

## The Effect Of Training, Career Path, And Compensation On Employee Performance At PT. Gosyen Pacific Suksesmakmur

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### ABSTRACT

The purpose of this study is to test and find out how much influence training, career path, and compensation have on employee performance at PT Gosen Pacific Suksesmakmur. The sample determination in this research is an employee of PT Gosyen Pacific Suksesmakmur itself who is still actively working by using the Sampling technique saturated with a total of 50 respondents, the method in data collection is carried out using questionnaires and data processing using SPSS 25. The analysis used uses statistical models which include Frequency Test, Descriptive Test, Validity Test, Reability Test, Determination Test (R2), T Test, and F Test.

The results obtained partially stated that the training variable (X1) had a significant effect with a calculated  $t_{count} > t_{tabel}$   $10,002 > 1,679$ , the variable X2 career path had a significant effect with a calculated  $t_{count} > t_{tabel}$   $3,790 > 1,679$ , the variable X3 compensation had no significant effect with a calculated  $t_{count} < t_{tabel}$   $1,284 < 1,679$ .

The results obtained simultaneously  $f_{count} > f_{tabel}$   $104,824 > 2.57$  training, career path, and compensation have a significant effect on employee performance, so it can be concluded that independent variables affect dependent variables.

Keywords : Training, Career Path, Compensation, Performance

## INTRODUCTION

In the digital era like today, human resources are still an important element in a company (Alfine Sentosa & Pujiarti 2022). Human resources are said to be the most valuable assets, so these assets must be provided with various stimuli to support the success of the company. At this time the company requires human resources who have quality and are competent in their fields and also have encouragement and skilled work experience in carrying out their roles and functions properly, be it individuals or companies that recruit. With the existence of human resources, employees have an important role in the company because in the implementation of management functions, namely planning, organizing, leadership, controlling and training of company employees, human resources who will carry out these management functions.

Based on information from interviews with HRD Mr. Goklin, the results of the training can be seen in the KPI after and before the training is carried out, there must be differences in 2020 to 2021 The KPI of PT Gosyen Pacific Suksesmaktur employees on average at a value of 6.42 is close to the minimum value set by the company, which is 6, from KPIs that are two years in a row at the minimum number, the company provides training to all office employees so that performance and attitude The work of the employees is expected to increase. In 2022, the average KPI of employees is 7.67, meaning that here employees after receiving training experience a significant increase in performance.

The career path is given by the company to employees who are qualified and deserve to be given a new position. Common career paths are carried out in various companies. Career paths have levels ranging from the lowest to reach the top of an organization. Many companies also underestimate this career path, because the organization is small not too complex, it is not uncommon to even say that what employees need is a salary. Even though apart from that, all employees need a career path to improve their abilities and use them in the right place and position as well.

Compensation if designed or calculated correctly in order to achieve success together so that employees feel satisfied with what has been given to the company. Compensation can take the form of direct financial and indirect finance. Direct financial compensation consists of salary, bonuses, incentives. Indirect compensation can be in the form of benefits that are not included in direct compensation or facilities that can be accessed by employees. The purpose of compensation is to be able to appreciate the work of employees, retain employees so that employee turnover rates are stable.

Performance is a result achieved by an employee who already has his own jobdesk, an employee is said to be successful in doing his job if the targets given by the company have been met properly so that when the company conducts its performance assessment of employees, the employee can get a good value and will get a competition in the form of a bonus because the target given has been met.

## Human Resources Management

Human resource management is the most important process or the most central human resource management process, and is a design of achieving organizational or corporate goals. The process of activity will run smoothly if the organization or company utilizes the functions of management. According to (Hasibuan 2017, 21) that the human resource management functions in question, among others:

- a. Planning

Planning is the activity of predicting the condition of the workforce, in order to fit the criteria that the organization needs efficiently in order to support the achievement of organizational goals.

b. Organization

Organizing is a series of activities in order to direct employees through the division of labor, labor relations, delegation of authority, integration and coordination in the organization.

c. Briefing

Briefing is the provision of instructions to employees, to work together efficiently in order to support the achievement of company goals. The acting director is the leader by delegating tasks to subordinates to complete the work.

d. Controlling

Control is an activity to control employees to follow the company's governance and work in accordance with the company's plan. If something goes wrong, improvements and improvements to the plan will be made. Control over employees consists of attendance, discipline, behavior, cooperation, as well as maintaining the situation of the work environment.

e. Procurement

The procurement is the stages of withdrawal, selection, placement, orientation and induction in order to obtain employees who are in accordance with the company's criteria.

f. Development

Development is a process in order to improve the technical, theoretical, conceptual and moral capabilities of employees through education and training.

g. Compensation

Compensation is the provision of direct recompense in the form of money or goods to employees in exchange for contributions made to the organization. The principle of compensation is fair and proper. Fair means in accordance with work performance, while decent means being able to meet its needs in a primary manner as well as referring to the minimum wage limit set by the government.

h. Integration

Integration is an activity aimed at uniting the interests of the organization and the needs of employees, in order to create harmonious and mutually beneficial cooperation.

i. Maintenance

Maintenance is an activity carried out in order to improve physical, mental and also loyalty conditions so that employees still want to work until retirement.

j. Discipline

Discipline is a human resource management function that has an important role as a key so that organizational goals can be achieved, because without discipline eating will have a negative impact so as to hinder organizational goals. Discipline is the willingness or awareness to be able to follow organizational regulations and social norms.

k. Termination

Dismissal is the termination of an employee's employment relationship with a company. Dismissal can be caused by several factors, namely by the wishes of employees, the desire of the company, the completion of the employment contract, retirement and other consequences.

## **Training**

According to Gary Dessler (Larasati 2018, 111) states that: "Training is the process of nurturing new or existing employees regarding the basic skills they need to carry out their work". According to Hartatik in (Silaswara et al. 2021, 47), Training has a fundamental role in establishing the effectiveness and efficiency of organizations, companies, agencies, and agencies. Education has benefits, namely:

- a. Increase the quantity and quality of productivity.
- b. Reduce the study time employees need to meet acceptable performance standards.
- c. Establish attitudes, loyalty, and cooperation more effectively.
- d. Fulfillment of human resource development needs.
- e. Reducing the frequency and cost of industrial accidents.
- f. Help employees improve and develop their knowledge and skills.

### **Career Path**

According to Elmer H. Burrack and Nicholas J. Mathys in journal (Indri Lestari 2021, 6) : "Career path is a ladder where the sequence of steps represents different stages or levels in one's career". According to (Liana Kartika 2019, 11) In the world of work there are several types of career paths ranging from the lowest to the highest level along with several :

- a. **Fresh Graduate**  
Some people have just graduated from a college, institute or university or high school which belongs to the productive age. But some have experience in working so they can be categorized as beginners. Fresh graduates generally have not determined where they will have a career in the future. For those who have had experience, it is very likely that they choose a company where they have worked there or choose the type of work they have been in.
- b. **Junior**  
After the fresh graduate works for the company they determine, whether it is private or public, the fresh graduate will undergo training that will be organized by the company in order to be able to carry out tasks in accordance with the company's expectations.
- c. **Experience**  
*Experience* is a junior who has about two years of work experience, this level is the most desirable level in the world of work and is considered "ready to work".
- d. **Senior**  
At this level, it can be called the highest technical level that an employee can achieve. In order to get to this level, it requires qualified knowledge and experience in the field.
- e. **Principal**  
In this case, the principal means "main". Those who are considered to have reached this level will generally be recognized as the most shining individuals among the seniors. They are not only considered as experts but also as leaders in their fields.
- f. **Manager**  
Managers are individuals who have a good track record who are then appointed managers. Generally, the duties of a manager are planning costs, processing time, total employees needed, supervising the course of protection and overcoming all problems in technical (technological) or non-technical (political and bureaucratic) matters.
- g. **Director**  
This level is the highest where individuals at this level ideally work at the level of regulation and strategy. The career path that an employee wants to reach is the level of a manager who contributes directly to directing the company. The highest level is the director who provides policies for the company and sets the strategies used to support the company's progress. But before they can get to this level, all employees must undergo

from the most basic level and compete with other competitors with bachelor's and master's degrees.

### Compensation

According to (Silaswara et al. 2021, 92) states that: "A form of cooperation between employees and the company, where the company provides recompense to employees for their contribution to the company". According to Ardana in book (Silaswara et al. 2021, 92) There are 8 (eight) functions of compensation, including:

- a. Cooperation bond, where compensation will be given if the employee performs work according to the agreement on the agreed cooperation bond.
- b. Job satisfaction, because by providing compensation can satisfy employees because they can be satisfied while working and meet social physical needs as well as their selfishness.
- c. Procurement is effective, because if the compensation is high, it will make it easier for the company to obtain qualified employees.

### Employee Performance

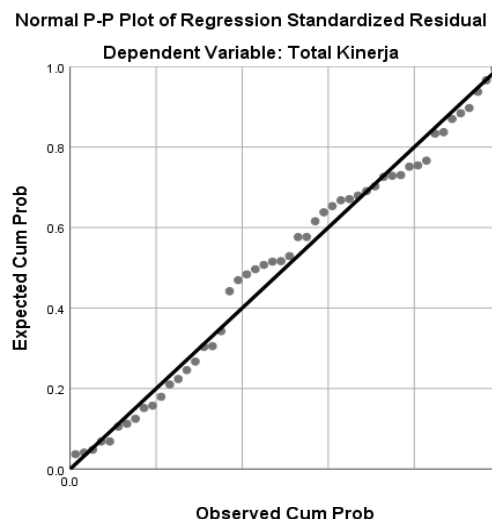
According to (Silaswara et al. 2021, 58) states that: "Performance is the result of work that can be done by a person or group of people in an organization based on their rights and responsibilities in order to achieve their goals in a way that has a correlation with the company. By not breaking the law and upholding ethics. Performance can also be understood as the quality, quantity, and time used to carry out an activity. Quantity is the result of calculating how well a person can achieve a specified goal, and quality is how well a person can do his job. The word performance stands for work energy kinetics which in English is called performance. In this case, the word performance generally refers to "job performance" or "actual performance" which means a work achievement or actual achievement achieved by an individual in carrying out all his work".

### Research Method

Based on the type of classification and approach, this type of research uses a quantitative descriptive approach. The population in this study was employees at PT Gosyen Pacific Suksesmaktur which numbered 50 people, in this study, the number of samples taken was equal to using the saturated

According to that : "Saturated determining popuasi are 30, or research generalizations A saturated sample means the entire sampled".Result

#### 1. Normality test



the number of populations sampling method (Sugiyono 2017, 85) states sampling is a technique for samples if all members of the relatively small at less than wants to create with very very small errors. is also called a census, which population is

**Figure 1**  
**Normality Test Graphic Analysis**

It can be seen based on the P-P Plot graph image that the distribution of data follows the direction of the diagonal line, so it is hereby proven that the regression model has met the requirements of normalcy. In addition, researchers also use histogram graphs to prove that this regression model meets the assumption of normality

**2. Multicollinearity Test**

**Tabel 1**  
**COEFFICIENTS**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	-4.545	5.331		-.853	.398		
Training	.983	.098	.725	10.002	.000	.528	1.894
Career Path	.426	.112	.277	3.790	.000	.520	1.923
Compensation	.123	.096	.068	1.284	.206	.980	1.021

a. Dependent Variable: Employee Performance

Source : Output SPSS Version 25

Result :

- a. Variable X1 as an independent variable is Training tolerance value  $0.528 > 0.10$  and VIF value  $1.894 > 1.0$ , then it is concluded that variable X1 is free from multicollinearity problems.
- b. Variable X2 as an independent variable, namely the Career Path, the tolerance value of  $0.520 > 0.10$  and the VIF value of  $1.923 > 1.0$ , it is concluded that the variable X2 is free from the problem of multicollinearity.
- c. Variable X3 as an independent variable, namely Compensation tolerance value  $0.980 > 0.10$  and VIF value  $1.021 > 1.0$ , it is concluded that variable X2 is free from multicollinearity problems.

The conclusion that can be drawn from the test results is that each independent variable has a tolerance value above 0.10 and has a VIF also above 1.0, therefore all independent variables as a whole can be said to be free from multicollinearity

**3. Multiple Linear Analysis**

**Tabel 2**  
**COEFFICIENTS**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	-4.545	5.331		-.853	.398
Training	.983	.098	.725	10.002	.000

Career Path	.426	.112	.277	3.790	.000
Compensation	.123	.096	.068	1.284	.206

a. Dependent Variable: Employee Performance

Source : Output SPSS Version 25

Based on the table above, it can be known that the multiple regression equation can be formulated performance =  $-4.545 + 0.983 X_1 + 0.426 X_2 + 0.123X_3 + \varepsilon$ . This regression equation shows that the constant is  $-4.545$ .

#### 4. t Test

**Tabel 3**  
**COEFFICIENTS**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
4 (Constant)	-4.545	5.331		-0.853	.398
Training	.983	.098	.725	10.002	.000
Career Path	.426	.112	.277	3.790	.000
Compensation	.123	.096	.068	1.284	.206

a. Dependent Variable: Employee Performance

Source : Output SPSS Version 25

Based on the table above, the results of the statistical test t can be explained as follows:

**a. The effect of training on employee performance**

The training independent variable ( $X_1$ ) has its Significance value of  $0.000 < 0.05$  and has a calculated t value of 10.002. Since the value of t counts  $10,002 > 1,678$  then it can be concluded that the hypothesis is accepted. This means that training affects employee performance.

**$H_a$  : Training has a significant effect on employee performance.**

**b. The effect of career path on employee performance**

The career path independent variable ( $X_2$ ) has a Significance value of  $0.000 < 0.05$  and has a calculated t value of 3,790. since the value of t counts  $3,790 > 1,678$  then it can be concluded that the hypothesis is accepted. This means that the career path affects employee performance.

**$H_a$  : Career path has a significant effect on employee performance.**

**c. The effect of compensation on employee performance**

The independent variable compensation ( $X_3$ ) has its Significance value of  $0.000 < 0.05$  and has a calculated t value of 1.284. Since the value of t counts  $1.284 < 1.678$  then it can be concluded that the hypothesis is rejected. This means that there is no effect of compensation on employee performance.

**$H_a$  : Compensation has no significant effect on employee performance.**

#### 5. F Test

**Tabel 4**  
**ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	2398.304	3	799.435	104.824	.000 <sup>b</sup>
	Residual	350.816	46	7.626		
	Total	2749.120	49			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Compensation, Training, Carrer Path

Source : Output SPSS Version 25

Based on the table above, data is obtained that the Significance value is  $0.000 < 0.05$  and has a calculated F value of 104,824. since the calculated F value is  $104,824 > 2.57$ , then simultaneously there is an influence or hypothesis is accepted. This means that training, career path, and compensation affect employee performance.

**H<sub>a</sub> : Training, career path, and compensation have a significant effect on employee performance**

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