

THE EFFECT OF WORK TRAINING AND CAREER DEVELOPMENT ON THE WORK PRODUCTIVITY OF PT ARISTA JAYA LESTARI'S EMPLOYEES

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ABSTRACT

PT Arista Jaya Lestari is an official dealer for the Wuling brand that carries out 3S (Sales, Service, Spareparts) business activities. Employee work productivity at PT Arista Jaya Lestari in 2021 is not optimal, this is shown from the sales target and the results of the employee Key Performance Index in 2021 have not been achieved. Therefore this study aims to determine the causes of decreased employee productivity at PT Arista Jaya Lestari and to find a relationship either partially or simultaneously between the effects of job training and career development on employee productivity using multiple linear regression analysis method. The population in this study were all employees of PT Arista Jaya Lestari with a total of 30 people, so the sampling technique in this study used a saturated sample technique with a total of 30 respondents. While the data analysis technique used is the instrument feasibility test, classical assumption test, multiple linear regression analysis, T test, F test, and the coefficient of determination. In this study, it was found that the results of the T-test, the job training variable had a significant effect on work productivity variables, and the career development variable also had a significant effect on work productivity variables. From the results of the F test, it was found that the variables of job training and career development simultaneously have a significant influence on work productivity variables.

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1. INTRODUCTION

Every company engaged in the automotive industry will always be required to increase its productivity in order to achieve its company goals. Human resources are one of the determining factors in the company's efforts to achieve these goals. For this reason, the human resources in the company must be able to be said to be productive, which means that employees must have the ability, knowledge, skills and good attitudes so that they can carry out their duties and responsibilities effectively and efficiently. According to (Sutrisno, 2019) work productivity is a comparison between work results and the time needed by a worker to produce a product.

PT Arista Jaya Lestari is a company engaged in the automotive industry that provides vehicle service activities, sales of vehicle spare parts, and sales of Wuling vehicle units. To support the activities of these dealers, PT Arista Jaya Lestari requires good quality human resources. However, in reality PT Arista Jaya Lestari is still not able to manage the quality of its human resources properly, this is shown through PT Arista Jaya Lestari's Key Performance Indicator (KPI) data for 2021 as shown in the table below.

Table 1. KPI data for PT Arista Jaya Lestari for 2021

Jabatan	Persentase (%)	Nilai	Keterangan	Jabatan	Persentase (%)	Nilai	Keterangan
KEPALA CABANG	74	C	Cukup	SALES 2	74	C	Cukup
KOOR. ADMIN	92	A	Sangat Baik	SALES 3	55	D	Kurang Baik
STAFF ADMIN 1	78	B	Baik	SALES 4	92	A	Sangat Baik
STAFF ADMIN 2	88	B	Baik	SALES 5	74	C	Cukup
SERVICE MANAGER	72	C	Cukup	SALES 6	64	D	Kurang Baik
SERVICE ADVISOR	78	B	Baik	SALES 7	72	C	Cukup
FOREMAN	60	D	Kurang Baik	SALES 8	68	C	Cukup
MEKANIK 1	56	D	Kurang Baik	SALES 9	64	D	Kurang Baik
MEKANIK 2	60	D	Kurang Baik	SALES 10	78	B	Baik
MEKANIK 3	66	C	Cukup	SALES 11	80	B	Baik
MEKANIK 4	56	D	Kurang Baik	SALES 12	78	B	Baik
PARTMAN	76	B	Baik	SALES 13	56	D	Kurang Baik
SCO	56	D	Kurang Baik	SALES 14	58	D	Kurang Baik
OFFICE BOY	80	B	Baik	SALES 15	74	C	Cukup
SALES 1	88	B	Baik	SALES 16	84	B	Baik

The table above explains that there are still many PT Arista Jaya Lestari employees who have poor grades with a total of 10 people out of the total number of employees, namely 30 people. This data indicates that the work results and work productivity of employees of PT Arista Jaya Lestari are still not optimal. The work productivity of PT Arista Jaya Lestari's employees can also be seen from the graph of unit sales that have reached the target or not. The following is a sales chart for PT Arista Jaya Lestari in 2021.

From the data above it can be seen that the unit sales of PT. Arista Jaya Lestari Wuling Depok experienced problems in achieving the monthly unit sales target. One of the factors that affect employee work productivity is job training, supported by previous research which says that job training.

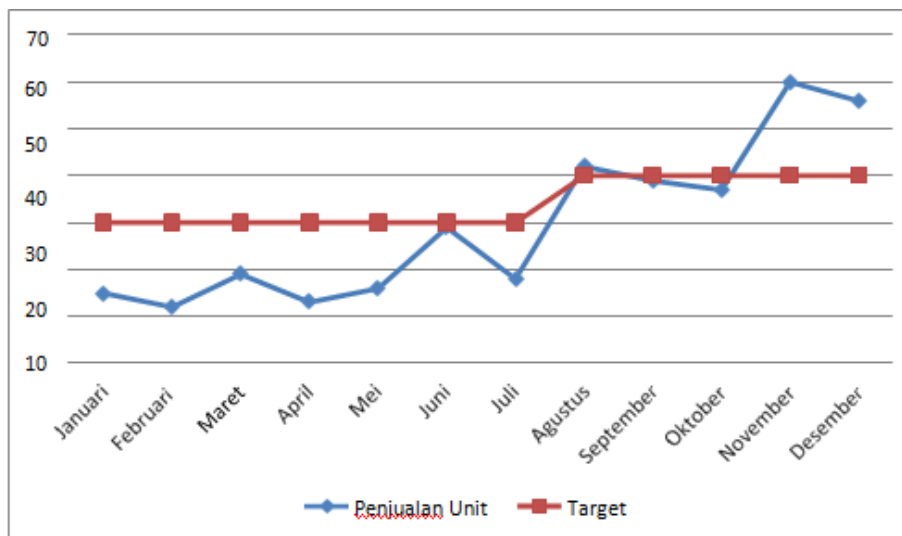


Figure 1. Sales graph of PT Arista Jaya Lestari in 2021

From the data above it can be seen that the unit sales of PT. Arista Jaya Lestari Wuling Depok experienced problems in achieving the monthly unit sales target. One of the factors that affect employee work productivity is job training, supported by previous research which says that job training has a significant effect on work productivity (Siswadi, 2018). And also reinforced by previous research which said that job training is a way to create employees who have good knowledge and skills to support company goals (Juniarti, 2016).

In addition to job training factors, the lack of employee productivity is also thought to be influenced by career development factors. A company must provide opportunities for its employees to increase their career path, this will be a stimulus for employees to produce maximum work results. This is also supported by previous research which states that career development has an influence on employee work productivity (Bahri, 2016) and is also reinforced by previous research which states that career development has a significant effect on employee work productivity (Abdullah, 2016).

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2. METHOD

This research is a quantitative research. The variables in this study namely: Job Training (X1) and Career Development (X2) were designated as independent variables in this study. Employee productivity (Y) is determined to be the dependent variable in this study. The employee work productivity variable in this study has six indicators in its measurement, namely ability, results achieved, morale, self-development, quality, efficiency (Sutrisno, 2019). Operational job training variables can be measured by three indicators, namely the type of training, training materials, and training time (Leatemia, 2018). Operational career development variables can be measured by five indicators such as work performance, recognition by other parties, loyalty to the organization, opportunities for growth, and support from management (Handoko, 2010).

The population in this study were 30 employees at PT Arista Jaya Lestari who were the subjects of this study. The sample in this study was determined based on the saturated sampling method so that the number of samples is the same as the total population, namely as many as 30 employees. Collecting data from the sample using a questionnaire instrument with a Likert scale of 1-5. The research instrument used was a questionnaire by assessing the perceptions of respondents using a Likert scaling of 1-5 (strongly disagree - strongly agree). Testing the feasibility of the instrument using the validity test with the Pearson Product Moment Correlation method and reliability testing with the Cronbach Alpha method. Then the data were analyzed using the classical assumption test and hypothesis testing in this study using multiple linear regression tests.

3. RESULT AND DISCUSSION

Instrument Feasibility Test

Testing the validity of the instrument was carried out using the SPSS application with the rtable provisions, namely $df = 28$ and a significance level of 0.05, so that the rtable value was 0.361. The results of the test found that all statement items were worth greater than the rtable so that it could be concluded that the research instrument was valid.

Reliability testing was carried out using the SPSS application with the condition that the Cronbach Alpha value of a variable greater than 0.7 was concluded to be reliable. The results of the test found that all variables had a Cronbach Alpha value of more than 0.7, so it was concluded that the research instrument was reliable.

Classical Assumption Test

The results of the Normality test found that the output Asymp.Sig was 0.200, meaning it was greater than 0.05, so it could be concluded that the variables were normally distributed.

Table 2. Results of the One Sample Kosmogorov-Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Standardized Residual
N		30
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	0,96490128
Most	Absolute	0,081
Extreme	Positive	0,081
Differences	Negative	-0,075
Test Statistic		0,081
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

The multicollinearity test can be seen from the tolerance value obtained by the variable work ethic and job training of 0.838, which means that multicollinearity does not occur (Tolerance > 0.10). Meanwhile, the VIF value obtained by the work ethic and job training variables is 1.194, meaning that multicollinearity does not occur (VIF < 10).

Table 3. Multicollinearity Test
Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
X1	0,838	1,194
X2	0,838	1,194

a. Dependent Variable: Y

The output results of the heteroscedasticity test show that there is no clear pattern and the points spread above and below the number 0 (zero) on the Y axis, so it can be said that there is no heteroscedasticity in the regression model used.

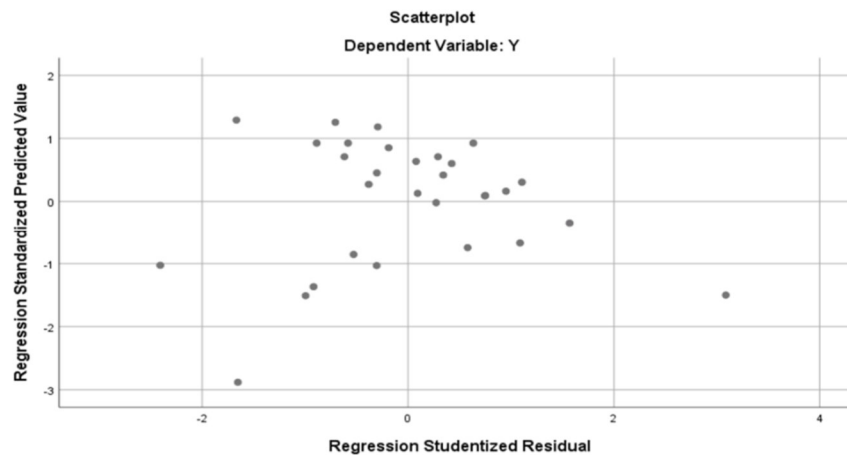


Figure 2. Heteroscedasticity Test Scatterplot Curves

Hypothesis Test T Test

Partial hypothesis testing refers to the t and sig values. in table 6 with the terms ttable of 2.051.

Table 4. T Test

Model	t	Sig.
Pelatihan Kerja	4.289	0.000
Pengembangan Karir	2.644	0.013

The output on the Job Training variable (X1) obtained a tcount of 4.289 with sig. 0.000, so that it can be concluded that hypothesis 1 is accepted (tcount>ttable; Sig.<0.05), namely Job Training has a significant effect on Employee Productivity. The results of this test are also supported by previous research conducted by Yudi Siswadi with the title "The Influence of Training and Discipline on Employee Work Productivity at PT Jasa Marga Branch (Belmera) Medan" stating that job training has a significant effect on work productivity (Siswadi, 2018) . And previous research conducted by Septi Juniarti with the title "The Influence of Job Training and Development on Employee Work Productivity at PGRI Palembang University" shows that job training has a significant effect on work productivity (Septi Juniarti, 2016).

The output on the tcount Career Development variable is 2.644 with a probability of 0.013, so it can be concluded that hypothesis 2 is accepted (tcount>ttable; Sig.<0.05), namely Career Development has a significant effect on Employee Productivity. The results of this test are also supported by previous research conducted by Samsul Bahri with the title "The Influence of Career Development and Competence on Work Productivity and the Implications for the Performance of Employees of the Public Works Office of Bina Marga in the Work Area of South Sumatra" stating that career development is proven to have a positive and significant influence on work productivity (Bahri, 2016). While Dudung Abdullah has

conducted research with the title "The Influence of Career Development and Job Satisfaction on Employee Productivity of PT. Gistex Garment Indonesia Majalengka Regency" which shows that career development has a significant influence on work productivity (Abdullah, 2016).

F Test

Table 5. F Test

Model	F	Sig.
Regression	20.614	0.000

The output on the F test table shows that the fcount value is 20.614 with a probability of 0.000, so it can be concluded that hypothesis 3 is accepted ($F_{count} > F_{table}$; $Sig. < 0.05$), namely Job Training and Career Development have a significant effect on Employee Productivity. The results of this test are also supported by previous research conducted by Muhammad Ridwan, Noviarni, and Ratih Hardianti with the title "The Influence of Career Training and Development on Employee Productivity at the Palembang Branch of Employment BPJS" which states that training and career development have a simultaneous effect on work productivity (Ridwan, 2019). In addition, research conducted by Siti Rahma, Dini Pratiwi, and Zakaria Ismail with the title "Analysis of the Influence of Training and Career Development on Employee Work Productivity (Case Study at PT Bank Sumsel Babel Pangkalpinang Branch)" shows that training and Career development simultaneously has a significant effect on work productivity (Rahma, 2015).

Coefficient Determinant

Table 6. Model Summary

Model	R	R Square
1	0.777	0.604

Based on Table 6, it is found that the R Square value is 0.604. It can be interpreted that the contribution made by Job Training (X_1) and Career Development (X_2) in influencing Employee Productivity (Y) is 0.604 or 60.4% while the remaining is 39.6 % is the result of the influence exerted by other variables outside the research that affect employee work productivity.

Discussion

Job Training has a partially significant effect on Employee Work Productivity at PT Arista Jaya Lestari. Through the results of questionnaire research on the Job Training variable (X_1) it shows the lowest questionnaire results on the training material indicator. This shows that the training conducted by PT. Arista Jaya Lestari still does not get maximum results so that employees cannot apply the results of the training to their jobs properly. PT Arista Jaya Lestari should conduct a review of the training materials that will be provided by providing job training materials that are directly related to their field of work and providing instructors who are competent and really master their field of work.

Career Development has a partially significant effect on Employee Productivity at PT Arista Jaya Lestari. In this case, the company must review the work performance indicators. This can be proven through KPI data which shows that there are still many employees with scores below the company's minimum value policy. With a work value that is too low, it results in employees not being able to achieve maximum work performance. PT Arista Jaya Lestari should provide more motivation for employees so that employee performance can increase as expected by the company, the company can also provide additional rewards for employees who have succeeded in increasing their work performance.

In Test F, there is a significant effect simultaneously between Job Training and Career Development on Employee Productivity of PT Arista Jaya Lestari. PT Arista Jaya Lestari is expected to be able to carry out regular job training to maximize employee performance and pay more attention to aspects of employee Career Development so that they can continue to increase positive views and attitudes related to work which in turn can make employees more enthusiastic to be able to produce and meet predetermined targets company.

4. CONCLUSION

Based on the results and discussion, it can be concluded that job training has a partially significant effect on employee work productivity at PT Arista Jaya Lestari. Career Development has a partially

significant effect on Employee Productivity at PT Arista Jaya Lestari. Simultaneously, Job Training and Career Development affect the Employee Productivity of PT Arista Jaya Lestari. PT Arista Jaya Lestari.

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