

**THE INFLUENCE OF TRAINING AND CAREER
DEVELOPMENT ON EMPLOYEES PERFORMANCE AND JOB
SATISFACTION**

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RA RETNO PUOSO DWI FEBRIANI D.E.S

Student Number: 14311137

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THE INFLUENCE OF TRAINING AND CAREER DEVELOPMENT ON EMPLOYEES PERFORMANCE AND JOB SATISFACTION

Dessy Isfianadewi¹, RA Retno Puoso Dwi Febriani D.E.S²
Dessy.isfianadewi07@gmail.com¹, Febriani.dwi55@gmail.com²
Universitas Islam Indonesia^{1,2}

ABSTRACT

The competition in the global economy becomes tighter and changes quickly. Companies should have strategies to gain the competitive advantage. To accomplish this, a company needs to invest in resources to ensure that employees have the information, skills, and competencies they need to work effectively. In order to get better performance and maintain the satisfaction of the employee, a company needs to look into the needs of the employees and ensures it aligns with both company and individual goals. Once the employees have a high commitment to their job, it will influence the company development. The aim of this research is to identify the influence of training and career development to the employees' performance and job satisfaction in the hotel industry as one of the economic sectors that have high competition because of the development in tourism sectors. The sample of this research are the employees of two hotels in Yogyakarta which are Ros-In Hotel and Sahid Hotel. The questionnaire was distributed to 150 respondents. The analytical tool used in this research was multiple linear regression using SPSS version 22.0. The results of this research show that there is a positive influence on training and career development toward employees performance and job satisfaction.

Keyword: *Training, Career Development, Employees Performance, Job Satisfaction, Hotel.*

ABSTRAK

Persaingan di ekonomi global menjadi lebih ketat dan berubah dengan cepat. Perusahaan harus memiliki strategi untuk mendapatkan keunggulan kompetitif. Untuk mencapai hal ini, perusahaan perlu berinvestasi dalam sumber daya untuk memastikan bahwa karyawan memiliki informasi, keterampilan, dan kompetensi yang mereka butuhkan untuk bekerja secara efektif. Untuk mendapatkan kinerja yang lebih baik dan menjaga kepuasan karyawan, perusahaan perlu memerhatikan kebutuhan karyawan

dan memastikannya selaras dengan tujuan perusahaan dan individu. Karyawan yang telah memiliki komitmen yang tinggi terhadap pekerjaan mereka akan mempengaruhi perkembangan perusahaan. Tujuan dari penelitian ini adalah untuk mengidentifikasi pengaruh pelatihan dan pengembangan karir terhadap kinerja karyawan dan kepuasan kerja di industri perhotelan sebagai salah satu sektor ekonomi yang memiliki persaingan tinggi karena perkembangan di sektor pariwisata. Sampel penelitian ini adalah karyawan dari dua hotel di Yogyakarta yaitu Ros-In Hotel dan Sahid Hotel. Kuesioner dibagikan kepada 150 responden. Alat analisis yang digunakan dalam penelitian ini adalah regresi linier berganda menggunakan SPSS versi 22.0. Hasil penelitian ini menunjukkan bahwa ada pengaruh positif dari pelatihan dan pengembangan karir terhadap kinerja karyawan dan kepuasan kerja.

Keyword: *Pelatihan, Pengembangan Karir, Kinerja Karyawan, Kepuasan Kerja, hotel*

1. INTRODUCTION

In this globalization, companies are surrounded by competitors regardless of the industry because of fierce global competition, rapid changes in technology, mergers, acquisitions, restructuring, de-layering, and downsizing. It is important that companies truly leverage the workforce as a competitive weapon (Wan, 2007). To accomplish this undertaking, companies will need to invest resources to ensure that employees have the information, skills, and competencies they need to work effectively in a rapidly changing and complex environment (Kamal, Aghbary, & Atteia, 2016). Employee training and development are some reliable sources of competitive advantage to compete with the changing and competitive business world. Training and development are beneficial to the employees in particular and the companies in general (Falola, Osibanjo, & Ojo, 2014). Company also needs to consider about effective management of the relational aspects of the psychological contract between employees and employers based on the protean careers which require individuals to acquire and develop a set of personal skills and competencies such as continuous learning, tolerance for ambiguity and uncertainty, autonomy, self-awareness and self-efficacy (Ballout, 2009). Employee's commitment to career is an important factor that should be taken into consideration by companies regardless of fierce competition. It can be said that

employees highly committed to their career become more successful and express higher organizational performance (Cicek, Karaboga, & Sehitoglu, 2016).

One example of an industry sector that practices training and career development is hotel industry. With the development in tourism sectors that is being promoted by the government, it increases the number of tourists both foreign tourists and domestic tourists, so it becomes an opportunity captured by some entrepreneurs for building a place of lodging or hotel for a place to rest for the tourists (Kusuma, 2016). The development in this sector makes the level of competition in it becomes tighter. The hotel management should be able to deliver facilities to employees to continue developing their skills that impact on employees' self-confidence towards their workplace in order to work optimally which indirectly will increase company revenue. Therefore, to recruit human resources who are competent, the company should also support human resources possessed by conducting training and development (Kusuma, 2016). The use of effective systems and capabilities in individual career planning will increase career commitment to be stronger in the preparation of action plans that impact on improving employee performance (Pangestu, 2013). In conclusion, this research was conducted to prove that there are influences of training and development toward employees' performance and job satisfaction especially in the hospitality industry in Yogyakarta.

2. LITERATURE REVIEW

2.1. Training

According to Dessler (2015), training means giving new or current employees the skills that they need to perform their jobs. Therefore, training implies preparing an employee for an occupation or specific skills (Itika, 2011). The term 'training' often refers to the acquisition of knowledge and skills as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies (Rowley & Jackson, 2011).

2.2.Career Development

As stated in Patton and McMahon (2014) the concept of career development described as being “for most people a lifelong process of getting ready to make choices from among the many occupations available in our society”. In organizational contexts, career development programs refer to how employers design and administer career programs to tie up employees’ interests and capabilities with organizational opportunities for current and future organizational adjustment to changes (Ismail, Adnan, Awang, Rani, & Ismail, 2015).

2.3.Employees Performance

Performance management is the process of creating a work environment in which people can perform to the best of their abilities in order to meet a company’s goals. It is an entire work system that emanates from a company’s goals (Snell & Bohlander, 2013). As stated in Elnaga & Imran (2013) employee's performance that is considered in performance management is important for the company to make every effort to help low performers.

2.4.Job Satisfaction

Armstrong (2017) stated that ‘job satisfaction’ refers to people’s attitudes and feelings their work. Aziri (2011) stated that job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the workplace. Previous studies generally found that job satisfaction is associated with salary, occupational stress, empowerment, company, and administrative policy, achievement, personal growth, relationship with others, and the overall working condition (Teck-Hong & Waheed, 2011 & Dugguh & Dennis, 2014).

2.5.Hypothesis Testing

The first hypothesis proposed is the influence of training on employees performance. Shaheen, Naqvi, & Khan (2013) in their study indicate the importance of a positive relationship related to training and worker performance. Training is not beneficial for employees, it is ultimately beneficial for the development of the organization. If the performance of employees is good it is going to affect the entire

organization in an optimistic way. Based on previous research, there is a positive relationship related to training and worker performance proven by Shaheen, Naqvi, & Khan (2013). In addition, the research by Asfaw, Argaw, & Bayissa (2015) revealed that training and development had positively correlated and claimed statistically significant relationship with employee performance and effectiveness.

H1: There is positive influences between training and employee performance

The second hypothesis proposed is the influence of training on job satisfaction. Another study from Costen & Salazar (2011) stated that the opportunity to develop new skills and the opportunity for advancement are important determinants of employee company and job satisfaction, as well as employee loyalty, and intent to stay. The previous study from Vasudevan (2014) revealed that training commitment, training needs assessment, training contents, and delivery approaches, and training evaluation positively and significantly influenced the employee's work commitment, job satisfaction, and job performance. Another supporting research conducted by Hanaysha & Tahir (2016) indicated that employee empowerment, teamwork, employee training have a significant positive effect on job satisfaction.

H2: There is positive influences between training and job satisfaction

The third hypothesis proposed is the influence of career development on job satisfaction. According to Saleem, Kamran, Sabir, & Iqbal (2013) in their study reveal that career planning and career management have an impact on the development of a career. Another research conduct by Adekola (2011) revealed that there is a significant link between the variables of career planning and career management and career development, and in turn, with job satisfaction and career commitment. Another supporting research conduct by Shujaat, Sana, Aftab, & Ahmed (2013) revealed that there is a positive relationship between career development and employee job satisfaction in the banking sector.

H3: There is positive influences between career development and job satisfaction

3. RESEARCH METHODOLOGY

3.1.Type of Study

This research was conducted using a quantitative approach. The researcher tested the theory by testing the hypotheses whether it was supported or refused the hypotheses. The instrument was a questionnaire. The questionnaire was distributed to two hotels, which are Ros-In Hotel and Sahid Hotel. The hypothesis testing was used for this study since the purpose of this research is to gain information about the influence of HRM practices that focus on training, career development, employees performance, and job satisfaction. The total population of Ros-In Hotel and Sahid Hotel was 218. Sample technique that was being used in this research was the random selection or random sampling because each individual has an equal probability of being selected from the population, ensuring that the sample will be representative of the population. The sample used in both companies were 150 samples. A questionnaire was distributed to two hotels, they were Ros-In Hotel and Sahid Hotel. Respondents were asked to answer the questions in the questionnaire using the Likert scale.

3.2.Data Quality Test

Validity and Reliability test will be conducted in this research. Validity test used by the researcher to find out the extent which the measuring instrument precision and accuracy in performing the functions of measurement. Reliability was the degree of precision or accuracy (error-free) demonstrated by the research instrument and ensures consistent measurement across time and across the various items in the instrument.

The classical assumption test also will be used in this research to provide assurance that the regression equation obtained has precision in estimation, unbiased and consistent. The classical assumption include of normality test, multicollinearity test, and heteroscedasticity test.

The purpose of normality data test was to assess the distribution of data in a group of the data or variable whether it is normally distributed or not. The researcher used One-Sample Kolmogorov Smirnov with a significant value of $\alpha = 0.05$ to conduct the normality test. If $\alpha > 0.05$, data distribution is normal.

The purpose of multicollinearity test was to test whether there was a correlation among independent variables or not. Multicollinearity was detected by observing the value of the Variance Inflation Factor (VIF) and tolerance. If VIF was greater than 10 or the tolerance value is less than 0.10, it means that there were a multicollinearity and vice versa.

The purpose of heteroscedasticity test was to determine whether there was any deviation on the heteroscedasticity classical assumption or not.

3.3.Hypothesis Testing

1) Multiple Linear Regressions

Regression equation in this research aims to find out how big the influence of independent variables namely training (X1) and career development (X2) to the dependent variable which are employees performance (Y1) and job satisfaction (Y2).

2) F-test

F test was a statistical test that was used to determine whether two populations are having normal distribution or having the same variances or standard deviation.

3) T-test

T-test is used to figure out the meaning for each parameter estimator partially. It was a partial coefficient that have influence or not with assumption and the assumption of the independent variable is constant. T-test was done by comparing p-value (Sig.) with the level of significant (α) where the value of α is 5% or 0.05. Value of Sig $< \alpha$ so H0 rejected.

4) Determination Coefficient Test (R2)

The coefficient of determination (R2) was used to show how much the percentage of variation in the dependent variable could be explained by the variation in the independent variable. The value of R2 is between 0 and 1. If the value of R2 was close to 1, were stronger the relationship between the independent variable and the dependent variable.

4. DATA ANALYSIS AND DISCUSSION

4.1.Descriptive Analysis

According to the identification of gender, it can be concluded that the employees include 105 male employees or 70% and 45 female or 30%. The next identification is based on recent education, the majority of educational backgrounds of 150 respondents are graduated high school. They are 81 employees or 54%, then the Diploma are 53 employees or 35.3%, and Bachelor (S1) are 16 employees or 10.7%. The last identification is based on the working period, the majority of the work of 150 respondents is between 1 - 5 years are 74 employees or by 49.3%. While employees with working period between 6 - 10 years are 53 employees or 35.3%, then between 11 - 14 years are 16 employees or 10.7%, and between 15-18 years are 7 employees or 4.7%.

The data of questionnaires of each variables assessment result are categorized very high. This is shown from the mean of training variable is 4.24. The mean career development variable is 4.21. Then the mean of employees performance variable is 4.12 and for the job, satisfaction variable is 4.22.

4.2.Data Quality Test

1) Validity and Reliability

Table 4.1 Result of Validity Test

Variable	Item	Coef. Correlation	p-value	Validity
Training	X1.1	0.798	0.000	Valid
	X1.2	0.866	0.000	Valid
	X1.3	0.856	0.000	Valid
	X1.4	0.828	0.000	Valid
	X1.5	0.697	0.000	Valid
Career Development	X2.1	0.760	0.000	Valid
	X2.2	0.763	0.000	Valid
	X2.3	0.777	0.000	Valid

	X2.4	0.763	0.000	Valid
	X2.5	0.777	0.000	Valid
Employee Performance	Y1.1	0.653	0.000	Valid
	Y1.2	0.612	0.000	Valid
	Y1.3	0.729	0.000	Valid
	Y1.4	0.740	0.000	Valid
	Y1.5	0.641	0.000	Valid
	Y1.6	0.708	0.000	Valid
	Y1.7	0.739	0.000	Valid

Table 4.1 shows the result of the validity test for all of the question instruments. It can be concluded that all the p-values are less than 0.05. So, all the questions in this research are valid.

Table 4.2 Result of Reliability Test

Variable	Cronbach's Alpha Value	Explanation
Training	0, 868	Reliable
Career Development	0, 825	Reliable
Employees Performance	0, 863	Reliable
Job Satisfaction	0, 867	Reliable

Table 4.11 above shows that all variables have Cronbach's Alpha value above 0.6 then it can be concluded that all the variables in the questionnaires are reliable.

2) Classical Assumption

a. Normality Test

Table 4.3. Result of Normality Test

Significances	Explanation
0.083	Normal

Table 4.3 shows the result of the normality test using Kolmogorov-Smirnov. By comparing the significant value of $\alpha = 0.05$, it can be concluded that the significant result is 0.083 and it is greater than significant value. Therefore, it is categorized as normal.

b. Multicollinearity Test

The 4.4 Result of Multicollinearity Test Result

Variable	Tolerance	VIF	Explanation
Training	0.671	1.489	No Multicollinearity
Career Development	0.671	1.489	No Multicollinearity

The result of multicollinearity test in table 4.4 shows that the tolerance value of training and career development are 1.489 which less than 10. Thus, independent variables are free from multicollinearity symptoms or there is no multicollinearity between all of the independent variables.

c. Heteroscedasticity Test

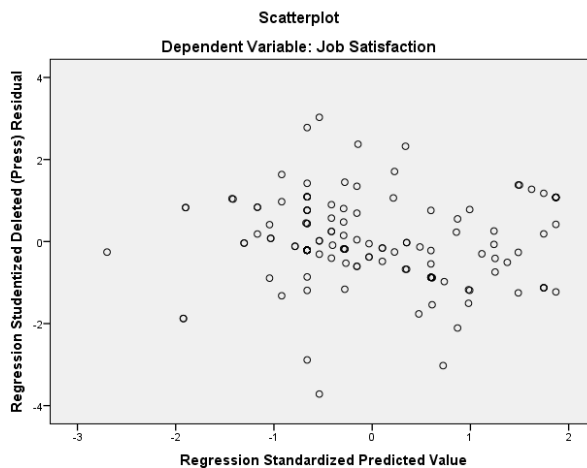


Figure 4.1 Scatterplot

The scatter plot graph shows that there is no clear pattern and it is spread on the graph. Then, it can be stated that there is no heteroscedasticity.

4.3.Hypothesis Testing

Tabel 4.5 T-Test Result

Dependent Variable : Employees Performance				
	Coefficient Regression (B)	t count	sig	Result
Constant	2.288	8.530	0.000	
Training	0.433	6.894	0.000	Significant
Dependent Variable : Job Satisfaction				
Constant	1.637	5.965	0.000	
Training	0.148	2.376	0.019	Significant
Career Development	0.459	6.162	0.000	Significant

4.4.Discussion of Research Findings

1) Influence of Training (X1) on Employee Performance (Y1)

The data analysis reveals that training has a positive influence on employees' performance. It means that training in the hotel industry will increase employees' performance positively. It shows that the influence of training on employees performance is positive which is proven by the regression coefficient value of 0.433. Thus from hypothesis testing, H0 is rejected. This study is also supported by the previous study conducted by Asfaw, Argaw, & Bayissa (2015) the result of this study reveals that training had a positive relationship with employee performance and effectiveness. More support is shown by the research conducted by Shaheen, Naqvi, & Khan (2013). In their study, it indicates the importance of a positive relationship related to training and worker performance. This result means that the training offered by the company would increase employees' performance.

2) Influence of Training (X1) on Job Satisfaction (Y2)

According to the data analysis conducted above, the training has been proven to have a positive influence on job satisfaction. It means that the influence of

training on job satisfaction is positive which is proven by the regression coefficient value of 0,148. Thus from hypothesis testing, H₀ is rejected. It can be concluded that training offered by the company positively influence job satisfaction. This finding supported by the previous study from Vasudevan (2014) revealed that training commitment, training needs assessment, training contents, and delivery approaches, and training evaluation positively and significantly influence the employee's work commitment, job satisfaction, and job performance. Another research by Costen & Salazar (2011) states that training opportunities provide employees with the necessary skills, knowledge, and abilities they need to do their work according to company standards, which then increases employees' confidence in the ability and satisfaction of their work.

3) The Influence of Career Development on Job Satisfaction (Y2)

Based on the data analysis, career development has a positive influence on job satisfaction in the hotel industry. It shows that the influence of training on employees performance is positive which is proven by the regression coefficient value of 0.459. Thus from hypothesis testing, H₀ is rejected. It means that there is a positive influence on career development toward job satisfaction. The previous study that supported this research was conducted by Saleem, Kamran, Sabir, & Iqbal (2013) showed that development of career has a direct impact on the accomplishment of satisfaction of job and career dedication. More support is shown by Shujaat, Sana, Aftab, & Ahmed (2013) stated in their research that employees' job satisfaction is dependent on career development opportunities in their respective organizations.

5. CONCLUSION AND RECOMMENDATION

5.1. Conclusion

From the data analysis that has been conducted previously, it can be concluded that:

1. Training as the first independent variable (X₁) is proven to have a positive influence on employee performance (Y₁).
2. Training (X₁) is proven to have a positive influence on job satisfaction (Y₂).

3. Career development as the first independent variable (X2) is proven to have a positive influence on job satisfaction (Y2).

5.2.Limitation

There are some limitation in the research, i.e.

1. The researcher cannot see the whole picture that happens in the hotel industry as a whole because the research was limited to the employee in the two companies which are Ros-in Hotel and Sahid Hotel.
2. The result of the research has the possibility to become subjective because it depends on the willingness of the respondents to complete and return the questionnaire to the researcher, and also the individual feeling when they complete the questionnaire.
3. The conclusion of this study would be limited and constrained to the unique factors within Ros In Hotel and Sahid Hotel. Therefore, the conclusion may not be the same as other companies.

5.3. Recommendations

From the research and conclusions that have been described above, there are some recommendations, i.e.

1. Training and career development show a positive influence on employee's performance and job satisfaction in the hotel industry. Therefore, the researcher recommends Hotel Ros-In and Sahid Hotel in Yogyakarta to consider the training so that employees get adequate training. Moreover, those hotels should give attention to the importance of the procedures starting in career planning, career management and career development it should be more transparent, and so that employees can measure what points should be prepared to advance in a higher career ladder.
2. It is recommended for the future possible studies to conduct a research in other hotel industry in order to enrich the topics of this study since the different findings might possibly be found.
3. The next researchers who are interested in this topic can consider about other variable or intermediates to make this research completed

5.4.Suggestion

From the research and conclusions that have been described above, there are some suggestions, i.e.

1. Management of Hotel Ros-In and Sahid Hotel in Yogyakarta need to provide more training because some employee feels that they do not get an adequate training.
2. Management of Hotel Ros-In and Sahid Hotel in Yogyakarta should arrange and inform the procedure of career development because some employees do not fully understand the procedure of career development within the company.
3. The next researchers who are interested in this topic need to be more open about the possibility of other variable or intermediate, and also conduct the research with more sample to make the research more complete.

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