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# The Influence of Training, Compensation, and Career Development on Employee Performance at PT Trans Dana Profitri, Bank Indonesia West Java Office

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**Abstract:** This study aims to analyze the influence of job training, compensation, and career development on employee performance at PT Trans Dana Profitri, assigned to the Representative Office of Bank Indonesia, West Java Province. Using a quantitative approach with descriptive and verificative methods, data were collected from 116 employees selected through purposive sampling. Multiple linear regression analysis with SPSS 26 was applied after testing classical assumptions, including a corrective data transformation to ensure normality. The results show that job training, compensation, and career development simultaneously have a significant effect on employee performance. Partially, job training and career development significantly improve performance, while compensation shows no significant effect. The findings strengthen Herzberg's Two-Factor Theory by highlighting that intrinsic factors, such as competence development and career growth, play a more dominant role than financial rewards. This study contributes theoretically by integrating three HR dimensions within an outsourcing service context.

**Keyword:** Training, Compensation, Career Development, Employee Performance

## INTRODUCTION

Human resources (HR) are strategic assets of an organization that play a crucial role in determining corporate success and competitiveness. According to Dessler (2020), human resource management (HRM) encompasses strategic processes such as recruitment, training, performance appraisal, and compensation, with the objective of optimizing employee potential in alignment with organizational goals. Employees with high competence and motivation can enhance organizational performance in a sustainable manner (Collings et al., 2021).

PT Trans Dana Profitri is a national company engaged in providing professional manpower services, including security, cleaning, and administrative support. One of its key clients is the Representative Office of Bank Indonesia, West Java Province, where the company assigns more than 160 employees in various strategic positions. Based on the company's administrative data, employee performance scores from 2022 to 2024 show a fluctuating trend 3.60 in 2022, rising slightly to 3.65 in 2023, and decreasing to 3.57 in 2024. This fluctuation

indicates potential issues related to training effectiveness, fairness of compensation, and limited access to career development opportunities.

**Table 1. Employee Performance Scores of PT Trans Dana Profitri Assigned to the Representative Office of Bank Indonesia, West Java (2022–2024)**

| Year | Average Performance Score |
|---|---|
| 2022 | 3.6 |
| 2023 | 3.65 |
| 2024 | 3.57 |

*Source: Administrative Data of PT Trans Dana Profitri (2025)*

To address the performance fluctuations, it is important to identify organizational factors that may influence employee outcomes. One critical factor is training, which plays an essential role in enhancing competence and productivity. Noe (2020) defines training as a systematic effort to facilitate the learning of job-related competencies, knowledge, and behaviors. Supporting this view, Safitri (2023) found that structured training programs significantly improve employee performance.

In addition to training, compensation is another determinant of employee motivation and retention. Mondy in Sadikin (2020) defines compensation as the total rewards employees receive in exchange for their contributions, while Nugraha & Tjahjawati (2018) empirically demonstrated that higher compensation positively influences employee performance. Fair and competitive compensation structures, therefore, are vital for sustaining employee commitment and effort.

Furthermore, career development contributes to long-term employee satisfaction and organizational loyalty. Humaira et al. (2020) explain that career development is a process of enhancing employees' abilities, skills, and interests to achieve higher career positions. Similarly, Avengelista et al. (2022) found that career development has a positive and significant effect on employee performance. However, at PT Trans Dana Profitri, the implementation of career development initiatives faces several challenges, such as limited access to professional certification programs and unequal opportunities due to financial constraints.

Despite the acknowledged importance of these factors, few studies have simultaneously examined the combined impact of training, compensation, and career development on employee performance, particularly within the context of manpower outsourcing companies. Most prior research tends to analyze these variables separately, which limits understanding of their interactive and cumulative effects.

Based on these considerations, this study aims to analyze the influence of training, compensation, and career development on employee performance at PT Trans Dana Profitri assigned to the Representative Office of Bank Indonesia, West Java Province. This research is expected to contribute both theoretically and practically by providing empirical evidence on the integrated role of HR practices in enhancing performance within the outsourcing service industry.

## METHOD

This study employed a descriptive and verificative approach using a quantitative method. The descriptive approach aims to portray the actual conditions of the research variables training, compensation, career development, and employee performance while the verificative approach is used to examine the relationships and effects among these variables through statistical analysis. The object of this research is the employees of PT Trans Dana Profitri assigned to the Representative Office of Bank Indonesia, West Java Province. Each variable was operationalized through indicators developed into questionnaire statements using a five-point

Likert scale, ranging from “strongly disagree” (1) to “strongly agree” (5), to quantitatively capture respondents’ perceptions.

The population in this study consists of 163 employees of PT Trans Dana Profitri working at the Representative Office of Bank Indonesia, West Java. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 116 respondents. The sampling technique employed was purposive sampling, chosen to ensure that the selected respondents possessed characteristics relevant to the research objectives. Specifically, respondents were required to (1) have participated in company training programs, (2) directly receive compensation from PT Trans Dana Profitri, and (3) remain actively employed during the study period. This selection ensured that participants had sufficient knowledge and experience regarding the key variables, thereby enhancing the validity of the responses collected.

The data used in this study comprised primary data, obtained through questionnaires, observations, and direct interviews with respondents, as well as secondary data, collected from company documents, performance reports, and relevant previous studies.

In terms of analysis, this study utilized multiple linear regression analysis with the assistance of SPSS version 26 to test the effect of training, compensation, and career development on employee performance. Prior to hypothesis testing, the dataset was examined through classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. During the normality test, the data initially showed slight deviation from normal distribution. To address this issue, a data transformation ($Y^2$) was applied to the dependent variable (employee performance). This corrective step successfully improved data normality and ensured the reliability of the regression results an uncommon yet methodologically appropriate solution in social science research.

Subsequently, hypothesis testing was performed using the F-test to assess the simultaneous effects of all independent variables, the t-test to examine partial effects, and the Adjusted $R^2$ coefficient of determination to determine the proportion of variance in employee performance explained by training, compensation, and career development.

For clarity and to strengthen the analytical framework, the conceptual model of the study illustrating the hypothesized relationships between training, compensation, career development, and employee performance can be presented in a research framework diagram (Figure 1) prior to the results section. This diagram visually summarizes the logical flow and interconnections among variables examined in this study.

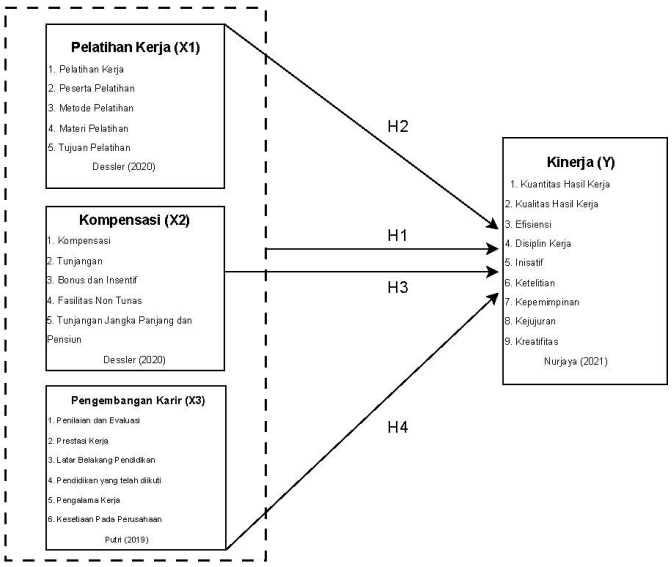


Figure. Research Framework

## RESULTS AND DISCUSSION

### 4.2.2.1 Validity Test

**Table 4. 31 Rhitung Variable X1**

| Questions | Rhitung | Rtabel | Decision |
|---|---|---|---|
| X1.1 | 0.829 | 0.1816 | Valid |
| X1.2 | 0.816 | 0.1816 | Valid |
| X1.3 | 0.826 | 0.1816 | Valid |
| X1.4 | 0.614 | 0.1816 | Valid |
| X1.5 | 0.835 | 0.1816 | Valid |
| X1.6 | 0.888 | 0.1816 | Valid |
| X1.7 | 0.830 | 0.1816 | Valid |
| X1.8 | 0.854 | 0.1816 | Valid |
| X1.9 | 0.762 | 0.1816 | Valid |
| X1.10 | 0.738 | 0.1816 | Valid |

Based on the validity test results in Table 4.31, it can be seen that all questions (X1.1 to X1.10) have a calculated r value greater than the table r value of 0.1816. This shows that each question in variable X1 meets the validity criteria, meaning that the instrument used is capable of measuring what it is supposed to measure. Thus, all question indicators in variable X1 can be declared valid and suitable for use in further research.

**Table 4. 1 Rhitung Variable X2**

| Questions | Rhitung | Rtabel | Decision |
|---|---|---|---|
| X2.1 | 0.804 | 0.1816 | Valid |
| X2.2 | 0.734 | 0.1816 | Valid |
| X2.3 | 0.902 | 0.1816 | Valid |
| X2.4 | 0.881 | 0.1816 | Valid |
| X2.5 | 0.829 | 0.1816 | Valid |
| X2.6 | 0.794 | 0.1816 | Valid |
| X2.7 | 0.912 | 0.1816 | Valid |
| X2.8 | 0.869 | 0.1816 | Valid |
| X2.9 | 0.853 | 0.1816 | Valid |
| X2.10 | 0.843 | 0.1816 | Valid |

For variable X2, there were ten questions tested (X2.1 to X2.10). The test results showed that all questions had values higher than the minimum limit (r table = 0.1816). Therefore, all questions in variable X2 were declared valid. This means that each question can actually be used to measure what is being studied.

**Table 4. 2 Rhitung Variable X3**

| Questions | Rhitung | Rtabel | Decision |
|---|---|---|---|
| X3.1 | 0.915 | 0.1816 | Valid |
| X3.2 | 0.908 | 0.1816 | Valid |
| X3.3 | 0.834 | 0.1816 | Valid |
| X3.4 | 0.923 | 0.1816 | Valid |
| X3.5 | 0.853 | 0.1816 | Valid |
| X3.6 | 0.904 | 0.1816 | Valid |
| X3.7 | 0.923 | 0.1816 | Valid |
| X3.8 | 0.872 | 0.1816 | Valid |

The same applies to variable X3. Of the eight questions tested (X3.1 to X3.8), all also had values higher than the minimum threshold. Thus, all questions in variable X3 were also declared valid. In other words, all questions in this variable were appropriate and could be used in the study.

**Table 4. 3 Rhitung Variable Y**

| Questions | Rhitung | Rtabel | Decision |
|---|---|---|---|
| Y.1 | 0.882 | 0.1816 | Valid |
| Y.2 | 0.789 | 0.1816 | Valid |
| Y.3 | 0.904 | 0.1816 | Valid |
| Y.4 | 0.847 | 0.1816 | Valid |
| Y.5 | 0.840 | 0.1816 | Valid |
| Y.6 | 0.705 | 0.1816 | Valid |
| Y.7 | 0.834 | 0.1816 | Valid |
| Y.8 | 0.850 | 0.1816 | Valid |
| Y.9 | 0.882 | 0.1816 | Valid |
| Y.10 | 0.884 | 0.1816 | Valid |
| Y.11 | 0.900 | 0.1816 | Valid |

#### 4.2.2.2 Reliability Test

| Variabel | Crobanch's Alpha | Decision |
|---|---|---|
| X1 | 0.930 | Reliabel |
| X2 | 0.953 | Reliabel |
| X3 | 0.962 | Reliabel |
| Y | 0.957 | Reliabel |

Based on the reliability test results, all research variables, namely X1, X2, X3, and Y, have very high Cronbach's Alpha values, each above 0.9. These values far exceed the minimum threshold of 0.7 that is usually used as a reference, so it can be concluded that the instruments used in this study are reliable. In other words, the questions in each variable are consistent and reliable for measuring the same construct when used again in similar conditions. This shows that the questionnaire used is not only valid but also has a good level of reliability to support further analysis.

#### 4.2.2.3 Assumptions of the Classical Model

The dependent variable (Y), namely Employee Performance, is transformed using squares or Y2, while Job Training (X1), Compensation (X2), and Career Development (X3) remain unchanged and are still in accordance with the original data.

a) Multicollinearity Test

| Variabel Independen | Tolerance | VIF |
|---|---|---|
| X1 | 0.408 | 2.450 |
| X2 | 0.210 | 4.754 |
| X3 | 0.209 | 4.791 |

Only the dependent variable (Y) is transformed, so the VIF or Tolerance values will not change, because the assumption of multicollinearity only involves independent variables (X), so there is no violation of the multicollinearity assumption.

b) Residual Normality Test

| Statistik | P-value |
|---|---|
| One-Sample Kolmogorov-Smirnov | 0.062 |

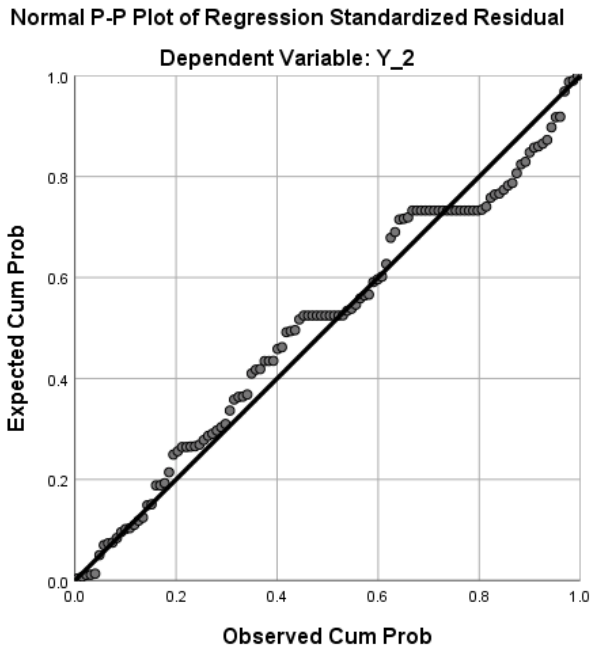


**Figure.** *Scatterplot* Residual

Based on the results of the residual normality test using the One-Sample Kolmogorov-Smirnov Test, a significance value (Asymp. Sig. 2-tailed) of 0.062 was obtained. Since this value is greater than the significance level of 0.05, it can be concluded that the residuals are normally distributed.

Thus, the normality assumption in regression analysis has been fulfilled after transforming the dependent variable (Y). This indicates that the regression model can proceed to the next testing stage without any problems with the residual distribution.

c) Homogeneity Test

| **Variabel** | **P-Value** |
|---|---|
| X1 | 0.325 |
| X2 | 0.178 |
| X3 | 0.384 |

Based on the results of the homogeneity test using Spearman's rank correlation after the Y variable was transformed, the significance values between the absolute residuals and each independent variable (X1, X2, X3) were obtained as follows:

1. X1: Sig. = 0,325
2. X2: Sig. = 0,178
3. X3: Sig. = 0,384

All significance values are greater than 0.05, so it can be concluded that there is no significant relationship between the residuals and the independent variables. Thus, the assumption of homogeneity (homoscedasticity) is fulfilled after transforming variable Y. This means that the regression model does not experience heteroscedasticity problems.

### 4.2.2.4 Model Significance Test

a) F Test (Simultaneous)

| | **Statistik** |
|---|---|
| F hitung | 134.114 |
| P-Value | 0.000 |

The F test results (simultaneous) show that the calculated F value is 134.114 with a significance of 0.000, which is much smaller than the significance level of 0.05. This indicates that the regression model used is statistically significant, so that the variables of Job Training (X1), Compensation (X2), and Career Development (X3) are proven to jointly affect Employee Performance ($Y^2$). In other words, the first research hypothesis (H1), which states that the three independent variables simultaneously have a significant effect on employee performance, can be accepted.

b) t-test (Partial)

| Model | Koefisien | P-Value |
|---|---|---|
| Konstanta | -1273.002 | 0.000 |
| X1 | 59.095 | 0.000 |
| X2 | -12.148 | 0.157 |
| X3 | 45.514 | 0.000 |

The partial t-test results show that the Job Training variable (X1) has a significant effect on employee performance with a significance value of 0.000 < 0.05. This means that the better the job training provided, the higher the employee performance. Thus, the second hypothesis (H2) is accepted. Meanwhile, the Compensation variable (X2) has a significance value of 0.157 > 0.05, so it does not have a significant effect on employee performance. This indicates that the compensation received by employees is not strong enough to influence performance improvement, so the third hypothesis (H3) is rejected. Furthermore, the Career Development variable (X3) shows a significant effect on employee performance with a significance value of 0.000 < 0.05. This means that good career development will improve employee performance, so the fourth hypothesis (H4) is accepted. Thus, partially, only X1 and X3 are proven to have an effect on employee performance, while X2 does not have a significant effect.

### 4.2.2.4 Coefficient of Determination ($R^2$)

| Statistik | Statistik |
|---|---|
| R Square | 0.782 |
| Adjusted R Square | 0.776 |

Based on the model summary table, the R Square value of 0.782 indicates that 78.2% of employee performance variation (Y) can be explained by three independent variables, namely Job Training (X1), Compensation (X2), and Career Development (X3). Meanwhile, the remaining 21.8% is explained by other factors outside this research model. The Adjusted R Square value of 0.776 also reinforces that this model has a good level of fit despite considering the number of predictor variables used. Thus, it can be concluded that the regression model used is quite strong in explaining the relationship between independent variables and employee performance.

## CONCLUSION

Based on the results of data analysis and hypothesis testing, this study concludes that job training, compensation, and career development simultaneously have a significant effect on employee performance at PT Trans Dana Profitri, assigned to the Representative Office of Bank Indonesia, West Java Province. This finding indicates that these three variables collectively play an important role in improving employee performance.

Partially, job training and career development show a positive and significant effect on performance, while compensation does not. Effective training programs aligned with job requirements were proven to enhance employees' technical competence and productivity. Likewise, well-structured career development fosters motivation and commitment, which in

turn improve performance. However, compensation did not show a significant effect, suggesting that financial rewards are not the primary drivers of performance in this context.

These results reinforce Herzberg's Two-Factor Theory, which explains that motivator factors such as growth opportunities and achievement have a stronger influence on performance than hygiene factors such as pay or working conditions. Therefore, improving employee performance should focus more on enhancing human resource development rather than relying solely on financial incentives.

Practically, the company is advised to implement a performance-based compensation system, strengthen training effectiveness by aligning programs with job competencies, and design a transparent and measurable career development path. Future research may extend the study to other organizations and consider mediation variables such as job satisfaction or work motivation to develop a more comprehensive understanding of employee performance determinants.

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