The Effect of Job Performance, Education and Training and Work Experience on Employee Career Development

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ABSTRACT

Employees in general have the potential to make a good contribution to the company, therefore human resources (HR) become one of the important production factors in a company in achieving its goals. Each organization or company continues to strive to improve the performance of its human resources. The more qualified and high-performing human resources, the higher the company's performance and company goals can be achieved properly. The purpose of this study is to determine the effect of work performance, education and training and work experience simultaneously and partially on the career development of employees of PT. ISS Indonesia Area National Hospital Surabaya. The sample of this research is the employees of PT. ISS Indonesia Area National Hospital Surabaya, with a total sample of 60 respondents. The analysis technique uses Multiple Linear Regression with SPSS programs or software. The results showed that jointly (simultaneously) showed that work performance, education and training and work experience affect employee career development, partially work performance has a positive and significant effect on employee career development, while partially education & training and work experience has no positive and significant impact on employee career development.

Keywords: work performance, education and training, work experience

INTRODUCTION

Humans in an organization are seen as resources. That is, the resources or drivers of an organization. The driver of other resources, whether it is natural resources or technology. This is a reaffirmation of the man behind the gun philosophy, the wheels of the organization are very dependent on the behaviors of the people who work in it. Companies and employees are two elements that need each other and cannot be separated from one another. Employees in general have the potential to make a good contribution to the company, therefore human resources (HR) are one of the important production factors in a company in achieving its goals (Lastianti et al., 2018).

Every organization or company continues to strive to improve the performance of its human resources. The more qualified and high-performing human resources, the higher the company's performance and the company's goals can be achieved properly. Not only that, human resources are increasingly being demanded to show an increase in their abilities. Moreover, in the current era of globalization, skilled and superior human resources are needed so that they are able to compete in the global industry.

It is necessary to have an employee who has good performance who is able to fully contribute to the company. For this reason, a company is required to improve the abilities/skills of its employees in accordance with their field of work. This is done by providing education and training as well as providing opportunities for them to be able to develop their careers in the company. With a clear career development system, employees will be motivated to be able to exert all their abilities.

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Every company has its own way of keeping its employees who have high performance. Likewise, what has been done by one company that has been around for a long time and has developed from time to time is PT. ISS Indonesia. Researchers are moved to conduct research at PT. ISS Indonesia area of the National Hospital Surabaya. PT. ISS is the world's leading service company, PT. ISS is not an abbreviation, it is a name that was founded in 1901 in Copenhagen (Denmark). At ISS Indonesia, clients have been the main focus since it was first established in 1996. During its 24 years of operation, ISS Indonesia has grown to become one of the leading integrated facility service providers with more than 62,000 staff, 3,000 clients, and 9 branch offices spread across in Medan, Pekanbaru, Bandung, Semarang, Surabaya, Balikpapan, Makassar, Bali and Palembang. As a company that provides integrated facilities services, we at ISS Indonesia have been committed to ensuring that our clients can focus more on carrying out their main business activities and achieving business efficiency, even before we started our services. This commitment began in 1996 and has become a corporate culture that focuses on client needs and human resource development through basic learning, training, and a transformational education system for employees.

our staff. PT. ISS Indonesia has a service scope consisting of cleaning services (cleaning service), operational support services (office support service), garden maintenance services (gardening & landscaping), pest control services (Integrated Pest Management), repair services (building maintenance service), security services, food consumption services, parking services. However, in this study the author examines the scope of cleaning service providers at the National Hospital Surabaya. In its implementation every day PT. ISS Indonesia, especially in the cleaning service department located in the National Hospital Surabaya area, has 60 employees.

As a service company, the employee discipline factor is one of the keys to success in the midst of increasingly competitive competition with companies engaged in similar fields, thus work discipline is a requirement to achieve optimal results within the company. By looking at this phenomenon, PT. ISS Indonesia continues to strive to improve the abilities and skills of its employees so that they are able to keep up with existing developments. For this reason, the company continues to strive to provide the best for them by meeting their needs through various means, both through education and training and also providing opportunities for employees to carry out career development.

The existence of a good career development system within the company will have a good impact on the company itself. Employees will be motivated to continue to improve their abilities and quality and make every effort to carry out the tasks and responsibilities given to them. Employees who have good quality and fully contribute to the company are then given the opportunity to carry out career development, they will feel that their hard work is appreciated and employees will continue to improve their performance so that it has an impact on increasing quality and achieving company goals (Friscayolanda, 2012).

An employee's career development program can be influenced by his work experience. Many organizations apply the prerequisite for tenure (seniority) as a basis for determining whether or not a person deserves an

increase in his career, with the assumption that a longer tenure means more work experience (Siagian, 2005:171). There is a little difference in the phenomenon of the career development system carried out by PT. ISS Indonesia. PT. ISS Indonesia also provides opportunities for employees who have the potential to develop their careers and provide adequate training facilities to improve the abilities of their employees. The company has 35 training classes and 40 teaching staff with a capacity of 30,000 employees named ISS Service School & ISS Academy. Established in 2002, ISS Service School continues to grow and become the only ISS Service School in the world. The Service School is intended for prospective operators who are still at the initial level, such as cleaning service operators, gardeners and various other service operators at ISS Indonesia. Meanwhile, ISS Academy is a place of higher education for ISS workers to improve their careers to supervisor, manager, and vice president level. In addition, held a Management and Leadership Development Program (MLDP) in collaboration with three universities, namely Prasetya Mulya, Bandung Institute of Technology, and Bina

Archipelago. This program is part of an effort to empower human resources that is continuously and consistently carried out by ISS Indonesia. During the program period, participants will receive knowledge and competency materials that cover three aspects, namely brain, heart and guts. Seeing the career development phenomenon does not necessarily mean that an employee can carry out career development just like that. However, there are several factors that must be considered and also considered by the company and employees by looking at the extent to which an employee deserves or does not carry out career development. Some of these factors include work performance, education and training as well as employee work experience. Based on the description of the problems above, a research was conducted on: The Influence of Work Performance, Education and Training and Work Experience on Employee Career Development (Study at PT. ISS Indonesia Area National Hospital Surabaya)".

RESEARCH METHODS

The researcher uses a quantitative approach by looking at the phenomenon & to measure the effect of work performance, education & training, and work experience on employee career development. The type of research used is clause research.

Variable Operational Definition

1. Employee Career Development (Y)

According to Handoko (2001: 131-132), career development is the improvements made by a person to achieve a career plan. Implementation of career plans requires career development steps which are defined as one's personal efforts to achieve a career plan. Handoko (2001), states that employee career development can be measured through the following indicators:

 a. Work performance b. Exposurec.   Kesetiaan organisasi

d.   Kesempatan untuk tumbuh

2.   Prestasi Kerja (X1)

Porter and Lawler (1967) in Wijono (2012), say work performance as a "successful role achievement" obtained from the work done by individuals. On this basis it can be concluded that work performance is the result achieved by an individual for a predetermined size in a job. Sutrisno (2012), states that work performance can be measured through the following indicators:

a. Work result

b. Job knowledge c. Initiative

d. Mental skills e. Positive traits

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f. Discipline of time and attendance

3. Education & Training (X2)

According to Sindu (2006:223) education and training usually consist of programs designed to improve performance at the individual, group and organizational levels. The performance in question can be seen from the changes that can be followed in knowledge, skills, attitudes and behavior. Rae in Sofyandi (2008), states that education and training can be measured through the following indicators:

a. Materials taught

b. Method used

c. Supporting facilities d. Instructor ability

e. Participant's ability

4. Work Experience (X3)

According to Siagian (2005:171), an employee's career development program can be influenced by his work experience. Many organizations apply the prerequisites for tenure (seniority) as a basis for determining whether or not a person deserves an increase in his career, assuming that a longer tenure means more work experience. Foster (2001), states that work experience can be measured through the following indicators:

a. Length/time of work

b. Level of knowledge and skills possessed

c. Mastery of work and equipment

Population, Sample, and Sampling technique

The sample used in this study is saturated sampling. According to Ridwan (2013:7) saturated sampling is a sampling technique if all the population is used as a sample and is also known as a census. The population as well as the sample in this study were all employees of PT. ISS Indonesia Area National Hospital with a total of 60 employees. This study uses primary and secondary data. Primary data obtained from the results of the questionnaire. While secondary data comes from journals, theses, books, internet websites, research results, and other information deemed relevant to the topic of this research.Prosedur Pengumpulan Data.

Collecting data through surveys, namely by distributing questionnaires to employees of PT. ISS Indonesia Area National Hospital Surabaya. NData analysis technique Data analysis in this study used multiple linear regression technique with SPSS software.

RESULTS AND DISCUSSION

Multicollinearity Test

Multicollinearity test was conducted to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent

variables. Testing for the presence or absence of multicollinearity symptoms is carried out by taking into account the value of the correlation matrix generated during data processing as well as the value of VIF (Variance Inflation Factor) and Tolerance. If no correlation matrix value is greater than 0.5, it can be said that the data to be analyzed is free from multicollinearity. Then if the VIF value is below 10 and the tolerance value is close to 1, it can be concluded that the regression model does not have multicollinearity (Singgih Santoso, 2000). Multicollinearity test results can be seen in table

Tabel 1. Hasil Uji Multikolinierita

Collinearity Statistic		
Variabel	**Toleran**	**VIF**
Prestasi Kerja	0,428	2,335
Pendidikan & pelatihan	0,221	4,518
Pengalaman kerja	0,225	4,438

*Sumber : Data primer yang diolah, 2020*

Source: Processed primary data, 2020

Based on table 1 above, it can be seen that the regression model does not experience multicollinearity disorders. This can be seen in the tolerance value of each variable which is greater than 10 percent (0.1). The results of the VIF calculation also show that the VIF value of each variable is less than 10. So it can be concluded that there is no multicollinearity between the independent variables in the regression model.

Heteroscedasticity Test

Heteroscedasticity test is carried out to test whether in a regression model the residual variance inequality from one observation to another is fixed, it is called Heteroscedasticity (Singgih Santoso, 2000). One way to detect heteroscedasticity is to look at the scatter plot graph between the predicted value of the dependent variable (ZPRED) and the residual value (SRESID). If the dots form a certain regular pattern such as a big wave widening, then narrowing then heteroscedasticity has occurred. If the points spread above and below the number 0 on the Y axis without forming a certain pattern, then there is no

heteroscedasticity. The results of the heteroscedasticity test from the SPSS program can be seen in Figure 1
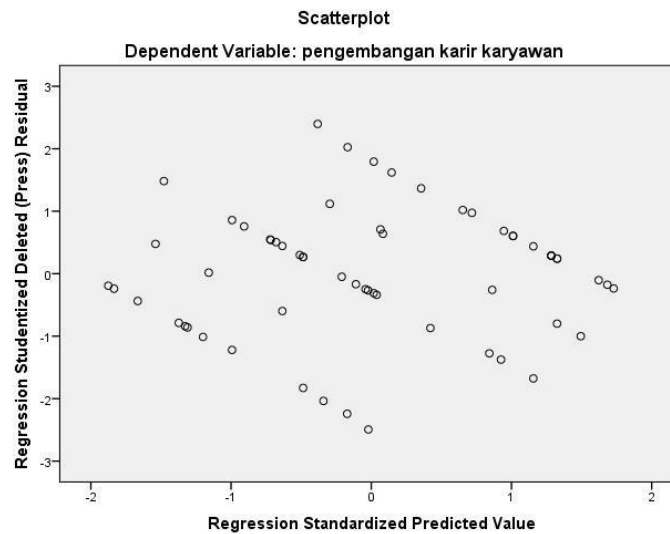

below:

Figure 1. Heteroscedasticity Test Results

Source: Processed primary data, 2020

In Figure 1 it can be seen that the points on the scatterplot graph do not have a clear distribution pattern and the points spread above and below the number 0 on the Y axis. This indicates that there is no heteroscedasticity disorder in the regression model.

Normality test

The purpose of the normality test is to test whether in a regression model, the dependent variable and the independent variable or both have a normal distribution or not. A good regression model is a normal or close to normal data distribution. Normality detection is done by looking at the Normal Probability Plot graph (Ghozali, 2005).

To test whether the data distribution is normal or not, it can be done by looking at the normal probability plot graph which compares the cumulative distribution of the actual data with the cumulative distribution of the normal distribution. If the data spreads around the line and follows the direction of the diagonal line then the regression model fulfills the assumption of normality but if the data spreads away from the diagonal line and/or follows the direction of the diagonal line then the regression model does not meet the assumption of normality. The results of the normality test can be seen in Figure 2 below
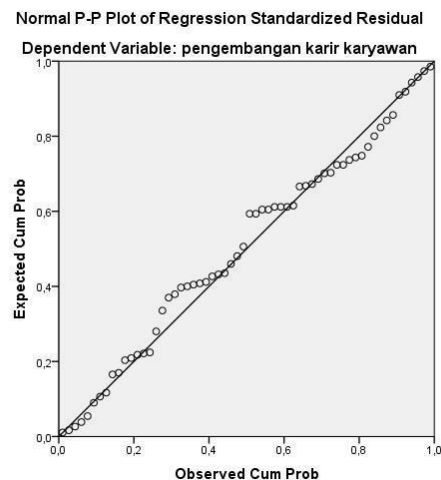
Figure 2. Normality Test Results

Source: Processed primary data, 2020

In Figure 2 it can be seen that the normal probability plot graph shows a normal graph pattern. This can be seen from the points that spread around the normal graph. This can be seen from the points that spread around the diagonal line and the spread follows the diagonal line. Therefore, it can be concluded that the regression model is feasible to use because it fulfills the assumption of normality.

Autocorrelation Test

The autocorrelation test aims to test whether in the linear regression model there is a correlation between the confounding error in period t and the confounding error in period t-1 (previous). Detection of autocorrelation was carried out with the Durbin-Watson statistical test (Ghozali, 2013:110)

Table 2. Autocorrelation Test Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,760[a]	,577	,554	,98387	2,125

a. Predictors: (Constant), pengalaman kerja, Prestasi kerja, pendidikan & pelatihan

b. Dependent Variable: pengembangan karir karyawan

Based on table 2 of the results of the autocorrelation test, the calculation of the Durbin-Watson value shows that it has a value of 2.125, it means that in this study there is an autocorrelation problem because Durbin-Watson is at du < d < 4-du, namely 1.4797 < 2.125 > 1, 6889.

Multiple Linear Regression Analysis This study uses multiple linear regression to prove the research hypothesis. This analysis uses input based on the data obtained from the questionnaire. The complete results of data processing using the SPSS program are in the appendix and are further summarized as follows:

Table 3. Results of Multiple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,597	,706		,846	,401		
	Prestasi kerja	,189	,055	,458	3,446	,001	,428	2,335
	pendidikan & pelatihan	,046	,062	,139	,753	,455	,221	4,518
	pengalaman kerja	,166	,135	,225	1,229	,224	,225	4,438

a. Dependent Variable: pengembangan karir karyawan

Based on the data in table 3 where the results of the regression analysis are obtained, the regression equation is as follows: Y = 0.597 + 0.189 X1 + 0.046 X2 + 0.166 X3 The results of multiple linear regression analysis which are still in the form of numbers can be explained in easy-to-understand language as follows:

1. Constant = 0.597

It can be explained that the magnitude of the constant of 0.597 indicates that if there are no variables including work performance variables (X1), education and training (X2), and work experience (X3), then employee career development increases by 0.597 units.

2. b1 = 0.189

The value of 0.189 on the work performance variable (X1) is positive so it can be said that the higher the level of work achievement achieved by employees of PT. ISS Indonesia National Hospital Surabaya area, it means that the career development of employees will be higher

3. b2 = 0.046

The value of 0.046 on the education and training variable (X2) is positive so it can be said that the higher the education and training provided by PT. ISS Indonesia National Hospital Surabaya area, the higher the career development of employees.

4. b3 = 0.166

The value of 0.166 on the work experience variable (X3) is positive so it can be said that the higher the work experience the employees of PT. ISS Indonesia National Hospital Surabaya area, the higher the career development of employees.

Statistical Hypothesis Testing

1.Test t

Basically the T test shows how far the influence of one independent variable partially in explaining the variation of the dependent variable. The complete results of data processing using the SPSS program are in the appendix and are further summarized as follows:

Table 4. Partial Test Results (t Test)

Model	T	Sig.

(Constant)	.846	,401
x1	3.446	,001
x2	.753	,455
x3	1.229	,224

The results of the coefficients through hypothesis testing and then compared with the T table, namely n = number of samples 60 with = 0.05, then the T table is 1.67065. So from the results of each variable it can be seen which variables affect employee work productivity as follows: H1: Test the work performance hypothesis on employee career development. 0.001 is smaller than the 0.05 significance level. It means that it can be concluded that Ho is rejected, so this shows that the work performance variable has a positive and significant effect on employee career development. H2: Test the hypothesis of education and training on employee career development from the calculation results obtained that T count for X2 is 0.753 smaller than T table 1.670 with a significance of 0.455 greater than a significance level of 0.05. It means that it can be concluded that Ho is accepted, so this shows that the education and training variables have no positive and significant effect on employee career development. H3: Test the hypothesis of work experience on employee career development from the calculation results obtained that T arithmetic for X3 is 1.229 smaller than T table 1.670 with a significance of 0.224 greater than a significance level of 0.05. It means that it can be concluded that Ho is accepted, so this shows that the work experience variable has no positive and significant effect on employee career development.

2. Simultaneous Test (F Test)

Used to determine the relationship between the independent variable and the dependent variable, whether the variable Work Achievement (X1), Education & Training (X2), and Work Experience (X3) really affect simultaneously (together) on the dependent variable Y (career development employee).

The testing steps are as follows (Ghozali, 2005)

a. Determining Hypothesis Formulation

H0 : 1 = 2 0, meaning that the variables X1, X2, X3, X4 and X5 have no simultaneous significant effect on the Y variable. H1: 1 = 2 0, meaning that the variables X1, X2, X3, X4 and X5 have an influence which is significant simultaneously on the Y variable.

  b. Determine the 95% confidence degree (α = 0.05)

c. Determining significance

- The significance value (P Value) < 0.05, then H0 is rejected and Ha is accepted.

- The significance value (P Value) > 0.05 then H0 is accepted and Ha is rejected.

d. Making conclusions-

If (P Value) < 0.05 then H0 is rejected and Ha is accepted. This means that the independent variables simultaneously (together) affect the variable

dependent.

- If (P Value) > 0.05 then H0 is accepted and Ha is rejected. It means variable

independent simultaneously (together) does not affect the variables

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dependent.

The results of the F test in this study can be seen in table 5 below:

Table 5. Simultaneous Significance Test Results (Test F)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73,976	3	24,659	25,474	,000^b
	Residual	54,208	56	,968		
	Total	128,183	59			

a. Dependent Variable: pengembangan karir karyawan

b. Predictors: (Constant), pengalaman kerja, Prestasi kerja, pendidikan & pelatihan

Sumber : Data primer yang diolah, 2020

Source: Processed primary data, 2020

From the results of the F test in this study, the calculated F value was 25,474 with a significance number (P value) of 0.000. With a significance level of 95% ($\alpha = 0.05$). The significance number (P value) is 0.000 <0.05. On the basis of this comparison, then H0 is rejected or means that the variables of work performance, training & education and work experience have a significant influence together on the variables of employee career development.

Coefficient of Determination

The coefficient of determination (R^2) is carried out to see whether there is a perfect relationship or not, which is indicated by whether changes in the independent variables (job performance, education & training and work experience) will be followed by the dependent variable (employee career development) in the same proportion. This test is done by looking at the value of R Square (R2). The value of the coefficient of determination is between 0 to 1. Furthermore, a small R^2 value means that the ability of the independent variables to explain the variation of the dependent variable is very limited. A value close to 1 means that the independent variables provide almost all the information needed to predict the dependent variation (Ghozali, 2005). The value used in this study is the Adjusted R2 value because this value can increase or decrease if one independent variable is added to the model being tested. Mark Adjusted R2 can be seen in table 6 below

Table 6. Regression Test Results (Coefficient of Determination)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,760^a	,577	,554	,98387	2,125

a. Predictors: (Constant), pengalaman kerja, Prestasi kerja, pendidikan & pelatihan

b. Dependent Variable: pengembangan karir karyawan

 Source: Processed primary data, 2020

In table 6 it can be seen that the value of Adjusted R2 is 0.554. This means that the independent variables (job performance, education & training and work experience) can explain the dependent variable (employee career development) by 55.4%, while the rest is explained by other factors not examined.

The Effect of Job Performance on Employee Career Development

The results of the research that has been carried out by researchers can be concluded that the motivation variable was partially tested resulting in a T count of 3.446 which is greater than the T table of 1.670 and a sig value of 0.001 which is smaller than the significance rate of 0.05. Based on the data above, that the work performance variable in this study has a positive and significant effect on the career development variables of PT. ISS Indonesia Area National Hospital Surabaya.

Based on the results of multiple linear regression analysis, the value of b1 = -0.189 was obtained. This means that the work performance variable affects the career development of employees by 0.189 or has a positive effect, which means that if the work performance variable increases, it will affect the career development of employees by 0.189.

Work performance is the result achieved by an individual for a predetermined size in a job. The researcher concludes that if the work performance is of high quality, the employee's career development will increase. Employees of PT. The majority of ISS Indonesia Area National Hospital Surabaya are employees who have great enthusiasm, so they have good quality.

Based on the discussion above that H0 (hypothesis 0) in this study is rejected, which means that work performance has a positive and significant effect on the variables

employee career development

The Effect of Education and Training on Employee Career Development

The results of the research that has been carried out by researchers can be concluded that the education and training variables were tested partially resulting in a T count of 0.753 which is smaller than the T table of 1.670 and a sig value of 0.455 which is greater than the significance rate of 0.05. Based on the data above, that the education and training variables in this study did not have a positive and significant effect on the career development variables of PT. ISS Indonesia Area National Hospital Surabaya.

Based on the results of multiple linear regression analysis, the value of b2 = 0.046 was obtained. This means that the education and training variables affect the career development of employees by 0.046

or have a positive effect, which means that if the education and training variables increase, it will affect the career development of employees by 0.046. Education and training usually consists of programs designed to improve performance at the individual, group and organizational levels. The performance in question can be seen from the changes that can be followed in knowledge, skills, attitudes and behavior.

The researcher concludes that if the education and training is of high quality, the employee's career development will increase. Employees of PT. The majority of ISS Indonesia Area National Hospital Surabaya are employees who have great enthusiasm, so they have good quality. Based on the discussion above, H0 (hypothesis 0) in this study is accepted, which means that education and training do not have a positive and significant effect on employee career development variables.The Influence of Work Experience on Employee Work Productivity

The results of the research that has been carried out by researchers can be concluded that the work experience variable is partially tested resulting in a T count of 1.229 which is smaller than the T table of 1.670 and a sig value of 0.224 which is greater than the significance rate of 0.05. Based on the data above, that the work experience variable in this study did not have a positive and significant effect on the career development variables of PT. ISS Indonesia Area National Hospital Surabaya.

Based on the results of multiple linear regression analysis, the value of b3 = 0.166 was obtained. This means that the work experience variable affects the career development of employees by 0.166 or has a positive effect, which means that if the work experience variable increases, it will affect the career development of employees by 0.166.

Work experience has an influence on the career development of an employee. Work experience is one of the requirements that must be considered by the leadership to be able to occupy a vacant position, because the tenure is a special assessment to be promoted to a higher position in the organization. The researcher concludes that if the work experience is of high quality or high, the employee's career development will increase. Employees of PT. The majority of ISS Indonesia Area National Hospital Surabaya are employees who have great enthusiasm, so they have good quality.

Based on the discussion above, H0 (hypothesis 0) in this study is accepted, which means that work experience does not have a positive and significant effect on employee career development variables.

The Influence of Job Performance, Education & Training and Work Experience on
Employee Career Development

Based on the results of research that has been carried out by researchers that the variables of work performance, education & training and work experience have a positive and significant simultaneous effect on the career development of employees of PT. ISS Indonesia Area National Hospital Surabaya. This is based on the results of the F test calculation, by comparing the calculated F and the F table, it is obtained that the calculated F (25.474) is greater than the F table (2.77), and the significance value is 0.000 which is smaller than the significance level of 0.05. The better or higher the work performance, education & training

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and work experience that a company has and offers, it will be able to improve employee career development.

The results of the analysis of the coefficient of determination (R2) show the number of Adjusted R Square 0.554 or 55.4%. This means that 55.4% of the variables of work performance, education & training and work experience can explain the variance of employee career development variables, the remaining 44.6% can be explained by other variables outside of the research variables not discussed in this study.

The analysis and data above show that work performance, education & training and work experience have a positive and significant impact on employee career development. Based on the analysis and data above, it can be concluded that H1 (Hypothesis 1) in this study, namely work performance, education & training and work experience have a positive and significant simultaneous effect on the career development of PT. ISS Indonesia Area National Hospital Surabaya was accepted. By improving work performance, education & training and work experience it will have a positive effect on employee career development.

CONCLUSION

Based on the results of the research and discussion that has been carried out, the following conclusions can be drawn. Testing together shows that the variables of work performance, education & training and work experience have an effect on the career development of PT. ISS Indonesia Area National Hospital Surabaya. So that H1 (Hypothesis 1) which states that work performance, education & training and work experience have a joint or simultaneous effect on the career development of PT. ISS Indonesia Area National Hospital Surabaya, accepted.

Work performance has a positive and significant influence on employee career development. So H2 (Hypothesis 2) which states that work performance does not have a positive and partially significant effect on the career development of PT. ISS Indonesia Area National Hospital Surabaya, was rejected. Education and training do not have a positive and significant impact on employee career development. So H2 (Hypothesis 2) which states that education and training do not have a positive and partially significant effect on the career development of PT. ISS Indonesia Area National Hospital Surabaya, received. Work experience does not have a positive and significant effect on employee career development. So H2 (Hypothesis 2) which states work experience does not have a positive and partially significant effect on employee career development at PT. ISS Indonesia Area National Hospital Surabaya, accepted.

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