

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

A THESIS

Presented as Partial Fulfillment of the Requirements to Obtain the Bachelor
Degree in Management Department



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DECLARATION OF AUTHENTICITY

Herein, I declare the originality of this thesis; I have not presented anyone else's works, ideas, or expression without acknowledgment to obtain my university degree, nor have I presented anyone else's words, ideas or expression without acknowledgment. All quotations are cited and listed in the bibliography of this thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction complying with determined regulation or its consequence.

Yogyakarta, 15 Oktober 2018

RA Retno Puoso Dwi F

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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.*

PENGARUH PELATIHAN DAN PENGEMBANGAN KARIR TERHADAP KINERJA KARYAWAN DAN KEPUASAN KERJA

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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*

CHAPTER I

INTRODUCTION

1.1. Background of Study

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). As global economies have become increasingly knowledge-based so the contribution of organizational learning to competitive advantage has grown (Rowland, Hall, & Altarawneh, 2017). Competitive advantage has to be developed by building a capacity to change, innovate and learn – to build the capacity for dynamic capability (Rowland, Hall, & Altarawneh, 2017). 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). Simply providing training and development programmes is not the key to gain better performance and higher productivity. Companies need to look into the needs of the employees and ensure it aligned with both company and individual goals (Kamal, Aghbary, & Atteia, 2016).

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.

1.2. Problem Identification

The intention and purposes of this research are:

1. to know the influences of training toward employee performance and
2. to know the influences of training and career development toward job satisfaction.

1.3. Problem Formulation

The problems of this study can be formulated as follows:

1. is there any influences between training toward employee performance?,
and
2. is there any influences between training and career development toward job satisfaction?

1.4. Problem Limitation

This study may have some limitation because:

1. the population was limited to the employee in the company. Therefore, the researcher cannot see the whole picture that happens in the hotel industry.
2. the result of the study depends on the willingness of the respondents to complete and return the questionnaire to the researcher. Therefore, the result has the possibility to become subjective.
3. the conclusion of this study would be limited and constrained to the unique factors within the company. Therefore, the conclusion may not be the same as other companies.

1.5. Research Objectives

The objective of this study is to gain information about the influence of training and career development to the employees' performance and job satisfaction.

1.6. Research Contributions

The researcher is expected to have several contributions to some parties, i.e. the company, employees, and researcher.

a. For Company

The result of this study can be used by organization management to evaluate their performance, regarding their HR activities in term of training and development, performance effectiveness and job satisfaction.

b. For Employees

The result of this study is expected to give information and enlighten to employees according to training and career development toward their performance and the degree of job satisfaction.

c. For Next Researchers

The researcher hopes the study will help the next researcher to give information and widen knowledge about the appliance of human resources activities and implementation of the theory of training and development in the workplace during the research.

1.7. Systematics of Writing

Chapter I: Introduction

The brief introduction of the research topic will be presented in this chapter. It contains the problem uncovered by the researcher and provide sample background on the topic.

Chapter II: Literature Review

The essential part of the research such as supporting journals and the background theories of the research will be presented in this chapter. It provides studies of training, career development, employees performance, and job satisfaction.

Chapter III: Research Methodology

This chapter describes the methods and procedures used in the study. The method used to gather the data, the way to analyze the data and the considerations of the research concept that will be presented in this chapter.

Chapter IV: Data Analysis and Discussion

This chapter describes the result of the data analysis. The data were statistically treated in order to uncover the relationship between the variables involved in the study. In this chapter, the data were calculated to obtain results for answering the problem statements stated in the first chapter.

Chapter V: Conclusions and Recommendations

The conclusions, limitations, and recommendations for the future possible research are presented in this chapter.

CHAPTER II THEORETICAL REVIEW

2.1. Literature Review

2.1.1. 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. In this case, it has to be narrow in its focus and the job, rather than personally oriented (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. Training is a narrow HRD concept that involves specific planned instructional activities (such as training on specific equipment operating procedures) or skill training (such as task-related training, work familiarization programs) (Rowley & Jackson, 2011).

According to Vasudevan (2014) training is a long-term allegiance to all employees because the employees have to learn new skills and knowledge which become a turning point for their success in the workplace, moreover the behavior modifications will occur after the training process because they have to come forth with a novel style of managing things.

Training becomes important if there are deficiencies that should be addressed through training, or if there are changes in the organization which has to be put in place by having well-trained employees. Training is required if there is a change in technology, working conditions, products, inadequate performance, and a shortage of staff (Itika, 2011). Human Resource Management

should be aware of this because applicable training can help employees' to develop their career, while they can commit to the work to increase their performance. As a long-term measure to ascertain the effectiveness of the training, performance monitoring system should be set up to work after continuous training to enable an organization to identify the effectiveness of the training to the participants and to identify the basic needs of training in time will come (Vasudevan, 2014).

Such training can generally be categorized as on-the-job and off-the-job training. On-the-job training takes place in a normal working situation, using the actual tools, equipment, documents or materials that trainees will use when fully trained. It has a reputation as the most effective for vocational work. Off-the-job training takes place away from normal work situations-implying that the employee was not counted as a directly productive worker while such training takes place. It has the advantage of allowing employees to get away from work and concentrate more thoroughly on the training itself (Rowley, 2003).

Training is the most important part of the human resource management function on the effective use of human resources. Now a day, everyone admits the value of training as a major influence on the success of the organization. Training enhances knowledge and information about a certain field and also adds advantage to networking for efficiency and performance of employees (Shaheen, Naqvi, & Khan, 2013). The benefits of training can include higher generated revenues, increased productivity, improved quality, lower costs, more satisfied customers, higher job satisfaction, and lower employee turnover (Snell & Bohlander, 2013).

2.1.2 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).

According to Gilley & Egglund (1989) stated in Chris Rowley and Keith Jackson (2011) career development is an organized, planned effort comprising structured activities that will result in a mutual planning effort between employees and their organization. Career development efforts targeted managerial personnel to assist them to look beyond their current jobs and to prepare them for a variety of future jobs in the organization. The contemporary view is that development for all employees is crucial for organizations’ competitive capabilities for future growth and change (Rowley & Jackson, 2011). Surprisingly, a thorough investigation in this field reveals that relationship between career program and career development may lead to increase positive personal outcomes, especially job satisfaction (Chen et al., 2004) (Ismail, Madrah, Aminudin, & Ismail, 2013)

It is an ongoing process by which an individual progresses through a series of stages or movements through career paths, each of which is characterized by a relatively unique set of issues, themes, and tasks (Rowley &

Jackson, 2011). Parson in Patton and McMahon, 2014 identified of three key elements of career selection. They are:

- a. a clear understanding of yourself, aptitudes, abilities, interests, resources, limitations and other qualities,
- b. a knowledge of the requirements and conditions of success, advantages, and disadvantages, compensation, opportunities, and prospects in different lines of work, and
- c. true reasoning on the relations of these two groups of facts.

Two concepts related to career development are promotion and succession planning. First, in the management literature, studies of promotion have emphasized internal processes, focusing on factors at the organizational level (organizational attributes) as well as at the individual level (individual characteristics) (Rowley & Jackson, 2011). Second, succession planning is a process most often done for upper-level management positions. It requires senior managers to identify employees who should be developed to replace them. Under an ideal succession planning system, individuals are initially identified and nominated by management. The performance evaluation data are reviewed, a potential is assessed, developmental plans are formulated and career paths are mapped out. (Rowley & Jackson, 2011)

A formal career development plan typically consists of career planning and career management. Career planning involves HRD activities to recognize career stages, help employees become aware of their personal skills, interest, knowledge, motivation. Moreover, it helps to acquire information about opportunities and choices, identify career-related goals, and establish action

plans to attain specific goals. Career management is the process through which organizations select, assess, assign and develop employees to provide a pool of qualified people to meet future needs. (Rowley & Jackson, 2011). Career planning and career management reinforce each other. From the organization's viewpoint, career development has three major objectives: to meet the immediate and future HR needs of the organization on a timely basis; to be better informed about the organization and the individual about potential career paths within the organization; and to integrate with and utilize other HR programs to the fullest (Rowley & Jackson, 2011).

2.1.3. Employee 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). Performance management can be defined as a strategic and integrated approach of increasing the effectiveness of organizations by improving the performance of the employees and developing the capabilities of teams and individual contributors (Rowley & Jackson, 2011).

Performance management as a system which constitutes tools for effective management of organizational performance is grounded in many theories but here the focus is on goal setting and systems theories because they also provide a useful framework for managing performance (Itika, 2011). Goal setting theory predicts that employees will be motivated to work harder if:

- a. the organization provides challenging but attainable goals,

- b. if goals and objectives are made specific enough for the employee to understand,
- c. if the employee participates in setting the goals and objectives,
- d. if the employee has a benchmark from previous performance objectives to compare with expected performance, and
- e. employees receive frequent feedback on their performance so they can improve.

According to Rowley & Jackson (2011), performance management is an integrated and continuous process that develops, communicates and enables the future direction, core competencies and values of the organization. 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. Organizations can be varying in the extent to which they emphasize individual accountability for job performance, typically expressed in the performance management process.

Performance is classified into five elements: planning, monitoring, developing, rating and rewarding. In the planning stage, planning means setting goals, developing strategies, and outlining tasks and schedules to accomplish the goals. Monitoring is the phase in which the goals are looked at to see how well one is doing to meet them. Monitoring means continuous measuring performance and providing ongoing feedback to employees and reaching goals as work groups on their progress toward. Ongoing monitoring provides the opportunity to check how well employees are meeting predetermined standards and to make changes to unrealistic or problematic standards. During the

developing stage, an employee is supposed to improve any poor performance that has been seen during the time frame when one has been working at the company. During planning and monitoring of work, deficiencies in performance become evidence and can be addressed. The rating is to summarize the employee performance. This can be beneficial for looking at and comparing performance over time or among various employees. Organizations need to know who has the best performers at the end of the cycle, rewarding stage. The rewarding stage is designed to reward and recognize outstanding behavior such as that which is better than expected (Elnaga & Imran, 2013).

A range of methods and techniques for Performance Management exist. The main appraisal methods are work standard, comment box, checklist, ranking, forced distribution, rating scale, critical incident, management by objectives (MBO), behaviorally anchored rating scales (BARS), behavioral observation scales (BOS), 360-degree appraisal, and self-appraisal, among others (Rowley & Jackson, 2011).

2.1.4. Job Satisfaction

Armstrong (2017) stated that 'job satisfaction' refers to people's attitudes and feelings their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction. In Vroom theory, the definition of job satisfaction focuses on the role of the employee in the workplace. Job satisfaction defines as effective orientations on the part of individuals toward work roles which they are presently occupying. 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.

The level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the working group and the degree to which individuals succeed or fail in their work (Armstrong M., 2017). 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).

Job satisfaction is affected by environmental, individual and psychological factors. These factors are briefly explained below:

Communication is one of the most important factors in job satisfaction. Whether it is overload, under-load, and superior-subordinate type, communication is the most important aspects of an employee's work in modern organizations. The management of communication is crucial for progress on the job. Studies also indicate that employees derive satisfaction from working with companies that are effective in human resource management best practice – employee recognition programs and to some extent, financial reward programs. Employee recognition should not be confined to praise, gift and point but should extend to changing the organizational culture in order to meet goals, initiatives and connecting employees to the organization's core values and beliefs. This is strategic and strategic employee recognition is seen as the most important

program to improve employee retention, motivation and positively influence the financial situation (Dugguh & Dennis, 2014).

2.2. The Relationship Between Variables

2.2.1. Training toward Employee Performance

Training is a process of updating the knowledge, developing skills, bringing attitudinal and behavioral changes, and improving the ability of the trainee to perform his/her task efficiently and effectively (Palo & Padhi, 2016). 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.

When employees recognize their organization interest in them by offering training programs, they, in turn, apply their best efforts to achieve organizational goals and show high performance on the job. Effective training is considered to be a key factor for improved performance; as it can enhance the level of employee and firm competency. It supports to fill the gap between what performance is required and what performance is happening, i.e. the gap between desired performance and actual employee performance (Elnaga & Imran, 2013).

2.2.2. Training toward Job Satisfaction

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. Vasudevan (2014) study 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 study by Costen & Salazar (2011) revealed 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. It is possible that training opportunities provide employees with the necessary skills, knowledge, and abilities they need to perform their jobs to the company's standard, which subsequently enhances the employees' confidence in their abilities and satisfaction with their jobs.

Furthermore, Chaudhry, Jariko, Mushtaque, Mahesar, & Ghani (2017) in their study confirmed that the employee engagement and satisfaction also shows the significant for the relationship of working environment, training & development and organization performance.

2.2.3. Career Development toward Job Satisfaction

In the study conducted by Saleem, Kamran, Sabir, & Iqbal (2013) revealed that career planning and career management factors have an impact on job satisfaction and career commitment. The conclusions exposed that the everyday living of development of career has a direct impact on the accomplishment of satisfaction of job and career dedication. It supported by research by Adekola (2011) 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 study by Shujaat, Sana, Aftab, & Ahmed (2013) stated in their research that employees' job satisfaction has an influence on career development opportunities in their respective organizations in the banking sector. It can be concluded that employees agreed they may leave their organization if they feel a lack of career development activities.

2.3. Previous Research

Saleem, Kamran, Sabir, & Iqbal (2013) in their study examined the effects of two antecedents which are career planning and career management and two outcomes of development of career which are job satisfaction and career commitment. The outcomes analysis revealed that both antecedent factors have an impact on the development of a career.

The study by Kakui & Gachunga (2016) revealed the career mentoring that affected the employee's performance at NCPB. The study revealed that career mentoring affected employee performance by counseling and supporting learners and helping them to develop their own approach and solutions to the problems. The study concludes that career mentoring affected the performance to a great extent.

Vasudevan (2014) examined the effect of training on work commitment, job satisfaction, and job performance. One hundred and eighty employees in Malaysia were surveyed for the psychoanalysis. The results from this study revealed that training commitment, training needs assessment, training contents, and delivery approaches, and training evaluation positively and significantly influence the employee's working commitment, job satisfaction, and job performance.

Imran & Tanveer (2015) in their study examines the significance of both training & development (T & D) and employee performance for the businesses at all levels and in all sectors. Data collection was done taking the sample size of 150 employees of six representative banks of Bahawalpur. Major findings of this study were that most of the employees agreed to the item statements by making it clear that T & D had a positive impact on their job knowledge, working quality & quantity, functional skills, and their motivation & loyalty and these are all linked to their performance either strongly or moderately but in a supporting direction. Hence, the study concluded up with T & D positively impacting the employees' performance in the banks of Pakistan.

Asfaw, Argaw, & Bayissa (2015) in their study focus in determining the impact of training and development on the employees' performance and effectiveness at District Five Administration Office, Addis Ababa, Ethiopia. Data were collected using Likert's scale tool from 100 employees after selecting participants using systematic random sampling technique. The result of this study revealed that training and development had positively correlated and claimed statistically significant relationship with employee performance and effectiveness.

Habib, Hossain, & Essien (2016) examined the effect of training on employees' performance in Nigeria hotel industry (Sheraton Hotel and Resorts, Lagos) as a case study. The results of the findings suggest to a great extent that effective training will at various mixes contribute to the motivation of employees' and enhance employees' performance in Nigeria hotel industry.

Hanaysha & Tahir (2016) in their study, examined the effect of employee empowerment, teamwork and employee training on job satisfaction in the higher education sector. The data were collected from 242 employees of public universities in northern Malaysia using an online survey. The findings of this study indicated that employee empowerment, teamwork, employee training have a significant positive effect on job satisfaction.

Adekola (2011) revealed the link between career planning and career management as antecedents of career development and job satisfaction and career commitment as its outcome. Data collection was done taking a sample size of 505 employees of a Nigerian Bank. The result of this study is 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.

Shujaat, Sana, Aftab, & Ahmed (2013) in their study focus on determining the relationship between career development opportunities available to the employees and their job satisfaction on private banks in Karachi with spreading questionnaire in. The result of this study revealed that there is a positive relationship between career development and employee job satisfaction in the banking sector. Employees were satisfied with career development activities that were offered at their organizations.

Mangkunegara & Abdul (2015) in their study examined the effect of training, competence, and discipline on employee performance. This study was conducted in PT. Asuransi Bangun Askrida with the number of samples is 130 from 160. The method that was used in this study was a survey method by using a

questionnaire. The result of this study was that training, competence, and discipline had the significant effect on employee performance.

2.4. Framework

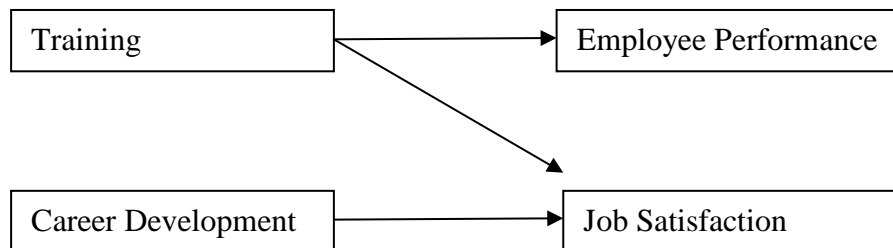


Figure 2.1. Framework Model

2.5. Hypothesis Development

2.5.1. The Relationship between Training and Employee Performance

Training is a process of updating the knowledge, developing skills, bringing attitudinal and behavioral changes, and improving the ability of the trainee to perform his/her task efficiently and effectively (Palo & Padhi, 2016). According to Dessler (2015), training means giving new or current employees the skills that they need to perform their jobs. Based on previous research, there is a positive relationship related to training and worker performance proven by Shaheen, Naqvi, & Khan (2013). Training is not beneficial for an employee, it is ultimately beneficial for the development of the organization. If the performance of an employee is good it is going to affect the entire organization in an optimistic way. According to Elnaga & Imran (2013), when employees recognize their organization interest in them through offering training programs, they, in turn, apply their best efforts to achieve organizational goals and show high performance on the job. Effective training is considered to be a key factor to

improve the performance; as it can enhance the level of employee and firm competency. Also, it supports to fill the gap between what performance is required and what performance is happening, i.e. the gap between desired performance and actual employee performance.

From the description above, a hypothesis is proposed for training on employee performance:

H1: There is positive influences between training and employee performance

2.5.2. The Relationship between Training and Job Satisfaction

According to Davis et al (1985) in Aziri (2011) job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Job satisfaction is closely linked to that individual's behavior in the workplace. 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 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. It is possible that training opportunities provide employees with the necessary skills, knowledge, and abilities they need to perform their jobs to the company's standard, which subsequently enhances the employees' confidence in their abilities and satisfaction with their jobs. Chaudhry, Jariko, Mushtaque, Mahesar, & Ghani (2017) revealed that working environment, training & development, employee engagement, and job satisfaction have a strong

relationship with organization performance. The employee engagement and satisfaction also shows the significant for the relationship of the working environment, training & development and organization performance.

From the description above, a hypothesis is proposed for training on employee performance:

H2: There is positive influences between training and job satisfaction

2.5.3. The Relationship between Career Development and Job Satisfaction

According to Gilley & Egglund (1989) that stated in Chris Rowley and Keith Jackson (2011) career development is an organized, planned effort comprising structured activities that will result in a mutual planning effort between employees and their organization. Career development efforts targeted managerial personnel to assist them to look beyond their current jobs and to prepare them for a variety of future jobs in the organization. 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. The conclusions exposed that the everyday living of development of career has a direct impact on the accomplishment of satisfaction of job and career dedication. Adekola (2011) in his study that was done taking the sample size of 505 employees of a Nigerian Bank stated 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. Shujaat, Sana, Aftab, & Ahmed (2013) stated in their research that employees' job satisfaction is dependent on career development opportunities in their respective organizations in the banking sector. It can be generally concluded that the banking sector in

Karachi is providing career development opportunities. Employees agreed they may leave their organization if they feel a lack of career development activities.

From the description above, a hypothesis is proposed for training on employee performance:

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

BAB III

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 instruments were reviewed employee's opinion about training, career development, employees performance, and job satisfaction.

3.2. Research design

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 respondents were employees within the Ros-In Hotel and Sahid Hotel. The data collection process was conducted from April 2018 until June 2018.

3.3. Population and sample

The questionnaires of this research were spread to employees in two hotels in Yogyakarta. The first hotel is Ros-In Hotel that is situated in Jalan Lingkar Selatan No. 110 Yogyakarta. The total population of Ros-In Hotel was 150. The second hotel is Sahid Hotel which is located in Jalan Babarsari, Depok, Sleman Yogyakarta. The total population of Sahid Hotel was 68. 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.

3.4. Data collection

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.

In addition, the data was collected through a questionnaire, and each point of answer on the questionnaire was determined by using a Likert scale score. The Likert scale was designed to examine how strong subjects agree or disagree with the statement on a 5-point scale (Sekaran, 2003). It assisted the researcher to calculate the answer based on the indicator. The indicator was based on the level of agreement and disagreement:

Table 3.1. Classification Value for Each Answer

Answer	Score
Strongly Agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

3.5. Research Variable

3.5.1. Training

Training in this research was categorized as an independent variable or X1. To measure the training, the researcher was a questionnaire from Hanaysha & Tahir (2016). The items are mentioned below:

1. My department provides learning/training opportunities to meet the changing needs of the workplace.
2. Training and development are encouraged and rewarded in my department.
3. Overall, the on-job-training I receive is applicable to my job.
4. Overall, the training I receive on the job meets my needs.
5. Overall, I am satisfied with the amount of training I receive on the job.

3.5.2. Career Development

Career development in this research was categorized as an independent variable or X2. To measure Career development, the researcher used a questionnaire from Saleem, Kamran, Sabir, & Iqbal (2013). The items are mentioned below:

1. A formal process to attain career development is important to me.
2. Career development is important to me.
3. I understand the need for continuous career development.
4. Career planning tools are essential to support my career development.
5. Career management programs are essential to support my career development.

3.5.3. Employee Performance

Employee performance in this research was categorized as dependent variable or Y1. To measure employee performance, the researcher used a questionnaire from Habib, Hossain, & Essien (2016). The items are mentioned below:

1. The quantity of our employees' work output has improved in the last five years.
2. Coming up with new ideas is appreciated in our organization.
3. Most of the employees achieve organizational goals of the last 5 years.
4. Targets given to different employees often met.
5. Overall employee targets achievement has improved over the last 5 years.
6. Employees feel happy to work in teams.
7. The majority of our employees can work independently and they give high performance.
8. Employees in our organization have been enabled to make decisions well.
9. Employees' communication skills have been improved in this organization
10. Employees' competencies are in line with the organizational, operational, and strategic goals.

3.5.4. Job Satisfaction

Job satisfaction in this research was categorized as dependent variable or Y2. Job satisfaction was measured by 4 items from Hanaysha & Tahir (2016) and 6 items from Saleem, Kamran, Sabir, & Iqbal (2013). The items are:

1. I like the things that I do at my workplace.
2. I am satisfied with the earning from my current job.
3. I am extremely glad that I choose this company to work for, over other company.
4. Overall, I am satisfied with my current job.
5. The work I do in this job is very meaningful to me.
6. I feel a very high degree of personal responsibility for the work I do in this job.
7. Most of the things I do in this job is useful and important.
8. I feel a great sense of personal satisfaction when I do my job well.
9. I feel a sense of achievement in my career.
10. I feel satisfied and happy when I discover that I have performed well in this job.

3.6. Data Quality Test

3.6.1. Validity

Validity test used by the researcher to find out the extent which the measuring instrument precision and accuracy in performing the functions of measurement. The instrument is valid if it could measure the desired result for each variable. The result of instrument validity (high or low) will reflect on how

far the data deviate from the desired hypothesis (Sekaran, 2003). SPSS 22.0 as a tool for analyzing the validity of the data that was used by the researcher.

3.6.2. Reliability

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. Further, according to Sekaran (2003), the reliability of the measurement was an indication of the stability and consistency with which the instrument measures the concept and helps to assess the “goodness” of a measure. The researcher used SPSS 22.0 as a tool for analyzing the reliability of data.

3.6.3. Classical Assumption Test

The purpose of the classical assumption test was to provide assurance that the obtained regression equation was precise in estimation, unbiased result and consistency.

3.6.3.1. Normality Data 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. Normal distribution was formed like a bell. The researcher used One-Sample Kolmogorov Smirnov with a significant value of $\alpha = 0.05$ to conduct the normality test.

Decisions about normality are as follows:

- a. If $\alpha < 0.05$, data distribution is not normal
- b. If $\alpha > 0.05$, data distribution is normal

3.6.3.2. Multicollinearity Test

The purpose of multicollinearity test was to test whether there was a correlation among independent variables or not. Conceptually, a multicollinearity was a situation where there are two correlated variables. A good regression model must not have any relation among independent variables. 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.

3.6.3.3. Heteroscedasticity Test

The purpose of heteroscedasticity test was to determine whether there was any deviation on the heteroscedasticity classical assumption or not. The deviation was variant inequality of the residual among all observations on the regression models. A non-interference regression model happened if the dots on the scatterplot charts spread evenly and did not form a particular pattern or gather at a certain point.

3.7. Hypothesis Testing

3.7.1. Multiple Linear Regressions

Multiple Regression Analysis refers to a set of techniques for studying the straight-line relationships among two or more independent variables (X) to the dependent variables (Y). 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).

3.7.2. 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. Using SPSS 22.0, F-test can be done by comparing the F value of significant with the output of ANOVA. If the significant value is below 0.05, the independent variable is influencing the dependent (Blackwell, 2008).

3.7.3. T-test

According to Sekaran (2003), 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.

Using SPSS 22.0, 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. In order to make the decision, there were measurements (Sekaran, 2003):

- Value of Sig $< \alpha$ so H0 rejected
- Value of Sig $\geq \alpha$ so H0 accepted

3.7.4. 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 0, then were smaller the relation between the independent variable and the dependent variable. If the value of R² was close to 1, were stronger the relationship between the independent variable and the dependent variable.

CHAPTER IV

DATA ANALYSIS AND DISCUSSION

This chapter discusses the result of data which were collected and analyzed regarding “The Influence of Training and Career Development toward Employees Performance and Job Satisfaction”. The discussion starts by showing the result of quantitative data that have been collected through questionnaire, distributed to 150 samples as targeted respondents of Hotel Industry in Yogyakarta which are employees of Ros-In Hotel and Sahid Hotel. The results were used as the indicators to identify whether the hypothesis is accepted. The analysis in this research includes descriptive statistics and inferential statistics.

4.1. Descriptive analysis

In the descriptive statistic, it provides descriptive or description of data seen from the mean, standard deviation, maximum, and minimum from all of the questionnaire data obtained. The results of the analysis of research data for each research variable were described by descriptive statistics. The results of the descriptive analysis of research variables were presented in table 4.1.

Table 4.1. Statistic Descriptive Results

Variable	Minimum	Maximum	Mean	Std. Deviation
Training	2.00	5.00	4.24	0.49
Career Development	3.00	5.00	4.21	0.41
Employees Performance	3.00	5.00	4.12	0.43
Job Satisfaction	3.00	5.00	4.22	0.39

Source: Primer Data (Processed, 2018)

Based on Table 4.1, it is known that the responses of respondents to research variables are considered to be good. 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. Companies Profile

1) Ros-In Hotel

Ros-In Hotel Yogyakarta is one of the hotels in Yogyakarta. This hotel is located on Jl. South Circle No. 110 Bantul, Yogyakarta. The only four star luxurious Hotel at South of Yogyakarta with friendly services. This Hotel provide an easy access to the Adi Sucipto Airport, Giwangan Bus Station and Tugu Railway Station. Few minutes drive to Kasongan Ceramic Industry, Gabusan Market, Manding Leather Handycraft Market, and Malioboro Street also parangtritis beach. The hotel provides 71 rooms, 8 connection rooms, 25 smooking rooms, 49 no smooking rooms, 8 meeting rooms, 24 hour room service open, Mirasa coffee shop, Samas lobby lounge bar, Parang Wedang swimming pool and bar, and Ros-In spa and fitness center.

2) Sahid Hotel

Sahid Jaya Yogyakarta Hotel & Convention has a long and reputable legacy since it first opened in 1980. Located in Babarsari sleman with the new building into the Hotel Sahid Jaya Yogyakarta with 620 rooms as well as the latest concepts that add to their facilities Sahid J-walk (mall). A few minutes drive to the many attractions of the famous Prambanan, Boko temple, Borobudur, Mount Merapi, Malioboro, Sultan Place, Adi Sutjipto Airport and railway station. With the concept Hotel and Convention with lifestyle city and thick

Javanese traditional touch make a services become 5 stars. Sahid Jaya Hotel Yogyakarta Hotel & Convention will always provide a level of comfort to stay in our hotel. Having 620 rooms, starting from category deluxe to presidential suite. Each room is has comfort and convience with individual controlled air conditioning, phone, TV Cable, minibar in the room, Shower and Bath tub, hot and cold water, 24 hours room service, Laundry, connecting rooms, Merapi view and garden view.

4.3. Respondents Characteristic

The results of the questionnaire distribution showed the different characteristics of each respondent. Description of respondent's characteristic in this research can be grouped into several groups namely gender, last education, and work experience. The questionnaire was spread to 82 employees on Ros-In Hotel and 68 Employees of Sahid Hotel. The characteristics of respondents can be seen from the tables as follows:

1) Characteristics of Respondents Based on Gender

The characteristics of respondents were classified by gender. It can be seen in table 4.2.

Table 4.2 Characteristics of Employee Demographics on Gender

Gender	The Number of Employees	
	People	(%)
Male	105	70.0%
Female	45	30.0%
Total	150	100.0%

Source: Primer Data (Processed, 2018)

Table 4.2 above illustrates the characteristics of respondents by gender. Based on the data above, it is seen that the employees include 105 male employees or 70% and 45 female or 30%.

2) Characteristics of Respondents Based on Education

The characteristics of respondents were classified by education. It can be seen in table 4.3.

Table 4.3 Characteristics of Employee Demographics on Education

Education	The Number of Employees	
	People	(%)
High School	81	54.0%
Diploma	53	35.3%
Bachelor (S1)	16	10.7%
Magister (S2)	0	0.0%
Doctor (S3)	0	0.0%
Total	150	100.0%

Source: Primer Data (Processed, 2018)

Table 4.3 above illustrates the characteristics of respondents 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%.

3) Characteristics of Respondents Based on Working Period

The characteristics of respondents were classified by the working period. It can be seen in table 4.4.

Table 4.4. Characteristics of Employee Demographics on Working Period

Working Period (Years)	The Number of Employees	
	People	(%)
1 - 5 years	74	49.3%
6 - 10 years	53	35.3%
11 - 14 years	16	10.7%
15 - 18 years	7	4.7%
Total	150	100.0%

Source: Primer Data (Processed, 2018)

Table 4.4 above illustrates the characteristics of respondents 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%.

4) Characteristics of Respondents Based on Employees Position

The characteristics of respondents were classified by position. It can be seen in table 4.5.

Table 4.5. Characteristics of Employee Demographics Based on Employees Position

Position	The Number of Employees	
	People	(%)
General Manager	2	1.33%
Executive Manager	2	1.33%

Sales and Marketing	10	6.67%
Hotel Account	13	8.67%
Food and Beverage	49	32.67%
Engineer	9	6%
House Keeping	26	17.33%
HR	16	10.67%
Front Office	23	15.33%
Total	150	100%

Source: Primer Data (Processed, 2018)

Table 4.5 above illustrates the characteristics of respondents based on position. It can be seen that the employees include of 2 of general manager and 2 of executive manager, 10 employees in sales and marketing or 6.67%, 13 employees in hotel account or 8.67%, 49 employees in food and beverages or 32.67%, 9 employees in engineer or 6%, 26 in house keeping or 17.33%, 16 employees in HR or 10.67%, and 23 employees in front office or 15.33%.

4.4. Description Analysis of Research Variable

There are 4 variables in this study measured by 30 indicators. The four variables are X1 training measured by 5 indicators, career development X2 is measured by 5 indicators, work performance Y1 is measured by 10 indicators and work fraction Y2 is measured by 10 indicators.

The data description is used to define the answer of each variable. The score of the answer can be categorized as follows:

Minimum score = 1

Maximum score = 5

$$\text{Interval} = \frac{\text{Max} - \text{Min}}{\text{Total Cass}} = \frac{5 - 1}{5} = 0,8$$

The following score can be categorized as follows:

The average value of 1.00 - 1.79 = Very Low Rating

The average value of 1.80 - 2.59 = Low Rating

The average value of 2.60 - 3.39 = Medium Rating

The average value of 3.40 - 4.19 = High Rating

The average value of 4.20 - 5.00 = Very High Rating

4.4.1. Training Variable (X1)

The description of the respondent's perception about training variables can be seen from the results of the descriptive analysis. The results of the full descriptive analysis are presented in Table 4.6.

Table 4.6 Assessment of Training Variable (X1)

Item	Training Indicators	Mean	Valuation
X1.1	My department provides learning/training opportunities to meet the changing needs of the workplace.	4.27	Very High
X1.2	Training and development are encouraged and rewarded in my department.	4.23	Very High
X1.3	Overall, the on-job-training I receive is applicable to my job.	4.29	Very High

Item	Training Indicators	Mean	Valuation
X1.4	Overall, the training I receive on the job meets my needs.	4.24	Very High
X1.5	Overall, I am satisfied with the amount of training I receive on the job.	4.17	High
	Mean	4.24	Very High

Sources: *Processed Data Primer (2018)*

Based on Table 4.6 above, it can be seen that from 150 respondents taken as samples, the majority of employees have provided an excellent assessment of training variables with an average score of 4.24. The lowest training occurred on the indicator “Overall, I am satisfied with the amount of training I receive on the job” with an average of 4.17, while the highest training occurring on indicator “Overall, the on-job-training I receive is applicable to my job” has an average score of 4.29.

4.4.2. Career Development Variable (X2)

The description of the respondent's perception about career development variables can be seen from the results of the descriptive analysis. The results of the full descriptive analysis are presented in Table 4.7.

Table 4.7 Assessment of Career Development (X2)

Item	Career Development Indicator	Mean	Valuation
X2.1	A formal process to attain career development is important to me.	4.21	Very High
X2.2	Career development is important to me.	4.33	Very High

Item	Career Development Indicator	Mean	Valuation
X2.3	I understand the need for continuous career development.	4.29	Very High
X2.4	Career planning tools are essential to support my career development.	4.23	Very High
X2.5	Career management programs are essential to support my career development.	4.29	Very High
	Mean	4.27	Very High

Sources: Processed Data Primer (2018)

Based on Table 4.7 above, it can be seen that from the 150 respondents taken as a sample, the majority of employees have given a very good assessment of career development variables conducted in the hospitality industry of Yogyakarta with an average score of 4.27. The highest career development occurs in career development indicators “Career development is important to me” with an average of 4.33, while the lowest career development occurs in “A formal process to attain career development is important to me” with an average of 4.21.

4.4.3. Employees Performance Variables (Y1)

The description of the respondent's perception of employees' performance variables can be seen from the results of the descriptive analysis. The results of the full descriptive analysis are presented in Table 4.8.

Table 4.8 Assessment Employees Performance (Y1)

Item	Employees Performance Indicator	Mean	Valuation
Y1.1	The quantity of our employees' work output has improved in the last five years.	4.10	High
Y1.2	Coming up with new ideas is appreciated in our organization.	4.29	Very High
Y1.3	Most of the employees achieve organizational goals for the last 5 years.	3.97	High
Y1.4	Targets are given to different employees often met.	3.97	High
Y1.5	Overall employee targets achievement has improved over the last 5 years.	3.93	High
Y1.6	Employees feel happy to work in teams.	3.90	High
Y1.7	The majority of our employees can work independently and they give high performance.	4.13	High
Y1.8	Employees in our organization have been enabled to make decisions well.	4.32	Very High
Y1.9	Employees' communication skills have been improved in this organization	4.37	Very High
Y1.10	Employees' competencies are in line with the organizational, operational and strategic goals.	4.27	Very High
	Mean	4.12	High

Sources: Processed Data Primer (2018)

Based on Table 4.8 above, it can be seen that from 150 respondents taken as samples, the majority of employees have given a high assessment of employee performance variables has an average score of 4.12. The result is included in the high criteria. The highest performance occurred on the indicator “Employees’ communication skills have been improved in this organization” with an average of 4.37, while the lowest employee performance occurs in “Employees feel happy to work in teams” with an average of 3.90.

4.4.4. Job Satisfaction Variables (Y2)

The description of the respondent's perception of job satisfaction variables can be seen from the results of the descriptive analysis. The results of the full descriptive analysis are presented in Table 4.9.

Table 4.9 Assessment Job Satisfaction (Y2)

Item	Job Satisfaction Indicator	Mean	Valuation
Y2.1	I like the things that I do at my workplace.	4.35	Very High
Y2.2	I am satisfied with the earning from my current job.	4.13	High
Y2.3	I am extremely glad that I choose this company to work for, over other company.	4.19	High
Y2.4	Overall, I am satisfied with my current job.	4.25	Very High
Y2.5	The work I do in this job is very meaningful to me.	4.19	High
Y2.6	I feel a very high degree of personal responsibility for the work I do in this job.	4.16	High

Y2.7	Most of the things I do in this job is useful and important.	4.08	High
Y2.8	I feel a great sense of personal satisfaction when I do my job well.	4.35	Very High
Y2.9	I feel a sense of achievement in my career.	4.11	High
Y2.10	I feel satisfied and happy when I discover that I have performed well in this job.	4.41	Very High
	Mean	4.22	Very High

Source: *Processed Data Primer (2018)*

Based on Table 4.9 above, it can be seen that from 150 respondents taken as a sample, the majority of employees have given a very high assessment of job satisfaction variables with an average score of 4.22 and included high. The highest job satisfaction occurred in the indicators “satisfied and happy to know that employees have worked well” with an average score of 4.41, whereas the lowest job satisfaction occurred in doing a useful and important work with an average value of 4.08.

4.4.5. The Summary of Each Variable Assessment Result

Table 4.10 The Summary of Each Variable Assessment Result

Variable	Mean	Valuation
Training	4.24	Very High
Career Development	4.27	Very High
Employees Performance	4.12	High
Job Satisfaction	4.22	Very High

Source: *Processed Data Primer (2018)*

4.5.Data Quality Test

4.5.1. Validity Test

To test the validity, the researcher used Pearson product moment correlation. The validity test for each item of all the variables was obtained by calculating the correlation between each item in the questionnaire with the total score. The instrument is valid if the p-value is less than 0.05. Table 4.10 below shows the result of the validity of the variables in the research.

Table 4.11 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

Variable	Item	Coef. Correlation	p-value	Validity
	Y1.8	0.664	0.000	Valid
	Y1.9	0.636	0.000	Valid
	Y1.10	0.670	0.000	Valid
Job Satisfaction	Y2.1	0.514	0.000	Valid
	Y2.2	0.598	0.000	Valid
	Y2.3	0.730	0.000	Valid
	Y2.4	0.683	0.000	Valid
	Y2.5	0.719	0.000	Valid
	Y2.6	0.698	0.000	Valid
	Y2.7	0.735	0.000	Valid
	Y2.8	0.690	0.000	Valid
	Y2.9	0.760	0.000	Valid
	Y2.10	0.641	0.000	Valid

Source: Processed Data Primer (2018)

Table 4.11 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.

4.5.2. Reliability Test

The reliability indicates the extent to which a measuring instrument can be believed or can rely on if it is obtained relatively consistently and free from bias. The reliability test was conducted to measure the consistency of the instrument. In this research, the researcher used the Chronbach Alpha Coefficient. If the calculation reliability coefficient shows the number ≥ 0.6 then it can be concluded that the relevant instrument is reliable. Here is the reliability test on each of the

variables by looking at the value of Alpha Cronbach Coefficient as shown in Table 4.12 as follows:

Table 4.12 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

Sources: Processed Data Primer (2018)

Table 4.12 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.

4.6. Classical Assumption

A classical assumption test was conducted before conducting multiple linear regression analysis. The purpose of the classical assumption is that the results of the conclusions have precision in estimation, unbiased, consistent. The classical assumption test in this research includes multicollinearity test and heteroscedasticity test. The researcher also used the normality test in order to avoid bias from the distributed data.

4.6.1. Normality Test

Normality test aims to find out that the existence of the normal distribution is normally distributed. The researcher used the Kolmogorov Smirnov test. If the probability value (sig) > 0.05, it can be concluded that the research data are normally distributed. Normality test results can be shown in Table 4.13.

Table 4.13. Result of Normality Test

Significances	Explanation
0.083	Normal

Sources: *Processed Data Primer (2018)*

Table 4.13 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.

4.6.2. Multicollinearity Test

Multicollinearity is a linear relationship condition among independent variables used in a regression model. A multicollinearity function was used to see if there is a high correlation between variables in a multiple linear regression model. Multicollinearity can be seen from the value of tolerance and the opposite is *the Variance Inflation Factor (VIF)*. If VIF is greater than 10 or the tolerance value is less than 0,10, it means that there are a multicollinearity and vice versa. The following table is the result of multicollinearity test for independent variables used in this research:

The 4.14 Result of Multicollinearity Test Result

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

Sources: *Processed Data Primer (2018)*

The result of multicollinearity test in table 4.14 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.

4.6.3. Heteroscedasticity Test

The purpose of heteroscedasticity test is to determine whether there is any deviation on the heteroscedasticity classical assumption or not. If the residual variance is not absolute, it is called heteroscedasticity, if there is an absolute residual variance for all of the observations, then it is called homoscedasticity. A good regression model should be homoscedasticity or free from heteroscedasticity. SPSS 22.0 software was used to determine the existence of heteroscedasticity based on the result of the heteroscedasticity test for the independent variables. The results of Heteroscedasticity test can be shown in Figure 4.1

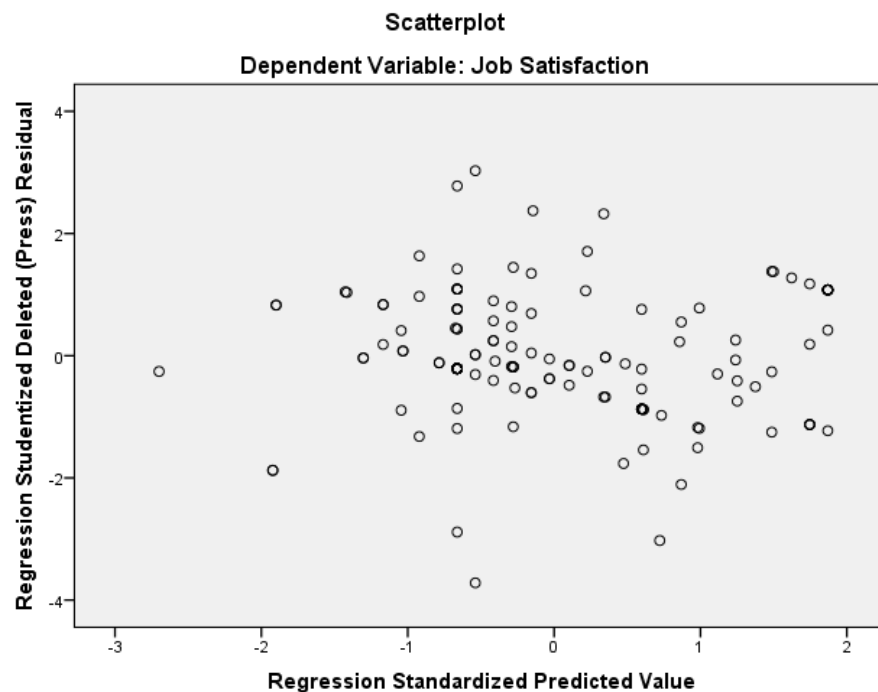


Figure 4.1 Scatterplot Figure

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.

4.7. Hypothesis Testing

4.7.1. F-Test

F-test is used to test whether the independent variables (training and career development) influence the dependent variable (Job satisfaction). F-test can be explained by using Analysis of Variance (ANOVA). In addition, the F-test can also determine whether the model of a linear regression is correct or not. The result of F-test can be seen in table 4.15 and 4.16

Table 4.15 F-Test Result¹

F	Sig.
47.528	.000 ^b

Sources: Processed Data Primer (2018)

- a. Dependent Variable: Employees Performance
- b. Predictors: (Constant), Training

Based on table 4.15 above, the ANOVA table obtained the significance level which is 0.000. Thus, the probability of significance is $0.000 < 0.05$ which means the variable of training is influencing employees performance.

Table 4.16 F-Test Result²

F	Sig.
44.977	.000 ^b

Sources: Processed Data Primer (2018)

- a. Dependent Variable: Job Satisfaction
- b. Predictors: (Constant), Career Development, Training

Based on table 4.16 above, the ANOVA table obtained the significance level which is 0.000. Thus, the probability of significance is $0.000 < 0.05$ which means the variable of training and career development are influencing job satisfaction.

4.7.2. T-Test

The partially or individually testing to determine the influence of each independent variable of independent variables (training and career development) which have the influence on a dependent variable (employees performance and job satisfaction). Table 4.17 shows the result of t-test values in this research.

Tabel 4.17 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

Source: Processed Data Primer (2018)

c. Hypothesis testing on the influence of training (X1) and employees performance (Y1)

H0: There is no positive influence on training toward employees performance.

H1: There is a positive influence on training toward employees performance.

According to Table 4.17, the result of multiple linear regression, it reveals that the significant value of recruitment is 0,000 which is lower than 0.05. In addition, the table shows that the regression coefficient value is 0.433. It can be concluded that H0 is rejected. Thus, it means that there is a positive influence on training toward employees performance in the hotel industry.

d. Hypothesis testing on the influence of training (X1) and job satisfaction (Y2)

H0: There is no positive influence on training toward job satisfaction.

H1: There is a positive influence on training toward job satisfaction.

Based on Table 4.17, the result of the significant value of training is 0.000. It shows that it is significant since it is less than α (0.05). In addition, the table shows that the regression coefficient value is 0,148. It means that the H0 is rejected. It can be stated that there is a positive influence of training on job satisfaction.

e. Hypothesis testing on the influence of career development (X2) and job satisfaction (Y2)

H0: There is no positive influence on career development toward job satisfaction.

H1: There is a positive influence on career development toward job satisfaction.

According to Table 4.17, the result of multiple linear regression, it reveals that the significant value of recruitment is 0.000 which is lower than

0.05. In addition, the table shows that the regression coefficient value is 0.459. It can be concluded that H0 is rejected. Thus, it means that there is a positive influence on career development on job satisfaction in the hotel industry.

4.7.3. Summary of Hypothesis Testing

The result of hypothesis testing is summarized in table 4.17 below:

Table 4.18 Summary of Hypothesis Testing Result

Hypothesis	Result
Training has a positive influence on employees performance.	Supported
Training has a positive influence on job satisfaction.	Supported
Career development has a positive influence on job satisfaction.	Supported

Source: Processed Data Primer (2018)

4.7.4. The Coefficient of Determination (R^2)

Determination Coefficient Test (R^2) is used to measure how big the ability of independent variables (training and career development) in explaining the variables dependent (employees performance and job satisfaction). The result of the determination coefficient test (R^2) can be seen in table 4.19 below:

Table 4.19 Coefficient Determination Test Result (R^2)

Model Regression	Variable	R^2	Other Factor
1	Training to Employees Performance	0.243	0.757
2	Training and Career Development to Job Satisfaction	0.380	0.620

Source: Processed Data Primer (2018)

Based on table 4.19, the value of *Adjusted R Square* for training to employees performance is 0.243 or 24.3%. This indicates that the contribution of training to employees performance is 24.3%, while the rest is 75.7% influenced by other factors. Meanwhile, the value of *Adjusted R Square* for training and career development to job satisfaction is 0.380 or 38%. This indicates that the contribution of training and career development to job satisfaction are 38%, while the rest is 62% influenced by other factors.

4.8. Discussion of Research Finding

4.8.1. 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. This result is supported by the data analysis that had been conducted previously. Recruitment has 0.000 as the probability value that is less than 0.5. 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, H_0 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.

4.8.2. 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. Training has 0.000 as the probability value that is less than 0.5. 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.

4.8.3. 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. The result of the analysis showed that career development has 0.000 as the probability value that is less than 0.5. 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.

CHAPTER V

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). It has been proven on the hypothesis testing result on chapter IV. It is stated that recruitment variable has significance 0.000 which is less than 0.05.
2. Training (X1) is proven to have a positive influence on job satisfaction (Y2). It has been proven on the hypothesis testing result on chapter IV. It is stated that recruitment variable has significance 0.000 which is less than 0.05.
3. Career development as the first independent variable (X2) is proven to have a positive influence on job satisfaction (Y2). It has been proven on the hypothesis testing result on chapter IV. It is stated that recruitment variable has significance 0.000 which is less than 0.05.

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 t to make the research more

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Appendix 1

Questionnaire in Bahasa Indonesia

Questionnaire

“The Influence of Training and Career Development toward Employees’ Performance and Employees’ Satisfaction”

Terima kasih atas partisipasi Anda menjadi salah satu responden untuk mengisi kuesioner ini. Kuesioner ini merupakan instrument penelitian yang dilakukan oleh:

Peneliti : RA. Retno Puoso Dwi Febriani D.E.S
NIM : 14311137
Prodi : Manajemen (Program Internasional)
Fakultas/Universitas : Ekonomi Universitas Islam Indonesia

Saya sangat menghargai kejujuran Anda dalam mengisi kuesioner ini. saya menjamin kerahasiaan Anda dan menggunakan informasi yang anda berikan hanya untuk kepentingan penelitian ini. Semoga hasil penelitian ini dapat menjadi masukan bagi pihak-pihak yang bersangkutan. Atas kerjasama dan dan bantuan Anda, Saya ucapkan terima kasih.

Petunjuk Pengisian

1. Jawablah setiap pernyataan ini sesuai pendapat Bapak/ Ibu/ Saudara sejujurnya. Perlu diketahui bahwa jawaban dari kuesioner ini tidak berhubungan dengan benar atau salah.
2. Pilih jawaban pada satu jawaban yang paling sesuai menurut Bapak/ Ibu/ Saudara dengan menggunakan checklist (V).
3. Makna tanda:
 1. STS = Sangat Tidak Setuju
 2. TS = Tidak Setuju
 3. N = Netral
 4. S = Setuju
 5. SS = Sangat Setuju

Identitas Responden

1. Jenis Kelamin Respondent
 - a. Pria
 - b. Wanita
2. Pendidikan Terakhir
 - a. SMA
 - b. Diploma
 - c. Sarjana (S1)
 - d. Magister (S2)
 - e. Doktor (S3)
3. Masa Kerja : tahun
4. Jabatan :

KUISIONER

Pelatihan						
No	Pernyataan	STS	ST	N	S	SS
1.	Departemen saya memberikan kesempatan belajar / pelatihan untuk memenuhi kebutuhan tempat kerja.					
2.	Pelatihan dan pengembangan didorong dan dihargai di departemen saya.					
3.	Secara keseluruhan, <i>on-job-training</i> yang saya terima dapat diterapkan dalam pekerjaan saya.					
4.	Secara keseluruhan, pelatihan yang saya terima di tempat kerja memenuhi kebutuhan saya.					
5.	Secara keseluruhan, saya puas dengan jumlah pelatihan yang saya terima di tempat kerja.					
Pengembangan Karir						
No	Pernyataan	STS	TS	N	S	SS
1.	Proses formal untuk mencapai pengembangan karier penting bagi saya.					
2.	Pengembangan karier penting bagi saya.					
3.	Saya memahami perlunya pengembangan karier berkelanjutan.					
4.	Alat perencanaan karier sangat penting untuk mendukung pengembangan karier saya.					
5.	Program manajemen karier sangat penting untuk mendukung pengembangan karier saya.					
Kinerja Karyawan						
No	Pernyataan	STS	TS	N	S	SS

1.	Kuantitas hasil kerja karyawan kami telah meningkat dalam lima tahun terakhir.					
2.	Memberikan ide baru dihargai di tempat kerja kami					
3.	Sebagian besar karyawan mencapai tujuan organisasi 5 tahun terakhir.					
4.	Target yang diberikan kepada karyawan yang berbeda sering terpenuhi.					
5.	Secara keseluruhan pencapaian target karyawan telah meningkat selama 5 tahun terakhir.					
6.	Karyawan merasa senang bekerja dalam tim.					
7.	Mayoritas karyawan kami dapat bekerja secara independen dan mereka memberikan kinerja tinggi.					
8.	Karyawan di organisasi kami telah sanggup untuk membuat keputusan dengan baik.					
9.	Keterampilan komunikasi karyawan telah ditingkatkan dalam organisasi ini					
10.	Kompetensi karyawan sejalan dengan tujuan organisasi, operasional dan strategis.					
Kepuasan Kerja						
No	Pernyataan	STS	TS	N	S	SS
1.	Saya suka hal-hal yang saya lakukan di tempat kerja saya.					
2.	Saya puas dengan penghasilan dari pekerjaan saya saat ini.					
3.	Saya sangat senang bahwa saya memilih perusahaan ini untuk bekerja, daripada perusahaan lain					
4.	Secara keseluruhan, saya puas dengan pekerjaan saya saat ini					
5.	Pekerjaan yang saya lakukan dalam pekerjaan ini sangat berarti bagi saya.					
6.	Saya merasa memiliki tanggung jawab yang sangat tinggi atas pekerjaan yang saya kerjakan saat ini.					
7.	Sebagian besar hal yang saya lakukan dalam pekerjaan ini bermanfaat dan penting.					
8.	Saya merasakan kepuasan pribadi ketika saya melakukan pekerjaan dengan baik.					
9.	Saya merasakan pencapaian dalam karir saya.					
10.	Saya merasa puas dan bahagia ketika saya mengetahui bahwa saya telah bekerja dengan baik dalam pekerjaan ini.					

Appendix 2
Questionnaire in English
Questionnaire
“The Influence of Training and Career Development toward Employees’
Performance and Employees’ Satisfaction”

Thank you for your participation in being one of the respondents to fill out this questionnaire. This questionnaire is a research instrument conducted by:

Researcher : RA. Retno Puoso Dwi Febriani D.E.S
NIM : 14311137
Study Program : Management (International Program)
Faculty / University : Economics of Islamic University of Indonesia

I really appreciate your honesty in completing this questionnaire. I guarantee your confidentiality and use the information you provide only for the purposes of this research. Hopefully the results of this study can be a recommendation and suggestion for the parties concerned. For your cooperation and assistance, I thank you.

Charging Instructions:

1. Answer each of these statements according to the opinion of Mr. / Mrs. / You are honest. Please note that the answers to this questionnaire are not related correctly or wrongly.
2. Select the answer to the answer that is the most appropriate according to you, using the checklist (V).
3. The meaning of the sign:
 - a. STS = Strongly Disagree
 - b. TS = Disagree
 - c. N = Neutral

- d. S = Agree
- e. SS = Strongly Agree

Respondent Identity

- 1. Gender
 - a. Man
 - b. Woman
- 2. Last Education
 - a. High school
 - b. Diploma
 - c. Bachelor degree)
 - d. Masters (S2)
 - e. Doctorate (S3)
- 3. Working Period: years
- 4. Position :

QUESTIONNAIRE

Training						
No	Statement	STS	ST	N	S	SS
1.	My department provides learning/training opportunities to meet the changing needs of the workplace.					
2.	Training and development are encouraged and rewarded in my department.					
3.	Overall, the on-job-training I receive is applicable to my job.					
4.	Overall, the training I receive on the job meets my needs.					
5.	Overall, I am satisfied with the amount of training I receive on the job.					
Career Development						
No	Statement	STS	TS	N	S	SS
1.	A formal process to attain career development is important to me.					
2.	Career development is important to me.					
3.	I understand the need for continuous career development.					
4.	Career planning tools are essential to support my career development.					

5.	Career management programs are essential to support my career development.					
Employees Performance						
No	Statement	STS	TS	N	S	SS
1.	The quantity of our employees' work output has improved in the last five years.					
2.	Coming up with new ideas is appreciated in our organization.					
3.	Most of the employees achieve organizational goals of the last 5 years.					
4.	Targets given to different employees often met.					
5.	Overall employee targets achievement has improved over the last 5 years					
6.	Employees feel happy to work in teams.					
7.	The majority of our employees can work independently and they give high performance.					
8.	Employees in our organization have been enabled to make decisions well.					
9.	Employees' communication skills have been improved in this organization					
10.	Employees' competencies are in line with the organizational, operational, and strategic goals.					
Job Satisfaction						
No	Statement	STS	TS	N	S	SS
1.	I like the things that I do at my workplace.					
2.	I am satisfied with the earning from my current job.					
3.	I am extremely glad that I choose this company to work for, over other company.					
4.	Overall, I am satisfied with my current job.					
5.	The work I do in this job is very meaningful to me.					
6.	I feel a very high degree of personal responsibility for the work I do in this job.					
7.	Most of the things I do in this job is useful and important.					
8.	I feel a great sense of personal satisfaction when I do my job well.					
9.	I feel a sense of achievement in my career.					
10.	I feel satisfied and happy when I discover that I have performed well in this job.					

Appendix 3

Research Data

Training							Career Development						
T1	T2	T3	T4	T5	Tot	Mean	C1	C2	C3	C4	C5	Tot	Mean
5	5	5	5	5	25	5.00	5	5	5	5	5	25	5.00
4	4	4	5	4	21	4.20	4	5	4	4	4	21	4.20
5	4	5	5	4	23	4.60	5	4	5	5	5	24	4.80
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	4	4	5	4	21	4.20	5	5	5	5	5	25	5.00
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
5	5	5	5	4	24	4.80	5	5	4	5	4	23	4.60
5	5	5	5	4	24	4.80	5	5	4	5	4	23	4.60
5	5	4	4	4	22	4.40	4	4	4	4	5	21	4.20
5	5	5	5	4	24	4.80	5	5	5	5	5	25	5.00
4	4	5	4	4	21	4.20	3	4	4	4	4	19	3.80
5	5	5	5	5	25	5.00	4	5	5	5	5	24	4.80
5	5	5	5	4	24	4.80	5	5	5	5	5	25	5.00
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
5	5	5	5	5	25	5.00	4	5	5	5	5	24	4.80
3	4	4	4	4	19	3.80	3	3	3	3	3	15	3.00
4	4	4	4	5	21	4.20	3	4	4	4	3	18	3.60
4	4	3	4	4	19	3.80	4	3	4	4	4	19	3.80
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
5	5	5	5	5	25	5.00	5	5	5	3	4	22	4.40
5	4	4	4	4	21	4.20	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	5	4	4	4	4	21	4.20
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
5	4	4	4	4	21	4.20	4	4	4	4	5	21	4.20
4	4	4	4	5	21	4.20	3	4	4	4	3	18	3.60
3	3	4	4	4	18	3.60	4	4	5	4	5	22	4.40
4	4	4	4	5	21	4.20	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	4	4	4	4	3	19	3.80
3	5	4	4	4	20	4.00	5	5	5	5	5	25	5.00
5	4	3	4	5	21	4.20	4	4	5	4	4	21	4.20
5	4	4	4	4	21	4.20	5	5	5	4	5	24	4.80
4	4	4	4	4	20	4.00	3	5	3	5	5	21	4.20
4	4	3	3	3	17	3.40	4	4	4	4	3	19	3.80
4	4	4	3	4	19	3.80	4	4	4	4	4	20	4.00
4	5	5	4	4	22	4.40	4	5	4	5	5	23	4.60
4	4	4	4	1	17	3.40	4	4	5	4	5	22	4.40
5	4	4	4	4	21	4.20	4	4	4	4	4	20	4.00

4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	4	4	5	5	22	4.40	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	4	5	4	4	21	4.20	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	4	5	4	4	4	21	4.20
4	4	4	4	4	20	4.00	4	5	4	4	4	21	4.20
5	5	5	5	5	25	5.00	5	5	5	5	5	25	5.00
5	4	4	4	5	22	4.40	5	5	5	5	4	24	4.80
5	5	5	5	4	24	4.80	5	5	5	5	5	25	5.00
4	4	4	4	4	20	4.00	4	4	5	4	5	22	4.40
5	5	5	5	4	24	4.80	4	4	5	4	5	22	4.40
5	5	5	5	4	24	4.80	4	4	5	4	5	22	4.40
4	4	5	4	4	21	4.20	4	4	5	5	5	23	4.60
5	5	5	5	4	24	4.80	4	4	5	4	5	22	4.40
5	5	5	5	4	24	4.80	4	4	4	5	5	22	4.40
4	4	5	4	4	21	4.20	4	4	5	5	5	23	4.60
5	5	5	5	4	24	4.80	4	4	5	4	5	22	4.40
5	5	5	5	5	25	5.00	4	5	5	5	5	24	4.80
5	5	5	5	4	24	4.80	4	4	5	4	4	21	4.20
5	5	5	5	4	24	4.80	4	4	5	4	5	22	4.40
4	4	5	4	4	21	4.20	4	4	5	5	5	23	4.60
5	5	5	5	4	24	4.80	4	4	5	4	5	22	4.40
4	4	4	3	4	19	3.80	5	4	4	4	4	21	4.20
5	5	5	5	4	24	4.80	5	5	5	5	5	25	5.00
5	5	5	5	4	24	4.80	4	4	5	4	5	22	4.40
4	4	4	4	4	20	4.00	5	5	5	5	4	24	4.80
4	4	4	4	4	20	4.00	5	4	4	4	4	21	4.20
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
5	5	5	5	5	25	5.00	5	5	3	4	4	21	4.20
4	3	4	4	4	19	3.80	4	4	4	4	4	20	4.00
5	5	5	5	5	25	5.00	5	5	5	5	5	25	5.00
5	5	5	5	5	25	5.00	5	5	5	5	5	25	5.00
4	4	4	4	3	19	3.80	4	4	3	4	4	19	3.80
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	4	5	5	5	23	4.60	4	4	4	4	4	20	4.00
4	5	5	4	4	22	4.40	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	5	5	4	5	23	4.60	4	4	4	4	3	19	3.80
5	4	4	5	5	23	4.60	5	5	5	5	5	25	5.00
5	4	4	4	4	21	4.20	4	4	4	4	5	21	4.20

4	4	4	5	5	22	4.40	5	5	5	5	5	25	5.00
2	2	2	2	2	10	2.00	4	4	4	4	4	20	4.00
4	3	4	3	3	17	3.40	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	3	4	4	4	4	19	3.80
4	4	4	4	4	20	4.00	3	4	4	3	4	18	3.60
4	4	4	4	4	20	4.00	4	5	4	3	4	20	4.00
4	3	4	5	5	21	4.20	5	5	4	4	4	22	4.40
4	4	4	5	4	21	4.20	4	4	4	3	4	19	3.80
4	5	4	5	5	23	4.60	4	5	5	4	4	22	4.40
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
5	5	5	5	5	25	5.00	4	5	4	4	4	21	4.20
5	4	5	4	4	22	4.40	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
5	5	5	5	5	25	5.00	5	5	5	5	5	25	5.00
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4	5	5	4	5	23	4.60	4	5	5	4	5	23	4.60
4	4	4	4	5	21	4.20	4	4	3	4	4	19	3.80
5	5	5	3	4	22	4.40	5	5	5	3	4	22	4.40
4	4	4	4	4	20	4.00	5	5	5	5	5	25	5.00
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	2	2	4	4	16	3.20	4	4	2	4	4	18	3.60
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	4	5	4	5	4	22	4.40
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	4	5	4	5	22	4.40	4	4	4	4	4	20	4.00
4	5	5	5	4	23	4.60	4	4	4	4	4	20	4.00
4	5	5	4	5	23	4.60	4	4	4	4	4	20	4.00
4	4	4	4	3	19	3.80	4	4	3	4	4	19	3.80
4	3	4	3	3	17	3.40	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	4	5	4	5	4	22	4.40
4	2	2	4	4	16	3.20	4	4	2	4	4	18	3.60
5	5	5	3	4	22	4.40	5	5	5	3	4	22	4.40
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
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2	2	2	2	2	10	2.00	4	4	4	4	4	20	4.00
5	5	4	4	4	22	4.40	5	4	4	5	4	22	4.40
5	5	5	5	5	25	5.00	5	5	5	5	5	25	5.00
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4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00

4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
5	5	5	5	5	25	5.00	5	5	5	5	5	25	5.00
5	5	5	5	5	25	5.00	5	5	5	5	5	25	5.00
5	5	5	5	5	25	5.00	5	5	5	5	5	25	5.00
4	4	5	5	5	23	4.60	4	4	4	4	4	20	4.00
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4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	4	5	4	5	5	23	4.60
5	5	5	4	4	23	4.60	5	5	5	5	4	24	4.80
4	4	5	5	4	22	4.40	4	4	5	4	4	21	4.20
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	5	4	5	4	22	4.40	4	4	4	4	5	21	4.20
4	4	4	4	4	20	4.00	4	5	5	5	5	24	4.80
4	4	4	4	5	21	4.20	4	4	4	5	5	22	4.40
4	4	4	4	5	21	4.20	4	5	5	3	4	21	4.20
4	4	5	4	5	22	4.40	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	4	5	4	3	4	20	4.00
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
5	5	5	5	5	25	5.00	5	5	5	5	5	25	5.00
5	5	5	5	5	25	5.00	5	5	5	5	5	25	5.00
4	5	4	4	4	21	4.20	5	5	5	5	4	24	4.80
5	4	4	4	4	21	4.20	4	4	4	4	4	20	4.00
4	5	5	5	5	24	4.80	5	5	5	5	5	25	5.00
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00
4	4	4	4	4	20	4.00	4	4	4	4	4	20	4.00

Employees Performance											
E1	E2	E3	E4	E5	E6	E7	E8	E9	E10	Tot	Mean
4	5	4	4	5	5	5	5	5	5	47	4.70
4	4	4	4	4	5	4	4	4	5	42	4.20
4	4	5	5	5	5	5	4	4	4	45	4.50
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	5	4	41	4.10
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	3	4	3	3	4	5	5	4	39	3.90
5	3	3	3	4	4	5	5	4	5	41	4.10
5	4	4	4	4	4	4	4	4	4	41	4.10
4	4	3	4	4	4	4	4	4	4	39	3.90
4	5	4	3	5	4	5	4	4	4	42	4.20
5	5	5	5	5	5	5	5	5	5	50	5.00
5	5	5	5	5	5	5	5	5	5	50	5.00
3	3	3	3	3	4	4	4	4	4	35	3.50
4	5	5	4	5	5	4	4	4	4	44	4.40
3	3	4	4	4	3	4	4	4	4	37	3.70
4	4	4	5	4	3	4	4	4	3	39	3.90
4	4	4	5	4	4	4	4	4	4	41	4.10
4	4	4	4	4	5	5	5	4	4	43	4.30
5	5	3	4	3	3	3	4	3	4	37	3.70
3	3	3	3	3	4	3	3	3	3	31	3.10
4	4	5	5	4	4	5	5	5	5	46	4.60
4	5	4	4	4	5	4	4	4	4	42	4.20
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	5	4	3	4	4	4	3	39	3.90
4	3	3	2	4	3	3	4	3	2	31	3.10
4	5	5	4	2	4	4	4	4	4	40	4.00
5	5	4	4	5	5	3	4	4	4	43	4.30
4	4	4	4	4	4	4	4	5	4	41	4.10
5	5	4	4	4	4	4	5	5	5	45	4.50
3	5	3	3	3	5	5	4	4	4	39	3.90
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	3	3	4	4	3	3	3	3	34	3.40
4	4	4	4	4	4	4	4	4	3	39	3.90
5	4	4	4	4	4	4	4	4	5	42	4.20
4	5	4	4	4	3	3	4	4	4	39	3.90
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	3	4	4	4	4	4	4	39	3.90
4	4	4	4	4	4	5	5	5	5	44	4.40
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00

4	4	4	4	4	4	5	4	4	4	41	4.10
4	4	4	4	4	5	4	4	5	5	43	4.30
4	4	4	4	4	4	4	5	4	4	41	4.10
5	5	5	5	5	5	5	5	5	5	50	5.00
4	4	4	4	4	4	4	5	4	4	41	4.10
4	5	5	4	4	5	5	5	5	5	47	4.70
4	5	4	4	4	5	4	5	5	4	44	4.40
4	4	3	3	3	4	4	5	5	4	39	3.90
4	4	4	3	3	3	4	5	5	4	39	3.90
4	4	3	3	3	1	4	4	4	4	34	3.40
4	4	3	3	3	2	4	5	5	5	38	3.80
5	5	4	4	3	3	4	5	5	4	42	4.20
4	4	3	3	3	1	4	4	4	4	34	3.40
4	4	3	3	4	3	4	5	5	4	39	3.90
5	5	5	4	4	2	4	5	5	5	44	4.40
4	4	3	4	3	3	4	5	5	4	39	3.90
4	4	3	4	3	3	4	5	5	4	39	3.90
4	4	3	3	3	1	4	4	4	4	34	3.40
4	4	3	3	3	2	4	5	5	5	38	3.80
4	4	5	5	4	2	4	4	4	4	40	4.00
5	4	4	5	2	5	5	5	5	5	45	4.50
5	5	3	4	3	3	4	5	5	4	41	4.10
5	5	4	4	5	4	5	5	5	5	47	4.70
4	4	5	5	4	2	4	4	4	4	40	4.00
4	4	3	4	4	4	4	4	4	4	39	3.90
4	4	4	5	4	4	4	4	5	4	42	4.20
3	4	3	4	4	4	4	4	4	4	38	3.80
5	5	5	5	5	5	5	5	5	5	50	5.00
5	5	5	5	5	5	5	5	5	5	50	5.00
4	4	3	3	3	2	3	4	4	4	34	3.40
4	5	4	4	4	4	4	5	4	5	43	4.30
4	5	4	4	4	4	4	4	4	5	42	4.20
4	4	4	4	4	4	4	5	5	5	43	4.30
4	4	4	4	4	5	4	4	5	4	42	4.20
4	5	4	4	4	4	4	5	4	4	42	4.20
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	5	5	5	5	5	45	4.50
5	5	5	5	5	5	5	5	5	5	50	5.00
4	4	3	3	3	1	5	5	5	5	38	3.80
5	5	5	5	5	5	5	5	5	5	50	5.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
3	4	3	3	4	3	4	4	4	3	35	3.50

3	4	3	3	3	2	4	4	4	4	34	3.40
4	5	4	3	4	4	4	4	4	5	41	4.10
4	4	4	5	3	4	3	4	4	5	40	4.00
4	4	4	3	4	4	4	4	4	4	39	3.90
3	4	5	5	4	4	3	4	5	4	41	4.10
4	5	4	4	4	4	4	5	5	5	44	4.40
4	4	4	4	4	4	4	4	4	4	40	4.00
4	5	4	4	4	4	5	4	5	5	44	4.40
4	4	4	4	4	4	4	5	5	5	43	4.30
4	4	4	4	4	4	4	5	5	4	42	4.20
5	5	5	5	5	5	5	5	5	5	50	5.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	5	4	5	4	5	5	5	5	5	47	4.70
3	5	4	3	3	4	3	4	4	4	37	3.70
3	5	4	4	4	2	3	3	4	4	36	3.60
3	4	3	3	2	4	4	4	4	4	35	3.50
4	4	4	4	4	4	4	4	4	4	40	4.00
3	3	3	2	4	2	2	3	4	4	30	3.00
4	5	4	4	4	5	4	4	4	4	42	4.20
4	4	4	4	4	5	4	4	5	4	42	4.20
4	5	4	3	3	4	5	4	4	5	41	4.10
4	4	4	4	4	4	4	4	4	4	40	4.00
4	5	4	4	4	4	4	4	5	5	43	4.30
4	5	4	4	4	5	4	5	5	5	45	4.50
4	4	4	4	4	5	5	5	5	5	45	4.50
4	4	3	3	3	2	3	4	4	4	34	3.40
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	5	4	4	5	4	42	4.20
3	3	3	2	4	2	2	3	4	4	30	3.00
3	5	4	4	4	2	3	3	4	4	36	3.60
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	5	4	3	3	4	5	4	4	5	41	4.10
4	4	4	4	4	4	4	4	4	4	40	4.00
5	4	4	4	2	4	4	3	3	3	36	3.60
5	5	4	4	4	5	5	5	5	5	47	4.70
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
5	5	5	5	5	5	5	5	5	5	50	5.00

5	5	5	5	5	5	5	5	5	5	50	5.00
5	5	5	5	5	5	5	5	5	5	50	5.00
5	4	4	4	4	5	4	5	5	4	44	4.40
4	5	4	5	4	5	4	4	5	4	44	4.40
4	4	4	4	4	4	4	4	4	4	40	4.00
4	5	5	4	5	4	4	5	4	4	44	4.40
5	5	4	4	4	5	4	5	4	5	45	4.50
5	5	4	5	4	4	5	4	4	4	44	4.40
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	5	4	4	4	5	4	42	4.20
4	4	5	3	2	1	4	4	4	4	35	3.50
4	4	3	3	3	2	4	5	5	5	38	3.80
3	3	4	5	5	5	4	5	5	4	43	4.30
4	5	4	4	4	4	4	4	5	5	43	4.30
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
5	5	5	5	5	5	5	5	5	5	50	5.00
5	5	5	5	5	5	5	5	5	5	50	5.00
5	5	5	5	5	5	5	5	5	5	50	5.00
4	4	4	5	5	5	5	5	5	5	47	4.70
4	5	4	4	4	4	4	4	4	4	41	4.10
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00

Job Satisfaction											
J1	J2	J3	J4	J5	J6	J7	J8	j9	Kk10	Tot	Rata2
5	3	5	5	5	5	5	5	5	5	48	4.80
4	4	5	4	4	5	4	5	4	5	44	4.40
4	5	5	4	4	5	5	5	4	5	46	4.60
4	4	4	4	4	4	4	4	4	4	40	4.00
5	4	4	4	4	5	5	4	4	5	44	4.40
4	4	4	4	4	4	4	4	4	4	40	4.00
5	5	5	5	4	4	3	3	3	4	41	4.10
4	4	4	5	3	3	4	4	5	4	40	4.00
5	4	4	4	4	4	4	4	4	4	41	4.10
4	4	4	4	4	5	5	5	4	4	43	4.30
4	3	4	4	3	4	3	4	3	4	36	3.60
5	5	5	5	5	5	5	5	5	5	50	5.00
5	5	5	5	5	5	5	5	5	5	50	5.00
4	3	3	3	3	3	3	3	3	4	32	3.20
4	4	4	5	4	5	5	5	4	5	45	4.50
3	5	3	5	3	3	3	4	3	3	35	3.50
4	3	4	4	4	4	4	4	4	4	39	3.90
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	5	4	4	4	5	4	4	42	4.20
5	4	3	3	3	4	3	3	4	3	35	3.50
4	2	3	3	3	3	3	3	2	4	30	3.00
5	4	4	4	5	3	3	4	4	5	41	4.10
4	2	4	4	4	4	4	4	4	4	38	3.80
4	4	4	4	4	4	4	4	4	4	40	4.00
4	3	4	4	4	4	4	4	4	4	39	3.90
4	5	5	5	5	5	5	5	5	5	49	4.90
5	4	4	4	5	3	3	4	4	5	41	4.10
4	3	4	4	4	5	4	5	4	4	41	4.10
4	5	4	4	4	4	5	5	4	4	43	4.30
4	4	5	4	4	3	4	4	4	4	40	4.00
5	5	4	5	5	4	4	5	5	5	47	4.70
3	4	3	4	3	3	4	5	5	4	38	3.80
5	4	4	4	4	5	4	4	4	4	42	4.20
4	4	4	4	4	4	4	4	4	4	40	4.00
5	4	4	4	4	4	4	4	4	4	41	4.10
4	4	5	3	4	4	4	3	4	5	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	5	4	4	4	5	4	4	42	4.20
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00

4	4	4	4	4	4	4	5	4	4	41	4.10
4	4	4	4	4	4	4	5	4	4	41	4.10
4	4	4	5	4	4	4	4	4	4	41	4.10
5	5	5	5	5	5	5	5	5	5	50	5.00
5	4	4	4	4	5	5	4	4	5	44	4.40
5	4	5	5	5	5	4	5	4	5	47	4.70
4	4	4	4	4	4	4	5	4	4	41	4.10
5	5	5	5	4	3	3	4	4	5	43	4.30
5	5	5	5	5	4	4	4	4	5	46	4.60
5	5	4	4	4	3	3	4	4	5	41	4.10
5	4	4	4	5	3	3	4	4	5	41	4.10
5	5	5	4	4	4	3	4	3	4	41	4.10
5	4	4	4	5	3	3	4	4	5	41	4.10
5	4	4	4	5	3	3	4	4	5	41	4.10
5	4	4	5	3	3	4	4	5	5	42	4.20
5	5	5	5	5	5	4	4	4	4	46	4.60
5	4	4	4	5	5	3	4	3	4	41	4.10
4	4	4	4	5	3	3	4	4	4	39	3.90
4	5	5	5	4	4	4	3	3	4	41	4.10
5	4	4	4	5	3	3	4	4	5	41	4.10
5	5	5	4	4	3	4	4	4	5	43	4.30
5	5	5	5	4	4	3	4	3	4	42	4.20
5	4	4	4	4	5	5	5	5	5	46	4.60
5	4	4	4	4	5	5	5	5	5	46	4.60
4	1	4	4	4	4	4	4	4	4	37	3.70
5	5	5	5	5	5	5	5	5	5	50	5.00
4	4	4	4	4	4	4	4	4	4	40	4.00
5	5	5	5	5	5	5	5	5	5	50	5.00
5	5	5	5	5	5	5	5	5	5	50	5.00
5	5	4	3	4	4	4	4	5	4	42	4.20
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	5	41	4.10
4	4	4	4	4	4	4	5	4	5	42	4.20
5	4	4	5	4	4	4	4	4	5	43	4.30
4	4	4	4	4	4	4	5	4	5	42	4.20
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	5	4	5	42	4.20
5	5	5	5	5	5	5	5	5	5	50	5.00
3	4	4	4	4	5	5	5	4	4	42	4.20
5	5	5	5	5	5	5	5	5	5	50	5.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	3	4	4	4	3	4	3	4	37	3.70

4	4	4	5	4	4	4	5	4	4	42	4.20
4	5	5	4	4	5	5	4	4	4	44	4.40
4	5	5	4	5	5	5	5	5	5	48	4.80
4	4	5	4	4	5	5	4	5	5	45	4.50
5	2	3	4	4	4	4	4	4	4	38	3.80
4	4	4	5	4	4	4	5	4	5	43	4.30
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	5	4	4	41	4.10
5	4	4	5	4	4	4	4	4	5	43	4.30
4	4	4	5	4	4	4	5	4	5	43	4.30
5	5	5	5	5	5	5	5	5	5	50	5.00
4	4	4	4	4	4	4	4	4	4	40	4.00
5	4	4	5	5	5	4	4	4	5	45	4.50
4	4	4	5	4	5	4	4	4	5	43	4.30
4	4	4	4	4	4	5	5	4	5	43	4.30
5	4	4	4	5	5	5	5	4	3	44	4.40
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	2	3	3	3	3	2	4	32	3.20
4	4	4	5	4	5	4	5	4	5	44	4.40
4	4	4	4	4	4	4	5	4	5	42	4.20
4	4	4	5	5	4	4	5	4	5	44	4.40
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	5	5	4	5	4	5	44	4.40
5	4	4	5	4	4	4	5	4	5	44	4.40
4	4	4	4	4	4	4	5	4	5	42	4.20
5	5	4	3	4	4	4	4	5	4	42	4.20
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	5	4	5	42	4.20
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4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	5	5	4	4	5	4	5	44	4.40
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	5	4	4	4	4	4	41	4.10
4	4	4	5	4	4	4	5	4	5	43	4.30
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00
5	5	5	5	5	5	5	5	5	5	50	5.00

5	5	5	5	5	5	5	5	5	5	50	5.00
5	5	5	5	5	5	5	5	5	5	50	5.00
5	4	4	4	4	5	4	5	4	4	43	4.30
4	5	4	5	4	4	5	5	5	4	45	4.50
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	5	4	5	4	5	43	4.30
4	5	4	5	4	5	4	4	5	5	45	4.50
4	4	4	5	4	4	4	5	4	4	42	4.20
4	4	4	4	4	4	4	4	4	4	40	4.00
5	4	4	4	4	4	4	4	4	4	41	4.10
4	3	4	4	5	3	3	4	4	4	38	3.80
4	3	4	4	4	4	4	5	5	5	42	4.20
5	5	5	4	5	4	4	5	5	4	46	4.60
4	4	4	4	4	4	4	4	4	4	40	4.00
5	4	5	5	5	5	5	5	5	5	49	4.90
4	4	4	4	4	4	4	4	4	4	40	4.00
5	5	5	5	5	5	5	5	5	5	50	5.00
5	5	5	5	5	5	5	5	5	5	50	5.00
4	4	4	4	4	5	4	4	4	4	41	4.10
5	5	5	5	5	5	5	5	5	5	50	5.00
5	5	5	4	4	4	4	4	4	4	43	4.30
4	4	4	4	4	4	4	4	4	4	40	4.00
4	4	4	4	4	4	4	4	4	4	40	4.00

Appendix 4

Validity and Reliability

1. Training

Correlations

		P11	P12	P13	P14	P15	Tot
P11	Pearson Correlation	1	.657**	.599**	.597**	.406**	.798**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	150	150	150	150	150	150
P12	Pearson Correlation	.657**	1	.790**	.607**	.429**	.866**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	150	150	150	150	150	150
P13	Pearson Correlation	.599**	.790**	1	.609**	.440**	.856**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	150	150	150	150	150	150
P14	Pearson Correlation	.597**	.607**	.609**	1	.547**	.828**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	150	150	150	150	150	150
P15	Pearson Correlation	.406**	.429**	.440**	.547**	1	.697**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	150	150	150	150	150	150
Tot	Pearson Correlation	.798**	.866**	.856**	.828**	.697**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	150	150	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.868	5

2. Career Development

Correlations

	Pg1	Pg2	Pg3	Pg4	Pg5	Tot
Pearson Correlation	1	.605**	.481**	.483**	.390**	.760**
Pg1 Sig. (2-tailed)		.000	.000	.000	.000	.000
N	150	150	150	150	150	150
Pearson Correlation	.605**	1	.466**	.491**	.416**	.763**
Pg2 Sig. (2-tailed)	.000		.000	.000	.000	.000
N	150	150	150	150	150	150
Pearson Correlation	.481**	.466**	1	.391**	.585**	.777**
Pg3 Sig. (2-tailed)	.000	.000		.000	.000	.000
N	150	150	150	150	150	150
Pearson Correlation	.483**	.491**	.391**	1	.573**	.763**
Pg4 Sig. (2-tailed)	.000	.000	.000		.000	.000
N	150	150	150	150	150	150
Pearson Correlation	.390**	.416**	.585**	.573**	1	.777**
Pg5 Sig. (2-tailed)	.000	.000	.000	.000		.000
N	150	150	150	150	150	150
Pearson Correlation	.760**	.763**	.777**	.763**	.777**	1
Tot Sig. (2-tailed)	.000	.000	.000	.000	.000	
N	150	150	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.825	5

3. Employees Performance

		Correlations										
		Kj1	Kj2	Kj3	Kj4	Kj5	Kj6	Kj7	Kj8	Kj9	Kj10	Tot
Kj1	Pearson Correlation	1	.455**	.420**	.443**	.296**	.316**	.474**	.493**	.306**	.410**	.653**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kj2	Pearson Correlation	.455**	1	.462**	.352**	.269**	.315**	.363**	.318**	.302**	.462**	.612**
	Sig. (2-tailed)	.000		.000	.000	.001	.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kj3	Pearson Correlation	.420**	.462**	1	.692**	.550**	.469**	.432**	.249**	.279**	.352**	.729**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.002	.001	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kj4	Pearson Correlation	.443**	.352**	.692**	1	.503**	.515**	.445**	.320**	.366**	.291**	.740**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kj5	Pearson Correlation	.296**	.269**	.550**	.503**	1	.524**	.318**	.222**	.254**	.240**	.641**
	Sig. (2-tailed)	.000	.001	.000	.000		.000	.000	.006	.002	.003	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kj6	Pearson Correlation	.316**	.315**	.469**	.515**	.524**	1	.464**	.273**	.250**	.279**	.708**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.001	.002	.001	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kj7	Pearson Correlation	.474**	.363**	.432**	.445**	.318**	.464**	1	.593**	.466**	.538**	.739**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kj8	Pearson Correlation	.493**	.318**	.249**	.320**	.222**	.273**	.593**	1	.709**	.588**	.664**
	Sig. (2-tailed)	.000	.000	.002	.000	.006	.001	.000		.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kj9	Pearson Correlation	.306**	.302**	.279**	.366**	.254**	.250**	.466**	.709**	1	.624**	.636**
	Sig. (2-tailed)	.000	.000	.001	.000	.002	.002	.000	.000		.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kj10	Pearson Correlation	.410**	.462**	.352**	.291**	.240**	.279**	.538**	.588**	.624**	1	.670**
	Sig. (2-tailed)	.000	.000	.000	.000	.003	.001	.000	.000	.000		.000
	N	150	150	150	150	150	150	150	150	150	150	150
Tot	Pearson Correlation	.653**	.612**	.729**	.740**	.641**	.708**	.739**	.664**	.636**	.670**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Go to Settings

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.863	10

3. Job Satisfaction

		Correlations										
		Kk1	Kk2	Kk3	Kk4	Kk5	Kk6	Kk7	Kk8	Kk9	Kk10	Tot
Kk1	Pearson Correlation	1	.339**	.438**	.258**	.503**	.218**	.103	.059	.312**	.377**	.514**
	Sig. (2-tailed)		.000	.000	.001	.000	.007	.209	.476	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kk2	Pearson Correlation	.339**	1	.578**	.363**	.346**	.256**	.295**	.229**	.347**	.246**	.598**
	Sig. (2-tailed)	.000		.000	.000	.002	.000	.005	.000	.000	.002	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kk3	Pearson Correlation	.438**	.578**	1	.422**	.556**	.450**	.456**	.271**	.405**	.427**	.730**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.001	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kk4	Pearson Correlation	.258**	.363**	.422**	1	.454**	.373**	.372**	.498**	.458**	.410**	.683**
	Sig. (2-tailed)	.001	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kk5	Pearson Correlation	.503**	.346**	.556**	.454**	1	.398**	.321**	.423**	.482**	.467**	.719**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kk6	Pearson Correlation	.218**	.256**	.450**	.373**	.398**	1	.731**	.500**	.438**	.279**	.698**
	Sig. (2-tailed)	.007	.002	.000	.000	.000		.000	.000	.000	.001	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kk7	Pearson Correlation	.103	.295**	.456**	.372**	.321**	.731**	1	.604**	.672**	.332**	.735**
	Sig. (2-tailed)	.209	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kk8	Pearson Correlation	.059	.229**	.271**	.498**	.423**	.500**	.604**	1	.572**	.457**	.690**
	Sig. (2-tailed)	.476	.005	.001	.000	.000	.000	.000		.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kk9	Pearson Correlation	.312**	.347**	.405**	.458**	.482**	.438**	.672**	.572**	1	.429**	.760**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150
Kk10	Pearson Correlation	.377**	.246**	.427**	.410**	.467**	.279**	.332**	.457**	.429**	1	.641**
	Sig. (2-tailed)	.000	.002	.000	.000	.000	.001	.000	.000	.000		.000
	N	150	150	150	150	150	150	150	150	150	150	150
Tot	Pearson Correlation	.514**	.598**	.730**	.683**	.719**	.698**	.735**	.690**	.760**	.641**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	150	150	150	150	150	150	150	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Activate Win
Go to Settings to

Reliability

Scale: ALL VARIABLES

Case Processing Summary

	N	%
Valid	150	100.0
Cases Excluded ^a	0	.0
Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.867	10

Appendix 5

Multiple Linear Regression

ANALYSIS REGRESSION MODEL 1

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Training ^b	.	Enter

a. Dependent Variable: Employee Performance

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.493 ^a	.243	.238	.37905

a. Predictors: (Constant), Training

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.829	1	6.829	47.528	.000 ^b
	Residual	21.265	148	.144		
	Total	28.094	149			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Training

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.288	.268		8.530	.000
	Training	.433	.063	.493	6.894	.000

a. Dependent Variable: Employee Performance

ANALYSIS REGRESSION MODEL 2

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Career Development, Training ^b		Enter

a. Dependent Variable: Job Satisfaction

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 ^a	.380	.371	.30865

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

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.570	2	4.285	44.977	.000 ^b
	Residual	14.004	147	.095		
	Total	22.574	149			

a. Dependent Variable: Job Satisfaction

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

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.637	.274		5.965	.000
	Training	.148	.062	.188	2.376	.019
	Career Development	.459	.074	.488	6.162	.000

a. Dependent Variable: Job Satisfaction

Appendix 6

Classical Assumption

NORMALITY TEST

One-Sample Kolmogorov-Smirnov Test

		Standardized Residual
N		150
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	.99326592
Most Extreme Differences	Absolute	.103
	Positive	.097
	Negative	-.103
Kolmogorov-Smirnov Z		1.261
Asymp. Sig. (2-tailed)		.083

a. Test distribution is Normal.

b. Calculated from data.

MULTICOLLINEARITY TEST

Coefficients^a

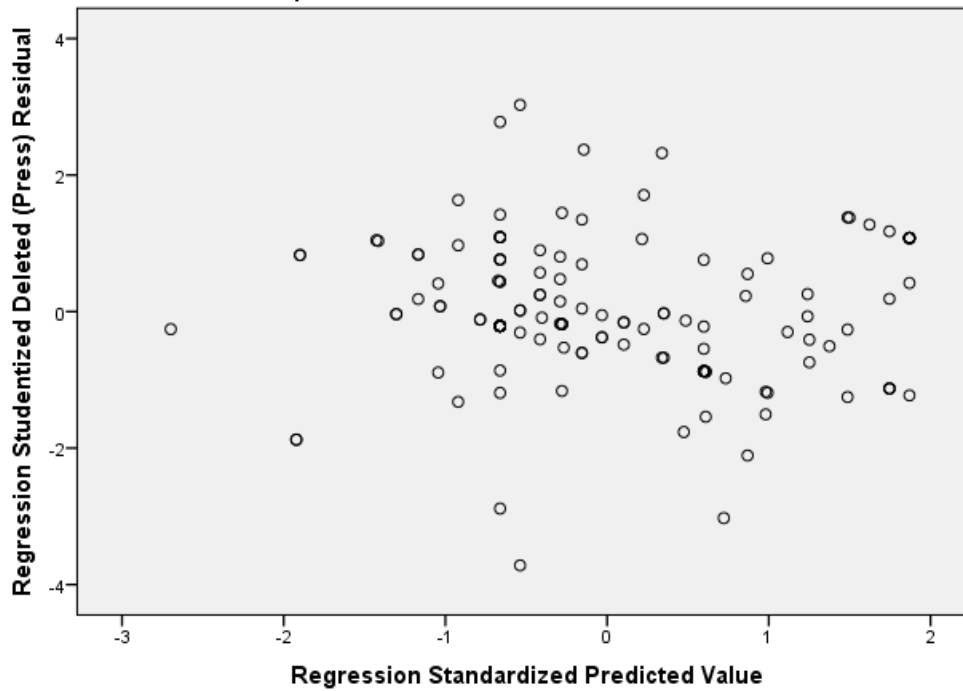
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.637	.274		5.965	.000		
1 Training	.148	.062	.188	2.376	.019	.671	1.489
1 Career Development	.459	.074	.488	6.162	.000	.671	1.489

a. Dependent Variable: Job Satisfaction

UJI HETEROSKEDASTISITAS

Scatterplot

Dependent Variable: Job Satisfaction



Appendix 7

Permission Letter



Nomor : 28/HRD/SJHCY/VI/2018-17
Perihal : Balasan permohonan untuk mengambil data penelitian
Lampiran : -

Kepada Yth,
Bapak Anas Hidayat, Drs.,MBA.,Ph.D.
Ketua Jurusan Bisnis dan Ekonomi
Universitas Islam Indonesia
Ring Road Utara Jl.Pawiro Kuwat Condong Catur,Depok,Sleman

Dengan hormat,

Menindaklanjuti surat dari Bapak No. : 200/Prodi/10/IPFE-UII/V/2018, perihal **Permohonan untuk mengambil data penelitian**, bersama ini kami sampaikan bahwa Management **Sahid Jaya Hotel & Convention Yogyakarta** memberi kesempatan kepada Mahasiswa Universitas Islam Indonesia Program studi Manajemen (Program Internasional) untuk melaksanakan mengambil data penelitian di **Sahid Jaya Hotel & Convention Yogyakarta**, adapun nama mahasiswa tersebut adalah :

Nama : RA.Retno Puoso Dwi F.
Tempat & Tgl.lahir : Yogyakarta, 2 Februari 1996
Alamat : Mangkukusuman GK IV/1528 Baciro, Yogyakarta

Demikian balasan kami sampaikan, atas perhatian dan kerjasamanya kami ucapkan terima kasih.

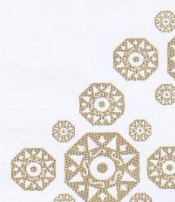
Yogyakarta, 28 Juni 2018
a.n Management
Sahid Jaya Hotel & Convention Yogyakarta



Widati, S.P.
HR. Manager

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Jl. Babarsari, yogyakarta
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E: info@sahidjogja.com, sales@sahidjogja.com
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sahidjayayogyakarta | sahid jaya yogyakarta

 SAHID HOTELS





ROS-IN HOTEL ★★★★★
Yogyakarta

SURAT KETERANGAN

053/S-Ket. HR/RI/VI/2018

Yang bertanda tangan di bawah ini menerangkan bahwa :

Nama : RA RETNO PUOSO F
NIM : 14311137
Universitas : Universitas Islam Indonesia

Surat keterangan ini menerangkan bahwa RA Retno Puoso F telah melakukan penelitian di Ros In Hotel Yogyakarta.

Demikian surat ini dibuat untuk dapat dipergunakan secara baik dan benar sesuai dengan keperluannya.

Yogyakarta, 04 Juni 2018

for

Dwi Murwani
HR Manager

Jl. Lingkar Selatan No. 110, Yogyakarta 55187
Telp. (0274) 384543, 389912, 389913 Fax. (0274) 411818
Email: rosin_jogja@yahoo.com Website: www.rosinhoteljogja.com