



The Influence of Job Training, Financial Compensation, and Career Development on Employee Performance PT Ungaran Sari Garment Ungaran Branch

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Abstract. *PT Ungaran Sari Garment is one of the Largest Export Oriented Apparel Company in Indonesia, operating world-class factories in various locations in Java supported by 11,000 skilled and professional workers. Ungaran Sari Garments' production capacity can handle 1.7 million dozen garments per year and still with great potential for expansion. In 2022 to 2024 experienced an increase and decrease in Actual Performance Production. Production Performance data at PT Ungaran Sari Garment for the last 3 years has experienced, indicates that there is a decrease in employee performance at PT Ungaran Sari Garment.*

Keywords : *The Influence of Job Training, Financial Compensation, Career Development*

1. INTRODUCTION

In principle, companies or business entities are organised and run by people who have certain expertise and skills so that the company's goals can be achieved as planned (Kolbiyah et al., 2021; Yulianto, 2021). These targets or goals will not be possible without adequate resources (Abdelhalim, 2022; Adejare et al., 2020; Al Maainah, 2022). Resources that have an important role in achieving company and organisational goals are human resources (Prayuda, 2019; Safari, 2021; Zakaria et al., 2020). Good human resources or employees can be seen one of them by the performance given. Employees are an asset of a company to make the company continue to progress and survive in the development of the company (Das & Buba, 2019; Fallahnejad et al., 2023). Every company wants employees who have high organisational commitment in advancing the company, because if employees have a high commitment, it is likely that the company's goals will be achieved quickly and the company will continue to survive and develop well (Setrojoyo, 2024; Yao et al., 2020; Yunus et al., 2020). Employees are the driving force behind the running of an organisation or company, to improve employee performance, the company provides encouragement in the form of compensation to employees (Mohanty, 2019; Nanle et al., 2024; Ng et al., 2024). To improve employee performance, the company holds various programmes including career development which includes training, promotions, and transfers.

According to the exposure of the personnel department at PT Ungaran Sari Garment, there are still many problems within the company, where the company still lacks training for employees; lack of employee knowledge in doing work in the field that has been assigned; providing compensation that is not enough to make employees ineffective in doing work. The ineffectiveness of compensation can be seen from the

incentives that are not given by the company when employees work overtime.

Career development for employees due to lack of information and interest in career development, lack of motivation of employees because they consider the workload given is not in accordance with the salary received, lack of skills in serving employees and lack of mastery of foreign languages. This causes the performance of employees in the company is still not optimal in doing a job.

Based on the background description above, the company needs to encourage employees to work well, so the company must be able to provide training that can have a good effect on employees so that employees can develop themselves and be able to understand several things related to their work. But in providing training, financial compensation and career development to its employees, the company must be able to understand the characteristics of each individual in the company.

From the description above, the problems that arise are:

1. There is still a lack of training in the company.
2. Providing compensation that is not in accordance with the work performed by employees.
3. The need for career development for employees.
4. Employee performance is still not optimal in every job. Like there are still employees who delay work, this is one of them that makes employee performance not optimal.

Research Objectives are:

1. To determine and explain the effect of job training on the performance of employees of PT Ungaran Sari Garment.
2. To determine and explain the effect of financial compensation on employee performance of PT Ungaran Sari Garment.
3. To determine and explain the effect of career development on the performance of employees of PT Ungaran Sari Garment.
4. To determine and explain the effect of job training, financial compensation, and career development on the performance of employees of PT Ungaran Sari Garment.

2. LITERATURE REVIEW

Job Training

Bernardes et al., (2019) and Yao et al., (2020) defines training as a teaching and learning process using certain techniques and methods. Conceptually, it can be said that training is intended to improve the skills and work abilities of a person or group of people.

(Andri et al., 2021; Ndruru & Octafian, 2023) suggests that training is a short-term educational process that uses systematic and organised procedures in which non-managerial employees learn technical knowledge and skills for limited purposes. Training is the process of systematically changing employee behaviour to achieve organisational goals (Argo, 2021; Nugraheni et al., 2020). Training is related to the skills and abilities of employees to carry out current work. Training has a current orientation and helps employees to achieve certain skills and abilities to be successful in carrying out their work.

Generally, humans work to get rewards for services such as work done. In the company this is often called compensation or service pay. Compensation is important to attract, maintain, and retain employees for the benefit of the company. To attract people to work for a particular organisation/company, to encourage employees to come to work and go home on time to motivate employees to work harder, be disciplined, and develop their competence, the organisation/company needs to provide rewards to employees who have sacrificed time, energy, abilities, and skills so that employees feel satisfied because their efforts are appreciated' (Setyawati et al., 2019; Yao et al., 2020).

Financial Compensation

Arifuddin et al., (2021) and Panjaitan et al., (2020) states that compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. (Dewi Maria, 2022; Widagdo et al., 2022) argues that compensation is important for employees and individuals because the amount of compensation reflects the size of the value of their work among employees themselves, their families and society. According to Fani et al., (2022); Mousa & Othman (2020), in general, compensation components can be divided into direct compensation and indirect compensation. Direct financial compensation consists of pay that a person gets in the form of salaries, wages, bonuses. Indirect financial compensation, called benefits, includes all financial rewards that are not covered by direct compensation.

Career Development

Panjaitan et al., (2020); Sinaga et al., (2021) ; Wu & Liu (2020), defines career development as 'everyone who works for a company will have a number of expectations in return for the sacrifices or achievements he has made. One of them is the hope of achieving a position / position that is higher or better than the previous position / position.' Meanwhile, Hamzah et al., (2020) and Widyastutie (2019) defines career development as a staffing activity that helps employees plan their future careers in the company so that

the company and the employees concerned can develop themselves to the maximum. Arijanto (2018) defines career development as the acquisition of knowledge, skills, and behaviours that increase employees' ability to meet changing job requirements as well as client and customer demands. Career development is the personal improvements a person makes to achieve a career plan.

3. RESEARCH METHOD

This research approach is a quantitative research approach with explanative research using a sample taken from the population using a questionnaire as a tool to collect primary data and individual analysis units. The population is all employees of the production section of the Dress II department. The sampling technique that researchers use is Purposive Sampling. The criteria for employees of PT Ungaran Sari Garment Ungaran Unit in the production department of the Dress II department with a working period of more than or equal to 1 year. Where the population and sample of employees of PT Ungaran Sari Garment, Ungaran Branch totalling 99 respondents.

H1 : Job training has a positive and significant effect on the performance of employees of PT Ungaran Sari Garment, Ungaran Branch

H2 : Financial compensation has a positive and significant effect on the performance of employees of PT Ungaran Sari Garment, Ungaran Branch

H3 : Career development has a positive and significant effect on the performance of employees of PT Ungaran Sari Garment, Ungaran Branch

H4 : Job training, financial development, career development simutaneously have a positive and significant effect of PT Ungaran Sari Garment, Ungaran Branch.

Table 2. Result of Multiple Regression Test Analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	0.644	0.984		0.654	0.515
	Job training (X1)	0.341	0.068	0.341	5.008	0.000
	Financial compensation (X2)	0.175	0.064	0.189	2.743	0.007
	Career development(X3)	0.463	0.072	0.466	6.416	0.000

a. Dependent Variabel: Employee Performance (Y)

Based on table 2, it can be seen that the regression equation formed in the regression test is as follows:

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 0.341X_1 + 0.189X_2 + 0.466X_3$$

The interpretation of the model is as follows:

- The job training has a coefficient value of 0.341. This shows that job training has a positive influence on employee performance. If the job training increases by one unit it means that the higher the value of the job training the higher the employee's performance.
- The financial compensation has a coefficient value of 0.189. This shows that financial compensation has a positive influence on employee performance. If the financial compensation increases by one unit it means the employee performance will increase.
- The career development has a coefficient value of 0.466. This shows that career development has a positive influence on employee performance. If the career development increases by one unit it means the employee performance will increase.

F test

From the results of data processing using SPSS ver 24 the results are as follows:

From the results of the processing of the F test in table 3, it is known that the

Table 3. F Test Result

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2251.148	3	750.383	233.700	.000 ^b
	Residual	305.034	95	3.211		
	Total	2556.182	98			

a.

b. Predictors: (Constant), job training (X1), financial compensation (X2), career development (X3)

Source: Researcher data processed, 2024

significance value is $0.000 < 0.05$, this indicates that the job training, financial compensation and career development simultaneously has a significant effect on employee performance.

Coefficient of Determination

Based on the calculation of SPSS 24, the results of the correlation coefficient of determination R^2 are obtained in table 5 below:

Table 4. Coefficient of Determination Results

Model Summary

Model	R	R Square	AdjustedR Square	Std. Error ofthe Estimate
1	.938 ^a	0.881	0.877	1.792

a. Predictors: (Constant), Job training (X1), Financial Compensation (X2), Career Development (X3)

Source : Researcher data processed, 2024

Based on the results in table 4, the value of the determinant coefficient is 0.877. Its meaning that the independent variable of the job training, finance compensation, career development have an influence on employee performance by 87.7% or 87.7% employee performance can be explained by the variable quality of the job training, finance compensation and career development. As for the remaining 12.3%, it is influenced by other variables not included in this study as a leadership style, motivation and so on.4.

4. DISCUSSION

Based on the results of the data analysis that has been carried out, it can be concluded that:

a. Effect of Job Training on Employee Performance

The results showed that job training has an effect on employee performance. Based on the results of hypothesis testing proves that $t_{count} > t_{table}$ ($5.008 > 1.661$) means H_0 is rejected, and significant count $< \alpha$ ($0.000 < 0.05$) then H_0 is rejected, so it can be concluded that job training has a positive and significant effect on employee performance PT Ungaran Sari Garment Ungaran Branch.

b. Effect of Financial Compensation on Employee Performance

The research test results show that financial compensation has a positive and insignificant effect on employee performance. Based on the results of hypothesis testing, it proves that $t_{count} > t_{table}$ ($2.743 > 1.661$) means H_0 is rejected, and significant count $> \alpha$ ($0.007 > 0.05$) then H_0 is accepted, so it can be concluded that financial compensation has a positive and insignificant effect on the performance of employees of PT Ungaran Sari Garment Ungaran Branch.

c. The Effect of Career Development on Employee Performance

The results show that career development affects employee performance. Based on the results of hypothesis testing which proves that $t_{count} > t_{table}$ ($6.461 > 1.661$) means H_0 is rejected, and significant count $< \alpha$ ($0.000 < 0.05$) then H_0 is rejected, so

it can be concluded that career development has a positive and significant effect on the performance of employees of PT Ungaran Sari Garment Ungaran Branch.

5. CONCLUSIONS AND SUGGESTIONS

Based on the results that have been obtained, it can be concluded that Job training has a positive and significant effect on the performance of employees of PT Ungaran Sari Garment Ungaran Branch, financial compensation has a positive and insignificant effect on employee performance of PT Ungaran Sari Garment Ungaran Branch, career development has a positive and significant effect on employee performance of PT Ungaran Sari Garment Ungaran Branch. Job training, financial compensation and career development affect the performance of employees of PT Ungaran Sari Garment Ungaran Branch.

The suggestions that can be submitted by the author based on the results that have been obtained include: the company can improve or maintain job training and career development for employees. While financial compensation has an insignificant effect on employee performance, thus company leaders must provide compensation to their employees, in order to improve employee performance.

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