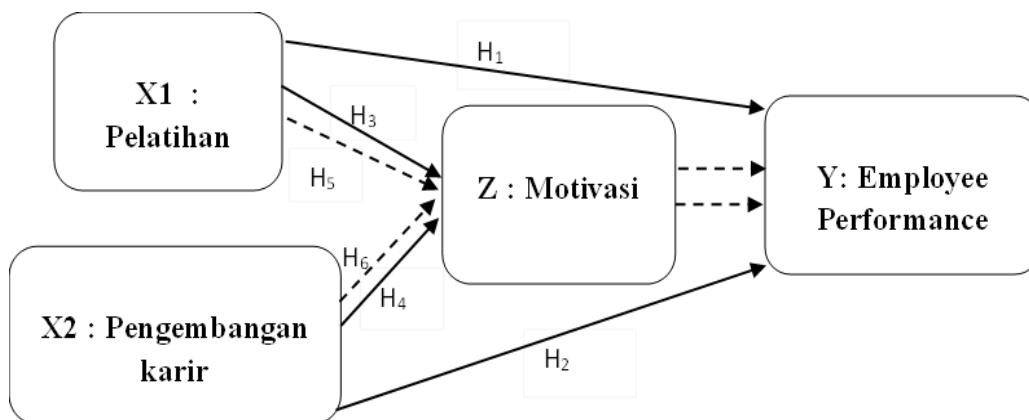
### 4. Motivation

Natalia, N. K. S. S., & Netra, I. G. S. K. (2020) [12], defines motivation as the action of a manager who shares enthusiasm, inspiration and encouragement to employees to take action. Sayuti (2006) [13] identified the following as indicators of work motivation: (1) being aggressive; (2) creative in work; (3) the quality of work improves every day; (4) comply with working hours; (5) able to complete the tasks assigned to him; (6) have high work initiative, so as to strengthen work performance; (7) loyal and honest; (8) establishing working relationships between employees and management; (9) achieving individual goals as well as organizational goals; and (10) share correct and accurate information.

## 3. RESEARCH METHODS

The PT Circleka Indonesia Utama branch in Batam was the research location. By creating reliable and valid research tools, quantitative research methodology was used in writing this thesis. Quantitative research methods were used in this research. This is a type of scientific research that looks at one problem with one event and sees whether there is a link or relationship between the variables in the problem. To obtain the required data, the process used is to use documentation and distribute questionnaires to collect respondents' perspectives likert scale. This method is used to assess income, attitudes and personal or group perceptions of people regarding social phenomena. The research population consisted of 100 employees who worked at PT Circleka Indonesia Utama Batam branch. The sampling approach used is saturated sampling, as defined by Sugiyono (2019) [14], which involves selecting the total population of workers as a sample. The data analysis approach used is path analysis, using the Smart PLS 4 tool.

The following conceptual framework for this research is:



#### Hypothesis Development:

- H1: Impact Training (X1) against Training (AND)
- H2: Impact Career development (X2) against Training (AND)
- H3 : Relationship between Training (X1) to Motivation (Z)
- H4: Relationship between Career Development (X2) and Motivation (Z).
- H5 : Relationship between Training (X1), against Training (Y) is mediated by Motivation (Z).
- H6 : Relationship between Career development (X2), against Training (Y) mediated by Motivation (Z).

#### 4. RESULTS AND DISCUSSION

This research obtained data from distributing questionnaires to 100 respondents who were PT shop employees. Circleka Indonesia Utama Batam branch. The scale used to measure the level of satisfaction is grouped into 4 categories (Strongly Agree, Agree, Disagree, and Strongly Disagree).

The characteristics of research respondents are profiles that are closely related to employees, which in this condition include gender and age. Based on gender, respondents in this study were classified as:

Respondent Characteristics	Amount	Percentage
Gender		
Man	66	66%
Woman	34	34%

We all know that there are more men than women filling out these surveys. Of those who took the survey, 66 (66% of the total) were men and 34 (34% of the total) were women.

Respondent Characteristics (Age)	Frequency	Percentage
(a) 19	16	16%
(b) 20	25	25%
(c) 21	21	21%
(d) 22	11	11%
(e) 23	13	13%
(f) 24	4	4%
(g) 25	10	10%

In the age condition, 16 people (16%) answered when they were 19 years old, 25 people (25%), 21 people (21%), 11 people (11%) when they were 22 years old, 13 people (13%) when they were 23 years old, 4 people (4%) when they were 24 years old, and 10 people (10%) when they were 25 years old, all of which had a total of 100%.

#### Path Analysis (Path Analysis)

Path analysis is a way to look at cause and effect relationships in research when independent variables contribute dependent variable either directly or indirectly. This condition provides an illustration of the influence of training and career development on employee performance at PT Circleka Indonesia Utama using motivation as an intervening variable.

The purpose of hypothesis testing is to find answers related to the research questions posed by this research, which relate to the direct or indirect influence of specific external latent constructs on certain internal latent constructs through mediating factors. The significance of a hypothesis test can be evaluated by comparing *t statistic* or *t hitung value* as well as *t table value*, which is 1.96 at 5% alpha. We reject  $H_0$  if *t statistic* or *t hitung value* under *t table value* 1.96 at alpha 5%, and we accept  $H_a$  if *t statistic* or *t hitung value* more than *t table value* 1.96 at 5% alpha. The output results for structural model testing, as explained by SmartPLS, are namely.

Table 1. Result for inner weight

Path coefficient – Mean, STDEV, T Value, P Value						
	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (IO/STDEVI)	Nilai P (P Values)	Remarks
Training (X1) > Employee Performance (Y)	0.195	0.224	0.094	2.063	0.039	Hypothesis Accepted
Training (X1) > Motivation (Z)	0.194	0.202	0.206	0.941	0.347	Hypothesis Rejected
Career Development (X2) > Employee Performance (Y)	0.075	0.101	0.100	0.749	0.454	Hypothesis Rejected
Career Development (X2) > Motivation (Z)	0.616	0.615	0.155	3.969	0.000	Hypothesis Accepted

Source: Researcher Processed Data 2024

In this condition, a hypothesis is proposed, namely:

**Hypothesis 1 :** Training (X1) has an influence on work performance (Y), in accordance with hypothesis 1 (X1). accepted when the Training Variable (X1) has *t statistic value* is 2,063, which is more than 1,96, or *p value* is 0.000, which is below 0.050.

**Hypothesis 2 :** The second hypothesis is that there is no correlation between career advancement (X2) and performance at work (Y). Which means there is rejection. This is supported by *t value statistic* namely 0.749 under 1.96 or *P Value* namely 0.454 which is more than 0.050 given by the Career Development variable (X2).

**Hypothesis 3 :** Rejection of hypothesis 3, which confirms that training has no impact on motivation, because the training variable (X1) reaches *t – value statistic* namely 0.941 < 1.96 or *p values* is 0.347 > 0.050.

**Hypothesis 4 :** Acceptance of Hypothesis 4 (career development influences motivation) results from the Career Development Variable (X2) having *t – value statistic* is 3,969 > 1,96 or *P Value* is 0,000 < 0,050.

The main aim of this research is to see the relationship between external factors and internal factors using mediating factors in PLSSEM analysis with mediation effects. At this stage, we will examine the influence of training as well as motivation, two external factors, on employee performance at the same time as we assess the mediating variable work discipline. In addition, to understand the impact of training and career development on employee performance in the Utama Batam Region of PT

Circleka Indonesia, with work motivation as an intermediary variable, the following path analysis is presented to show the value of direct and indirect influences in forming hypothesis 5.6:

Table 2. Result for path analysis

Specific indirect effects – Mean, STDEV, Tvalue, pvalue						
	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T Statistik (IO/STDEV)	Nilai P (P – Values)	Remarks
Training (X1) > Motivation (Z) > Employee Performance (Y)	0.226	0.220	0.101	2.246	0.025	Hypothesis Accepted
Career Development (X2) > Motivation (Z) > Employee Performance (Y)	0.320	0.278	0.116	2.752	0.006	Hypothesis Accepted

Source: Researcher Processed Data 2024

**Hypothesis 5:** In terms of the relationship between employee performance and training, it is known that motivation acts as a mediator. As illustrated by the symbol X1, motivating workers is specifically responsible for mediating the indirect impact on worker performance (Y). This is an important function for motivation as a mediating variable because motivation plays a role in helping influence worker performance. With *p value* namely 0.025, the path mediation coefficient is 0.226, below the significance threshold of 0.05.

**Hypothesis 6:** With a route mediation coefficient of 0.320 and *p value* namely 0.006 (below 0.05), then the hypothesis which confirms that there is a relationship between employee performance and career growth which is mediated by motivation can be accepted. The significance of this relationship lies in the fact that motivation functions as a mediating variable, more precisely mediating training has an indirect influence on employee work efficiency. According to research conducted by (Paputungan et al., 2021) and (Hayya, 2021), [15] [16] career development has a positive and substantial influence on employee performance through work motivation. The findings of this study are in line with this.

#### 4. CONCLUSION

The following are the conclusions reached from this investigation. After analyzing the research findings and debates that occurred in the previous chapter:

**Hypothesis 1:** Training produces a *t value* of 2.063 above 1.96 or *p value* namely 0.000 below 0.150 for the training variable (X1), then performance is affected.

**Hypothesis 2:** There is no evidence that career development has an effect on work performance because the calculated *t value* for the Career Development Variable (X2) is below 1.96 or *p value* more than 0.050 (0.454 > 0.050). So, H2 is not proven true.

**Hypothesis 3:** For rejection, the training variable (X1) must have a *t value* of 0.941 or less than 1.96 and *p value* namely 0.347 or more than 0.050. There seems to be no correlation between training and motivation.

**Hypothesis 4:** The Career Development Variable (X2) must have *t value* namely 3.969, which is more than 1.96, or *p value* namely 0.000, which is below 0.05, so that it can provide evidence that supports the hypothesis that career development has an influence on motivation. The findings of this research are in line with research conducted by (Mukti, 2018) and (Mahendra & Surya, 2017) [17] [18] which confirm that there is a fairly large positive influence from career development on work motivation.

**Hypothesis 5:** It is recognized that motivation acts as a mediating factor in the relationship between employee performance and training. Motivating employees is specifically responsible for mediating the indirect effect of training (X1) on worker efficiency (Y) which is an important role for motivation as a mediating variable. With *p value* namely 0.025, the path mediation coefficient is 0.226, below the significance threshold of 0.05.

**Hypothesis 6:** Given that the path mediation coefficient is 0.320 and *p value* is 0.006 (which is below 0.05), then the hypothesis which confirms that there is a relationship between employee performance and development mediated by motivation can be accepted. The significance of this relationship lies in the fact that motivation functions as a mediating variable, more precisely mediating training has an indirect influence on employee work efficiency.

Based on the analysis results, it is evident that training can enhance employee work performance, which in turn can also improve their career development. Companies that frequently conduct training sessions for their employees will see an increase in work performance, and employees will become more motivated to work, thereby helping the company achieve its goal.

For the article on “The Effect of Training and Career Development on Employee Performance: The Role of Motivation as an Intervening Variable at PT Circleka Indonesia Utama,” the following are implications that can be applied by the company:

1. Development of Training and Career Programs:
  - Integrated Training Design: Design a training program that not only improves skills but also focuses on employee career development. This ensures that the training is relevant to their career goals.
  - Link Training to Career Development: Integrate training with career development paths to support employees' long term growth.
2. Focus on Employee Motivation:
  - Motivation Measurement: Use tools to measure employee motivation before and after training to assess its impact.
  - Motivation Management: Follow up with strategies to increase motivation based on evaluation results, such as recognition and incentives.
3. Employee Performance Improvement:
  - Performance Evaluation: Monitor employee performance regularly to measure the effectiveness of training and career development.
  - Program Adjustment: Adjust training and development programs based on feedback and performance evaluation results.
4. Retention and Career Development Strategies:
  - Development Opportunities: Offer clear and structured career development opportunities to encourage employees to grow within the company.
  - Employee Retention: Use training and development programs as a strategy to increase retention by demonstrating the company's commitment to employee development.
5. Managerial Communication and Support
  - Managerial Support: Make sure managers support employees in training and applying their new skills on the job.
  - Open Communication: Facilitate open communication about the purpose of training and development and how it can support employee performance.

By implementing these steps, PT Circleka Indonesia Utama can utilize training and career development to effectively improve employee performance through motivation as an intervening variable.

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