
THE EFFECT OF JOB TRAINING AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE AT PT BANK CAPITAL INDONESIA TBK, SOUTH JAKARTA OPERATIONAL HEAD OFFICE

SUSAN IRENA SARI

^a Faculty of Economics and Business, University of Pamulang

Email: susanirenaa@gmail.com

ARTICLE HISTORY

Received :

August 26th, 2025

Revised :

August 26th, 2025

Accepted :

August 26th, 2025

Online available:

August 28th, 2025

Keywords :

***JOB TRAINING,
CAREER
DEVELOPMENT,
EMPLOYEE
PERFORMANCE***

JEL Classification:
G;M;E

*Correspondence:
Name: SUSAN IRENA SARI
E-mail:...
susanirenaa@gmail.com.

ABSTRACT

Introduction: Human resources are one of the most important assets in achieving organizational goals, and effective management through training and career development is expected to enhance employee performance. In the banking industry, employee performance plays a crucial role in ensuring service quality, customer satisfaction, and organizational competitiveness. However, performance evaluation at PT Bank Capital Indonesia Tbk shows fluctuating results, highlighting the need to examine the influence of training and career development on performance.

Methods: This study uses a quantitative approach with saturated sampling, involving 52 employees at PT Bank Capital Indonesia Tbk Head Office of Operations South Jakarta. Data were collected through questionnaires and analyzed using validity and reliability tests, classical assumption tests, multiple regression analysis, correlation coefficients, coefficients of determination, and hypothesis testing.

Results: The findings reveal that job training has a significant positive effect on employee performance, with a strong relationship and contribution of 41.9%. Career development also shows a significant positive influence, with a moderate relationship and contribution of 34.4%. Simultaneously, both job training and career development significantly affect employee performance, contributing 55.6% while the remaining 44.4% is explained by other factors.

Conclusion and suggestion: The study concludes that job training and career development play a vital role in improving employee performance. Therefore, companies should continuously provide relevant training programs, improve the quality of instructors, ensure fair access for all employees, and design structured career development paths. These efforts are expected to motivate employees, increase productivity, and support long-term organizational growth.

INTRODUCTION

Human resources are one of the most valuable assets for organizations, particularly in the banking sector where service quality and employee performance strongly determine competitiveness and customer satisfaction. Performance at PT Bank Capital Indonesia Tbk Head Office of Operations South Jakarta has shown fluctuating results, indicating issues related to employees' knowledge, motivation, and target achievement. Job training and career development are two critical factors that can improve employee competencies and align personal goals with organizational objectives. Training provides employees with the skills and knowledge needed to perform tasks effectively, while career development ensures long-term motivation and retention through structured opportunities for growth. This study aims to examine the influence of job training and career development on employee performance, both partially and simultaneously, in order to provide evidence-based recommendations for improving human resource practices at PT Bank Capital Indonesia Tbk.

LITERATURE REVIEW

Theoretically, employee performance is defined as the results achieved by individuals in terms of quality, quantity, and responsibility in performing their duties. Training, according to human resource management theory, is a planned effort by organizations to facilitate employees' learning of job-related competencies. Career development refers to structured activities that prepare employees for future roles, ensuring continuity and alignment between personal and organizational goals. Several previous studies confirm that job training positively impacts skills and productivity, while career development enhances employee engagement and performance. Based on these findings, the hypotheses proposed in this study are job training positively and significantly influences employee performance, career development positively and significantly influences employee performance and job training and career development simultaneously influence employee performance.

RESEARCH METHODS

This research applies a quantitative approach with a descriptive and causal design. The study was conducted at PT Bank Capital Indonesia Tbk Head Office of Operations South Jakarta during the 2024–2025 period. The population consisted of 52 employees, all of whom were selected using saturated sampling techniques. Data were collected using structured questionnaires measured on a Likert scale. Instrument validity and reliability were tested prior to data analysis. The analytical techniques employed include classical assumption testing, simple and multiple linear regression, correlation coefficients, coefficients of determination, and hypothesis testing using t-test and F-test.

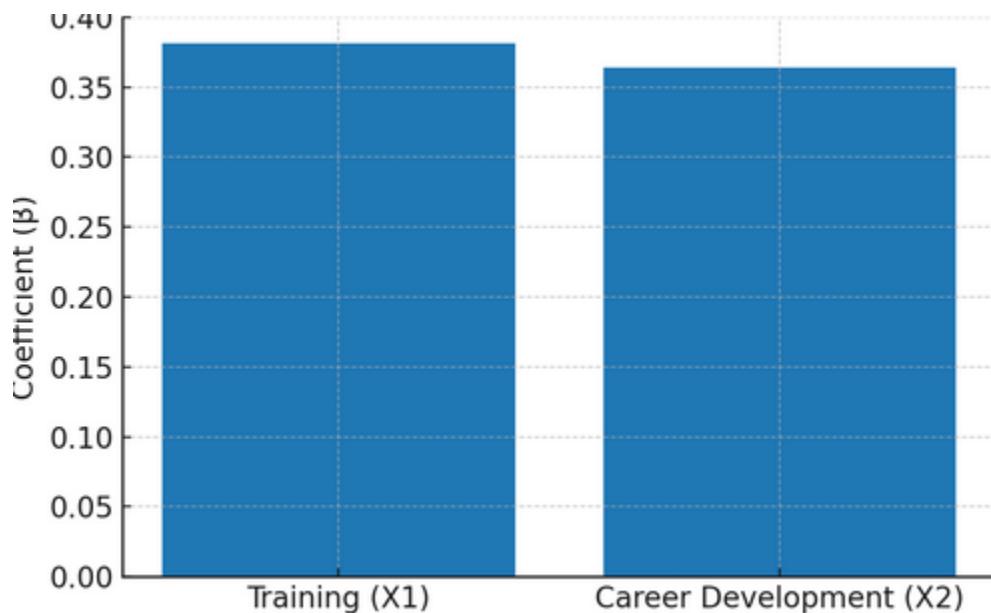
Ethical considerations were observed by ensuring respondent confidentiality and voluntary participation

RESULT AND ANALYSIS

The results indicate that job training has a significant positive effect on employee performance, with a correlation coefficient of 0.648 and a determination value of 41.9%. This suggests a strong relationship, where improved training contributes substantially to performance outcomes. Career development also demonstrates a significant positive effect, with a correlation coefficient of 0.587 and a determination value of 34.4%, indicating a moderate influence. Simultaneously, training and career development jointly contribute 55.6% to employee performance, while the remaining 44.4% is influenced by other variables beyond this study. The findings align with prior research emphasizing that effective training enhances employees' technical and behavioral skills, while career development provides motivation, loyalty, and long-term commitment. In practice, however, the study found that not all employees were given equal access to training and structured career development opportunities, which contributed to fluctuations in performance evaluation results from 2022 to 2024.

Table 1

Variable	Coefficient (β)	t-count	Sig.	Conclusion
Training (X1)	0,381	6,01	0	Significant
Career Development (X2)	0,364	5,124	0	Significant
Constant	10,806			-



CONCLUSION

This study concludes that both job training and career development significantly influence employee performance, both partially and simultaneously, at PT Bank Capital Indonesia Tbk Head Office of Operations South Jakarta. The evidence confirms that training improves skills and work effectiveness, while career development strengthens motivation and long-term commitment. It is recommended that the company implement more structured and continuous training programs, ensure equal access for all employees, and enhance the quality of training materials and instructors. Additionally, designing transparent and fair career pathways will help sustain motivation and improve overall performance. These strategies are essential for building a competitive workforce capable of supporting organizational goals.

REFERENCES

- Abdullah, M. Ma'ruf (2020). *Manajemen dan Evaluasi Kinerja karyawan*. Yogyakarta: Penerbit Aswaja Pressindo.
- Algifari, D., & Si, M. (2019). *Analisis Regresi untuk Bisnis dan Ekonomi*. Yogyakarta: BPFE.
- Amirullah (2021). *Ensiklopedia Pendidikan & Psikologi*. Yogyakarta: Andi Offset.
- Anoraga. P. (2021). *Psikologi Kerja*. Jakarta: Rineka Cipta.
- Ardana. I.K. (2020). *Manajemen Sumber Daya Manusia*. Yogyakarta: Graha Ilmu.
- Arikunto, S. (2019). *Prosedur Penelitian Suatu Pendekatan Praktek*. Jakarta: Rineka Cipta.
- Carrel (2020). *Personal and Human Resource Management*. USA: Macmillan USA.
- Fahmi, I. (2021). *Manajemen Kinerja*. Bandung: Alfabeta.
- Fathoni, A. (2020). *Manajemen Sumber Daya Manusia*. Bandung: Rineka Cipta.
- Firmansyah dan Mahardhika (2021). *Pengantar Manajemen*. Yogyakarta: Deepublish.
- G.R Terr. Leslie W. Rue (2020). *Dasar-Dasar Manajemen*. Jakarta: Bumi Aksara.
- Ghozali, I. (2019). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 26*. Edisi 10. Badan Penerbit Universitas Diponegoro.
- Gomes (2021). *Organisasi dan Manajemen- Perilaku-Struktur-Proses*, terjemahan Djoerban Wahid, Jakarta: Erlangga.
- Hamali, A. Y. (2020). *Pemahaman Manajemen Sumber Daya Manusia*. Yogyakata: Center for Academic Publishing.
- Handayani, R. (2020). *Metodologi Penelitian Sosial*. Yogyakarta: Trussmedia. Grafika.

- Handoko, T. H. (2020). *Manajemen Personalia dan Sumber Daya Manusia*, edisi kedua. Yogyakarta: BPFE.
- Hariandja (2020). *Manajemen Sumber Daya Manusia*. Jakarta: Grasindo.
- Hasibuan, M.S.P. (2020). *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta: PT Bumi Aksara.
- Hendri, T. (2021). *Metodologi Penelitian Ekonomi Islam*. Jakarta: Gramata Publishing.
- Hery, T. (2019). *Auditing dan Asuransi*. Jakarta: Grasindo.
- Imam, G. (2021). *Aplikasi Analisis Multivariate Dengan Program SPSS*. Edisi Kelima. Semarang: Badan Penerbit Undip.
- Istijanto (2019). *Riset Sumber Daya Manusia*. Jakarta: PT Gramedia Pustaka.
- Kaseger. Regina Gledy. 2013. "Pengembangan Karir dan Self Efficacy terhadap Kinerja Karyawan pada PT. Matahari Department Store Manado Town Square". *Jurnal EMBA*. Vol.1, No.4 (Des 2013), Hal. 906-916.
- Maholtra, N. K. (2018). *Riset Pemasaran (Marketing Research)*. Edisi 4 Jilid 1. New Jersey. Indonesia: PT. Indeks.
- Mangkunegara, A.P. (2020). *Evaluasi Kinerja SDM*. Cetakan ke tujuh. Bandung: PT Refika Aditama.
- Manulang (2021). *Manajemen Sumber Daya Manusia*. Yogyakarta: Andi.
- Marwansyah (2021). *Manajemen Sumber Daya Manusia*, Edisi Kedua. Bandung: Alfabeta.
- Mathis dan Jackson (2021). *Human Resource Management*. Edisi 10 Jilid 3. Jakarta: Salemba Empat.
- Michael, R.C. (2020). *Human Resource Management Global for managing Diverse Workplace*, Edition, Prentice Hall Inc. New Jersey.
- Nawawi (2018). *Manajemen Sumber Daya Manusia Untuk Bisnis yang Kompetitif*. Yogyakarta: Gajah Mada University Press.
- Nugroho (2021). *Pengaruh Komunikasi Organisasi Terhadap Kinerja Aparat Pemerintah Daerah: Studi Kasus Kabupaten Kudus*. *Jurnal Kajian Akuntansi*, 2(1), 98-107.
- Pratama, A., Sunarto, A., & Cay, S. (2023). Perencanaan Sumber Daya Manusia. *Tangerang selatan: unpampress. Pamulang*.
- Pratama, A., Sutoro, M., & Purnomo, S. (2024). Manajemen Strategi SDM. *Tangerang selatan: unpampress. Pamulang*.
- Pratama, A., Syah, A., & Sularmi, L. (2025). Studi Kelayakan Bisnis. *Tangerang selatan: unpampress. Pamulang*.

- Pratama, A., Pranoto, & Sutoro, M. (2024). Manajemen Kompensasi dan Hubungan Industrial. *Tangerang selatan: unpampress. Pamulang.*
- Pratama, A. (2023). Manajemen sumber daya manusia. *Tangerang selatan: unpampress. Pamulang.*
- Randi (2021). *Statistika Penelitian (Analisis Manual dan IBM SPSS)*. Yogyakarta: Andi.
- Ratundo dan Sacket (2020). *The Relative Importance of Task,.. Citizenship, and Counterproductive Performance to Global Ratings of Job.*
- Rivai, V. (2020). *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Jakarta: PT Raja Grafindo Persada.
- Robbins, Stephen. P. dan Mary, C. (2019). *Manajemen*. Jakarta: PT. Indeks Kelompok Gramedia.
- Safroni, L. (2021). *Manajemen dan Reformasi Pelayanan Publik dalam Konteks Birokrasi Indonesia (Teori, Kebijakan, dan Implementasi)*. Yogyakarta: Aditya Media Publishing.
- Salam, Burhanuddin (2020). *Pengantar Filsafat*. Jakarta: Bumi Aksara.
- Samsudin, H. S. (2010) *Manajemen Sumber Daya Manusia*. Bandung: Penerbit Pustaka Setia.
- Santoso, S. (2019). *Statistik Parametik*. Jakarta: PT Gramedia Pustaka.
- Santoso, Singgih (2018) *Menguasai Statistik Multivariat*. Jakarta: PT Elex Media Komputindo.
- Schermerhom (2020). *Management 6th Asia-Pacific edition custom F/Qut (black and white)*. Snell, S. A.
- Sedarmayanti (2020). *Sumber Daya Manusia dan Produktivitas Kerja*. Jakarta: Mandar Maju.
- Simamora, B. (2019). *Manajemen Sumber Daya Manusia*. Edisi 1. Yogyakarta: STIE YKPN.
- Sinambela, L.P. (2020). *Reformasi Pelayanan Publik: Teori, Kebijakan, Dan Implementasi*. Jakarta: Bumi Aksara.
- Siswanto (2021). *Pengantar Manajemen*. Jakarta Selatan: Bumi Aksara.
- Siyoto (2020). *Dasar Metodologi Penelitian, Literasi Media*. Yogyakarta: Aditya Media Publishing.
- Sofyandi (2020). *Manajemen Sumber Daya Manusia*. Yogyakarta: Graha Ilmu.
- Solihin, I. (2021). *Pengantar Manajemen*. Jakarta: Erlangga.

- Stoner dalam Wijayanti (2020). *Manajemen Sumber Daya Manusia Edisi Revsi*. Jakarta: PT. Bumi Aksara.
- Sudjana, N., & Ibrahim. (2019). *Metode Statistika*. Bandung: Tarsido.
- Sugiyono (2020) *Metode Penelitian Administrasi : dilengkapi dengan Metode R & D*. Bandung: Alfabeta.
- Suherman, W. (2019). *Kurikulum Berbasis Kompetensi Pendidikan Jasmani Teori dan Praktik Pengembangan*. Yogyakarta: FIK UNY.
- Sujarweni. V. W. (2020) *Metodologi Penelitian Bisnis & Ekonomi*. Yogyakarta: Pustaka Baru Press.
- Sunyoto (2020) *Manajemen Sumber Daya Manusia*. Jakarta: PT Buku Seru.
- Sutrisno, E. (2020). *Manajemen Sumber Daya Manusia*. Jakarta: Prenadamedia Group.
- Umi, N. (2020). *Metodologi Penelitian Kualitatif Dan Kuantitatif, Teori. Dan Aplikasi*. Bandung: Agung Media.
- Wexley dan Yukl (2019). *Perilaku organisasi dan psikologi personalia*. Jakarta: Bina Aksara.
- Wibowo (2021). *Manajemen Kinerja*. Edisi Keempat. Jakarta: Rajawali Pers.
- Wirawan (2021). *Evaluasi Kinerja Sumber Daya Manusia: Teori Aplikasi dan Penelitian*. Jakarta: Salemba Empat.
- Zainal, V.R. (2020). *Penelitian Pendidikan Metode dan Paradigma Baru*. Bandung: Remaja Rosda Karya.
- Ananda Kartika Sari, Komarudin (2024). *Pengaruh Pelatihan dan Pengembangan Karir Terhadap Kinerja Karyawan Pada PT. Tunas Jaya Perkasa*. Jurnal Perkusi Vol. 4 No. 4. ISSN: 2776-1568. Universitas Pamulang.
- Apriyani, S., & Yuniarti, M. (2024). Pengaruh Gaya Kepemimpinan dan Komunikasi Terhadap Kinerja Pegawai Kantor Kecamatan Pinang Kota Tangerang. *Journal of Research and Publication Innovation*, 2(1), 489-500.
- Astria, K. (2018). PENGARUH DISIPLIN KERJA DAN MOTIVASI TERHADAP KINERJA KARYAWAN PADA PT. BANK RAKYAT INDONESIA CABANG PAMULANG. *Jurnal MANDIRI: Ilmu Pengetahuan, Seni, Dan Teknologi*, 2(1), 1-22.
- Henriani, R., & Sugiarti, E. (2022). Pengaruh Pelatihan Terhadap Kinerja Karyawan Pada PT Media Internusa Di Jakarta. *Jurnal Ekonomi Efektif*, 4(2), 279-285.
- Kosdianti, L., Sunardi, D., & Ekonomi, F. (2021). Pengaruh pelatihan terhadap kinerja karyawan pada PT. Satria Piranti Perkasa di Kota Tangerang. *Jurnal Arastirma*, 1(1), 141-150.

- Pratama, A. (2020). Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Pos Indonesia DC Ciputat. *Jurnal Disrupsi Bisnis*, 3(2), 146-158.
- Rajak, M. A. (2021). Pengaruh Pelatihan Terhadap Kinerja Karyawan Pada Pt. Essar Dhananjaya Di Cibitung-Bekasi. *Jurnal Ekonomi Efektif*, 3(3), 402-409.
- Reni Hindriari, Nanda Dwi Widiyanti (2023). *Pengaruh Pelatihan dan Pengembangan Karir Terhadap Kinerja Karyawan Pada PT. Alam Berdikari Mandiri Kota Cirebon*. Jurnal Perkusi Vol. 3 No. 4. ISSN: 2776-1568. Universitas Pamulang.
- Rialmi, Z., & Patoni, P. (2020). Pengaruh Pengembangan Karir terhadap Kinerja Karyawan pada PT Bank CIMB Niaga Cabang Pondok Indah, Jakarta Selatan. *Jurnal Mandiri: Ilmu Pengetahuan, Seni, Dan Teknologi*, 4(2), 210-221.
- Sularmi, L., & Banjal, T. P. (2020). Pengaruh Pengembangan Karier Terhadap Kinerja Karyawan Di PT. Unibless Indo Multi. *Jenius (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 3(3), 294.
- Sutoro, M. (2020). Pengaruh Pengembangan Karir terhadap Kinerja Karyawan pada PT. BCA Finance Jakarta. *JMB: Jurnal Manajemen dan Bisnis*, 9(2), 102-109.
- Syifa, S. U., & Nasir, N. (2019). Pengaruh pelatihan dan pengembangan karir terhadap kinerja karyawan pada PT. Pegadaian (Persero) Tbk Cabang Syariah Keutapang. *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen*, 4(3), 446-458.
- Vivi Alayda, Derita Qurbani (2024). *Pengaruh Pelatihan dan Pengembangan Karir Terhadap Kinerja Karyawan Pada PT Megatama Abadi IRS*. Prosiding Seminar Manajemen Vol. 3 No. 2. ISSN: 2830-5353. Universitas Pamulang.
- Yuli Wahyudi, Putra Pardamean Nauli (2024). *Pengaruh Pelatihan dan Pengembangan Karir Terhadap Kinerja Karyawan Pada PT. Primafood International Cabang Tangerang Banten*. Jurnal Perkusi Vol. 4 No. 3. ISSN: 2776-1568. Universitas Pamulang.