

THE EFFECT OF COMPETENCE, TRAINING AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE AT PT. CITIBANK

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ABSTRACT

This study aims to determine and analyze the effect of Competence, Training and Career Development on the performance of employees of PT. Citibank Jakarta branch. The type of research used is quantitative. The analytical method used is multiple linear regression analysis. In this study, the population and sample were all employees working at the Jakarta branch of PT. Citibank, totaling 40 people. The method of determining the sample is saturated sampling. Data was obtained by distributing questionnaires online using the Google form. The test method uses multiple linear regression and is processed using SPSS version 23. The results show that from the results of the F test that the variables Competency, Training and Career Development have a positive and significant effect on employee performance. The results of the research based on the t test show that only the Competency and Career Development variables have a positive and significant effect on employee performance. While the training variable has a negative and insignificant effect on employee performance. So it can be concluded that competence and career development can improve performance or quality for a company in achieving its goals.

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

1. INTRODUCTION

The success of a company is produced by human resources, especially human resources that are used for the survival of the company. Human resources must have the ability to develop, use and maintain so that organizational functions can run in a balanced manner Siregar, (2018) . Human resources are company assets that must be maintained and developed in order to make the best contribution to the continuity of the company itself. Human resources must also be more competent to improve employee performance and play an important role, which is related to the role and ability of human resources to make human resources more qualified. One of them is employees who play an important role in having the potential to carry out company activities. In this case, employees are expected to be more successful in achieving company goals Dhea Ihya Salsabila, (2022) . Human resource management must consider matters that focus on employee skill levels, employee ability levels, and management capabilities related to the formulation of human resource strategies. By understanding the level of skills and ability levels of employees, companies can determine the direction of human resources. (Siregar, 2018) .

Good performance is based on the quality of work of employees as the basis for evaluating a company. Every company definitely provides an employee performance evaluation method that can be used as information to make decisions about salary/wages increases, promotions, and increases in employee benefits, thereby influencing employees to do their jobs (Humaira et al., 2020) .

There is previous research related to Employee Performance. According to Soetrisno & Gilang's research, (2018) proves that competency variables have an impact and are significant on employee performance. However, according to Rosmaini's research (2019) , different results were obtained on the competency variable indicating that competency has an effect and is not significant on employee performance. According to Marjaya's research, (2019) proves that training has an effect and is significant on employee performance. However, according to Sukmawati et al., (2020) different results were obtained on the training variable that had an effect and was not significant on employee performance. According to research by Endarwita & Herlina, (2019) it proves that career development has an effect and is significant on employee performance. However, according to Robby & Angery (2021) career development has no effect and is not significant on employee performance.

2. LITERATURE REVIEW

2.1 Competence

According to Adam et al., (2021) competency factors affect employee performance . Competence is the basis for how work carried out by employees can be carried out in accordance with the demands of the work that is their responsibility According to Ainanur & Tirtayasa, (2018) competence is the basis of how an employee performs work in accordance with job requirements, competence is knowledge of work abilities based on skills and abilities supported by work attitudes required for the job.

According to Rosmaini, (2019) increasing individual employee performance will encourage overall human resource performance, which is reflected in increased productivity. In this case, employees must continue to adapt and be willing to meet competency standards according to their field of work in order to achieve employee performance and long-term work success.

2.2 Training

According to Sukmawati et al, (2020) training is a series of processes consisting of intentional actions by professional trainers in the form of assistance provided to workers per unit of time, aimed at increasing work capacity and in several areas of organizational efficiency and work productivity.

2.3 Career development

According to Humaira et al., (2020) a series of positions or positions occupied by a person during his working life through the level of education and training in a company. Career development also functions as a human resource management activity whose main objective is to be able to improve and increase the effectiveness of employees in carrying out their work so that they are increasingly able to contribute as much as possible to the achievement of company goals.

2.4 Employee performance

According to Sukmawati et al., (2020) Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined conditions, standards or agreements. One of the factors that can drive employee performance is the expertise or knowledge possessed by a person, namely competence and training provided by the company to employees to increase effectiveness in developing their careers to get the best position in the company.

2.5 Hypothesis

2.5.1 The Effect of Competence on Employee Performance

Competence is a collection of knowledge, skills and behaviors that are used to improve adequate performance or quality and have the ability to perform certain roles Soetrisno & Gilang, (2018) . Research by Adam et al., (2021) also says that competency has a positive and significant effect on employee performance. Meanwhile , Tandaju Christian Daniel, (2019) proves that competence has an impact and is significant on employee performance. This proves that competence has an important role in the human resource process, because in general competence concerns a person's basic abilities in doing a job (Adam et al., 2021) .

The following is a competency-related hypothesis:

H1: Competence affects employee performance

2.5.2 The Effect of Training on Employee Performance

Training has the potential to align employees with company strategy. The existence of a training program is to provide opportunities for employees to develop skills and abilities at work so that what is known and mastered can help employees to understand what must be done and why it must be done, providing opportunities to increase knowledge and expertise. Research by Tanjung et al., (2018) proves that training has a positive effect on employee performance. Meanwhile, Sitompul & Sentosa's research, (2022) proves that training has an effect and is significant on employee performance. This training can help process employees to master certain skills or correct deficiencies in carrying out work (Wahyuningsih, 2019) .

The following are hypotheses related to training:

H2 : Training has an effect on employee performance

2.5.3 The Effect of Career Development on Employee Performance

Career development is a formal approach taken in companies to ensure people in the company have the right qualifications and skills and experience when needed. This career development can help employees to produce good performance in order to achieve company goals. Research by Humaira et al., (2020) proves that career development has an effect and is significant on employee performance. Meanwhile, the research by Dikri Gifari & Pancasasti, (2019) proves that career development has an effect and is significant on employee performance.

The following are hypotheses related to career development:

H3: Career Development affects employee performance

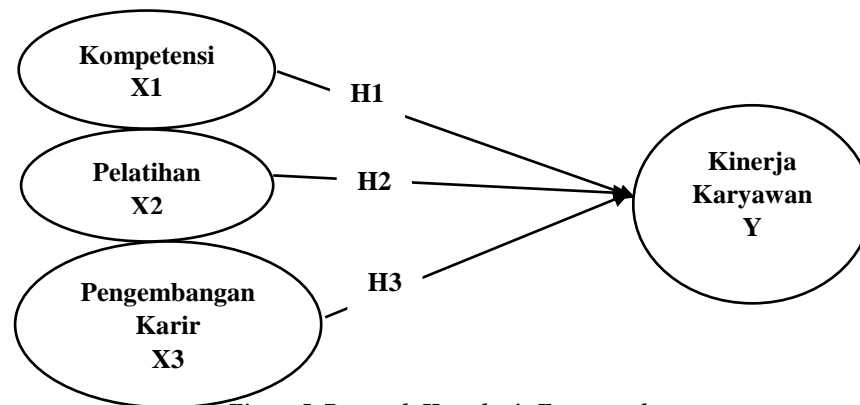


Figure 1. Research Hypothesis Framework

3. RESEARCH METHODS

The research method used is descriptive quantitative. Then the population in this study were all employees of PT. Citibank Jakarta branch, totaling 40 people. The data collection technique used by researchers is an online questionnaire to obtain primary data. The list of statements in this questionnaire includes matters relating to competency, training, career development on employee performance. This questionnaire statement was made based on a Likert scale. The Likert scale is a research subject in the form of statements given to respondents. Regression analysis technique is used to determine the independent variables that have an influence on the dependent variable. The analysis used in this study is to use the analysis of data normality tests, *reliability* tests and multiple linear regression tests. The data analysis used was a statistical tool (SPSS/ Statistics for Product and Service Solution Release 23).

4. RESULTS AND DISCUSSION

4.1 Descriptive Analysis

In this study, the number of respondents taken was 40 respondents, consisting of 26 male respondents or 63.7%. Meanwhile, there were 14 female respondents or 36.3%. Based on the age of the respondents, there were 10 respondents of 26.2% who had an age interval of >46 years, 9 respondents or 25.7% had an age interval of 41-45 years, 8 respondents or 19% had an age interval of 36 - 40 years. 8 respondents or 19% have an interval range of 31-35 years, 3 respondents or equal to 7.1% have an interval range of 20-25 years and 2 respondents or 3% have an interval range of 26-30 years.

The last education of respondents who had a Masters degree was 4 or 11.5%, 30 respondents or 74.3% had a Masters degree. 6 respondents or 14.2% last educated D3. For the length of work of the respondents there were 17 or 46.4% with a length of service of 6-10 years, 16 respondents or 39.1% with a length of service of >15 years and 5 respondents of 14.5% with a length of service of 2-5 years.

4.2 Validity Test Analysis

According to Wijaya, (2018) validity is the degree of accuracy between the data that occurs in the research object and the power that can be reported by researchers. Meanwhile, Halim et al., (2019) also explained that the validity of the questionnaire items was used to measure the accuracy or accuracy of the item to be measured. To determine an item worth using or not. An item is said to be valid if it has significance <0.30 and if an item is >0.30 then there is no significant correlation.

Table 1. Validity Test
Competence

No.	Statement	Person Correlation	Critical Value	Information
1.	KP1	0.905	0.30	VALID
2.	KP2	0.773	0.30	VALID
3.	KP3	0.768	0.30	VALID
4.	KP4	0.814	0.30	VALID
5.	KP5	0.876	0.30	VALID

6.	KP6	0.782	0.30	VALID
7.	KP7	0.803	0.30	VALID
8.	KP8	0.837	0.30	VALID

Source: primary data processed in 2022

**Table 2. Validity Test
Training**

No.	Statement	Person Correlation	Critical Value	Information
1.	PL1	0.872	0.30	VALID
2.	PL2	0.856	0.30	VALID
3.	PL3	0.906	0.30	VALID
4.	PL4	0.892	0.30	VALID
5.	PL5	0.827	0.30	VALID
6.	PL6	0.869	0.30	VALID
7.	PL7	0.927	0.30	VALID
8.	PL8	0.861	0.30	VALID
9.	PL9	0.858	0.30	VALID
10.	PL10	0.868	0.30	VALID

Source: primary data processed in 2022

**Table 3. Validity Test
Career development**

No.	Statement	Person Correlation	Critical Value	Information
1.	PK1	0.758	0.30	VALID
2.	PK2	0.714	0.30	VALID
3.	PK3	0.663	0.30	VALID
4.	PK4	0.847	0.30	VALID
5.	PK5	0.780	0.30	VALID
6.	PK6	0.814	0.30	VALID
7.	PK7	0.821	0.30	VALID
8.	PK8	0.706	0.30	VALID

Source: primary data processed in 2022

**Table 4. Validity Test
Employee performance**

No.	Statement	Person Correlation	Critical Value	Information
1.	KK1	0.737	0.30	VALID
2.	KK2	0.857	0.30	VALID
3.	KK3	0.730	0.30	VALID
4.	KK4	0.872	0.30	VALID
5.	KK5	0.871	0.30	VALID
6.	KK6	0.888	0.30	VALID
7.	KK7	0.826	0.30	VALID
8.	KK8	0.908	0.30	VALID

Source: primary data processed in 2022

4.3 Reliability Analysis

Table 5. Reability Test

Variable	Cronbach's Alpha	Information
Competency (X1)	0.930	Very Reliable
Training (X2)	0.965	Very Reliable
Career Development (X3)	0.897	Very Reliable

Employee (Y) 0.938 Very Reliable

Source: primary data processed in 2022

The reliability test is used to measure variables if the answers from the respondents are consistent. Based on the results of the reliability test, it is known that the Cronchbach Alpha in each variable is > 70 so that it can be said to be reliable.

4.4 Normality Analysis

Table 6. Normality Test Results

Npar Test		
One Sample Kolmogorov-Smirnov Test		
Unstandardized Residuals		
N		40
Normal Parameters	Means	.0000000
	std. Deviation	153,905,976
Most Extreme Differences	absolute	.145
	Positive	.145
	Negative	-.135
Statistics Test		.145
asymp. Sig. (2- tailed)		.065

Source: primary data processed in 2022

The normality test is used to ensure that the data to be analyzed is normally distributed or not. Based on table 6 which shows the results of the data normality test using the Kolmogorov-Smirnov test, the results of the one sample Kalmogorov-Smirnov test of $0.065 > 0.05$ means that the data is normally distributed.

4.5 Linear Regression Analysis

Partial Test (t test) used to determine that each independent variable has a significant effect on the dependent variable. With the provision that the *significance value* < 0.05 proves that the independent variable partially has a significant effect on the dependent variable

Table 7. Partial Test T

Coefficients			
Model	Unstandardized Coefficients	t	Sig
	B		
(C constant t)	1 . 946	.775	.443
Competence	.642	4,654	.000
Training	.006	.053	.958
Career development	.293	2 . 070	.046

Source: primary data processed in 2022

The multiple linear regression equation that can be built in the table below: $Y = 1.946 + 0.642 X_1 + 0.006 X_2 + 0.293 X_3$. Based on a *constant value* of 1.946, it means that Competence (X1), Training (X2) and Career Development (X3) are zero, so that employee performance is 1.946 units.

The regression coefficient on the Competency variable (X1) is 0.642 which indicates that Competence (X1) has a relationship between Employee Performance (Y) meaning that the Competency variable (X1) can increase Employee Performance (Y) by 0.643. The competency variable (X1) has a t-value of 4.654 with a significance level of p-value = $0.000 < 0.05$. So, it can be concluded that competence (X1) has a positive and significant effect on employee performance (Y).

The regression coefficient on the Training variable (X2) is 0.006 which indicates that Training (X2) has no relationship between Employee Performance (Y) meaning that the Training variable (X2) cannot increase Employee Performance (Y) by 0.053. The training variable (X2) has a t value of 0.053 with a significant level of $p = 0.958 > 0.05$. So it can be concluded that training (X2) has a negative and insignificant effect on employee performance (Y).

The regression coefficient on the Career Development variable (X3) is 0.293 which indicates that Career Development (X3) has a relationship between Employee Performance (Y) meaning that the Career Development variable (X3) can increase Employee Performance (Y) by 2.070. Career Development Variable (X3) has a t value of 2.070 with a significant level of $p\text{-value} = 0.046 > 0.05$. So it can be concluded that Career Development (X3) has a positive and significant effect on Employee Performance (Y).

4.5.1 Multicollinearity Test

The multicollinearity test is used to determine whether the regression model finds a correlation between the independent variables. A good regression model has no correlation between independent variables. For conditions where the tolerance value is < 0.10 or equal to the VIF value < 10 , it can be said that the regression model does not have symptoms of multicollinearity.

Table 8. Multicollinearity

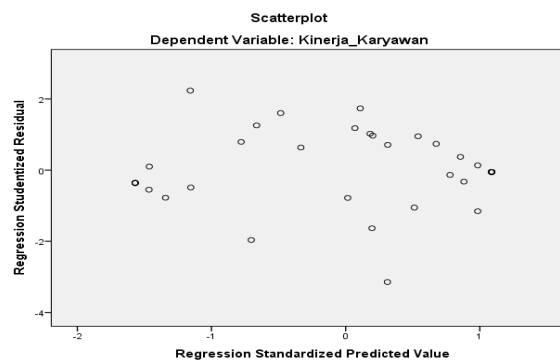
<u>Collinearity Statistics</u>		
<u>Model</u>	<u>tolerance</u>	<u>VIF</u>
1 (C constant t)		
Competence	.331	3.018
Training	.292	3,424
Career development	.345	2,902

Source: primary data processed in 2022

Based on the test results, it shows that the competency variable has a tolerance value of 0.331 and a VIF of 3.018. The training variable has a tolerance value of 0.292 and VIF 3.424. The Career Development variable has a tolerance value of 2.902. these three variables have a tolerance value of > 0.1 and a VIF value of < 10 . So it can be concluded that the three independent variables do not experience symptoms of multicollinearity.

4.5.2 Heteroscedasticity Test

Figure II.



Source: primary data processed in 2022

According to Sukmawati et al., (2020) the heteroscedasticity test is used to find out whether the regression has an inequality of residual variance from one observation to another. Based on the test results, it can be seen that the dots are scattered above and below or around the number 0 on the Y axis. The gathering points are not only above or below. The distribution of data points does not form a pattern. So, it can be concluded that there are no symptoms of heteroscedasticity so that the regression model is feasible to use to predict employee performance based on competency, training and career development variables.

4.5.3 Simultaneous Significance Test (F Test)

The F test is used to determine the effect of the independent variables on the dependent variable. With the provision that the significance value is < 0.05 , the independent variable simultaneously has a positive and significant effect on the dependent variable.

Table 9. F Test

ANOVA		
Model	F	Sig
1 Regression	40,739	.000
residual		

Total

Source: primary data processed in 2022

Based on the results of the ANOVA test, the calculated F value is 40.739 with a significance of 0.000 < 0.05, meaning that the Competency, Training and Career Development variables have a positive and significant effect on employee performance.

4.5.4 Correlation Coefficient Test (R) and Determination Coefficient Test (R²)

The coefficient of determination explains the contribution made by each independent variable to the dependent variable. The coefficient of determination (R²) is used to measure the ability of the percentage of the independent (independent) variable to the dependent variable in a multiple linear regression model. For provisions, the Adjusted R Square value cannot be minus or equal to 0, meaning that the relationship between variables is good.

The following is a summary of the model resulting from the regression analysis:

Table 10. R Square Test

Summary models					Change Statistics	
Model	R	R Square	Adjusted R Square	R Square Change	Sig. F change	
1	.879	.772	.754	.772	.000	

Source: primary data processed in 2022

Based on the results of the R test or the Correlation Coefficient, it shows a value of 0.879 which means Competence (X1), Training (X2) and Career Development (X3) on employee performance at PT. Citibank has a strong relationship of 87.9%. The coefficient of determination or R square shows a value of 0.772 or 77.2%, meaning that employee performance is influenced by Competence (X1), Training (X2) and Career Development (X3), while the remaining 22.8% is influenced by other variables not examined in this research. this research.

4.6 Discussion

4.6.1 The Effect of Competence on Employee Performance

Competence is an individual ability that is shown by good performance in a position or job. Competence is also a collection of knowledge, skills and behaviors that are used to improve performance or adequate quality and have the ability to perform certain roles. (Soetrisno & Gilang, 2018)

H1 test results it has been proven that there is an influence between Competency variables on Employee Performance. Through the results of the calculations that have been carried out, it is obtained that the t value is 4.654 with a significance of 0.00 < 0.05, which means that the hypothesis in this study is that Ha is accepted and Ho is rejected. This means that in this test there is an influence between competency variables on employee performance.

This supports previous research by Keka et al., (2021) proves that competence has a positive and significant effect on employee performance. Researcher Ainanur & Tirtayasa, (2018) also proves that competency variables have a positive and significant effect on employee performance. Competence itself has an important role, because competence is generally related to a person's ability to do his job. So far, many companies do not have employees with adequate competence. This proves that companies must have competent employees for the long term success of the company.

4.6.2 Effect of Training on Employee Performance

Training is a program provided to employees to improve abilities and skills so that the better the training provided, the better the performance produced by employees (Ni Komang Dewi Puspa et al, 2021) .

The results of the H2 test prove that there is no influence between the training variables on employee performance. Through the results of the calculations that have been done, it is obtained that the t value is 0.053 with a significance of 0.958 > 0.05, which means that the hypothesis in this study is that Ha is rejected and Ho is accepted. This means that in this test there is no influence between training variables on employee performance

This supports previous research by Tandaju Christian Daniel, (2019) which proved that training had a negative and insignificant effect on employee performance. Researcher Angelita Gabriel Wotulo et al, (2018) also proved that the training variable has a negative and insignificant effect on employee performance.

The training aims to improve employee skills but the training provided cannot be absorbed properly so that the training conducted will reduce the performance of PT. Citibank. During the training period, employees only focus on training so that the resulting performance is not optimal. Training has the potential to align employees with company strategy. The existence of a training program is to provide opportunities for employees to develop skills and abilities at work so that what is known and mastered can help employees to understand what must be done and why it must be done, providing opportunities to increase knowledge and expertise.

4.6.3 The Effect of Career Development on Employee Performance

One way to improve employee performance is to provide career development opportunities for employees. This career development can help employees to produce good performance in order to achieve company goals. Rosyidawaty, (2018) also explained that career development plays an important role in improving and increasing the effectiveness of work implementation by employees so that it makes the best contribution to achieving company goals.

The results of the H3 test prove that there is an influence between career development variables on employee performance. Through the results of the calculations that have been done, it is obtained that the t value is 2.070 with a significance of $0.046 < 0.05$, which means that the hypothesis in this study is that H_a is accepted and H_o is rejected. This means that in this test there is an influence between career development variables on employee performance.

This supports previous research by Dhea Ihya Salsabila, (2022) proving career development has a positive and significant effect on employee performance. Christian researcher, (2022) also proves that career development variables have a positive and significant effect on employee performance. Researcher Ni Komang Dewi Puspa et al, (2021) also states that career development has a positive and significant effect on employee performance. Performance will increase if the company can give confidence to employees that employees can improve their careers at work. Being a professional who has confidence in a future career will certainly provide optimal performance.

4.6.4 The Influence of Competence, Training, and Career Development on Employee Performance

From the results of the research that has been explained that there is an influence of competency and career development. However, there is a negative effect of training on employee performance. So, it can be concluded that the existence of training cannot make employees improve their abilities and skills. Therefore, companies must create training programs that are easily understood by their employees. The training program is to provide opportunities for employees to develop skills and abilities at work so that what is known and mastered can help employees to understand what must be done and why it must be done, providing opportunities to increase knowledge and expertise. Knowledge and expertise are individual competencies regarding basic abilities to do a job Adam et al., (2021). With one's competence can provide opportunities for someone to develop his career in order to lift a position to a better position. Therefore, companies need proper qualifications and experience to promote one's position.

5. CONCLUSION

Based on the analysis discussed in the previous chapter, it can be concluded that the competency variable has a positive and significant effect on the performance of employees of PT. Citibank. The training variable has a negative effect and does not have a significant effect on employee performance at PT. Citibank. Career Development has a positive and significant effect on employee performance at PT. Citibank

Suggestions for companies ie at PT. Citibank to provide opportunities for employees and develop careers as well as directing employees to improve competence in contributing optimal performance. Even though training has no effect on employee performance, it will be important for the company if it provides the right training and is easily absorbed by its employees which will have a good impact on employee performance in the company.

The research that will be carried out next is to expand the research by adding other factors that might affect employee performance that have not been studied before so that the research results can better describe the actual conditions in the long run.

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