



## The Influence of Job Training, Teamwork, and Competence on Employee Career Development

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**Abstract:** This study aims to determine the Effect of Job Training, Teamwork and Competence on Employee Career Development. This research was conducted at a company engaged in the service sector, namely the delivery of export and import cargo located in Tangerang City. In practice, employee career development is still based on seniority and employees who have worked longer to be promoted to their position level. Regardless of the training, ability to work together and competence of these employees. Respondents in this study amounted to 75 employees as the respondent. The sampling technique used purposive random sampling, and the analysis technique used Structural Equation Modeling (SEM) with a questionnaire as the research instrument.

**Keywords:** Job Training, Teamwork, Competence, Career Development.

### INTRODUCTION

The development of companies in this globalization era is experiencing very tight competition (Putra & Darmawan, 2022). Companies must be able to empower their employees to fulfill the success of the company. Human resources are an important factor in the success of a company and as the overall initiator of the company (Purnawati et al., 2021). Workers can influence the activities and development of the company. Failure to manage human resources can result in disruption in achieving goals within the organization, both in terms of performance, profit, and the survival of the organization (Ratnasari & Aidah, 2020). Of the many human resource activities, one of the activities that needs attention is career development, to be able to improve employee careers in achieving organizational work plans. Individuals who want their careers to develop must work optimally, by continuing to attend job training, be able to work together with a team and demonstrate good competence for the company.

Job training is an activity to improve abilities, skills, general knowledge and expertise in the fields and duties of employees (Keka et al., 2021). This training focuses more on the

practice of an employee in the company to train how someone learns to understand their duties and responsibilities (Naminingsih & Rahmayati, 2019). To get superior and professional employees, one of the efforts that companies can make is to provide training for employees so that employees can work according to the wishes of the company (Maulyan, 2019). With the hope, when employees already have good abilities, employees can develop their careers in a higher position.

To carry out company activities, employees are also required to be able to work together between individuals or groups. Teamwork is a group of people working together to achieve the same goal. Team members also encourage, motivate each other, multiply joint efforts and abilities (Baribin & Abdul Rozaq, 2020). However, to form a team that is effective and can run well is quite difficult because it has to unite several people who have different backgrounds and characteristics while putting aside the ego of each individual (Purnawati et al., 2021). If an individual can work well with a team, it is expected to increase one's status on a better career path.

Competence is an ability or skill to carry out work or tasks that are above skills and knowledge and are supported by the work attitude demanded by the job (Fauzi & Siregar, 2019). Every employee is required to have competencies that are useful in doing a job in the company to obtain better career development and can encourage employees to have high performance (Asmalah & Sudarso, 2019).

This research was conducted a company engaged in the service sector, namely the delivery of export and import cargo located in Tangerang City. In practice, employee career development is still based on seniority and employees who have worked longer will be promoted. Regardless of the training, ability to work together and competence of these employees. So it is necessary to carry out an analysis related to four types of problems, namely job training, teamwork and competence that affect employee career development.

## **LITERATURE REVIEW**

### **Human Resource Management**

According to (Marcella & Ie, 2022) human resource management is a process of planning, organizing, directing, and supervising the activities of procuring, developing, providing compensation, integrating, maintaining, and releasing human resources in order to achieve various individual, organizational and public. Meanwhile, according to (Tiyanti et al., 2021) says that the definition of human resource management is a process of planning, organizing, directing, and supervising the activities of procuring, developing, providing compensation, integrating, maintaining, and releasing human resources. According to (Maharani & Vembriati, 2019) explains that human resource management is a process that includes evaluation of HR needs. Based on the definitions according to the experts above, it can be concluded that human resource management focuses more on discussing the regulation of the human role system in realizing optimal goals. These arrangements cover matters of planning, organizing, directing, controlling, procuring, developing, compensating, integrating, maintaining, disciplining, and terminating workers to help realize company, employee and community goals.

### **Career Development**

According to (Lumiu et al., 2019) career development is the sequence of positions or positions that a person has held during a given lifetime. a number of positions/positions held during his lifetime. Meanwhile, according to (Natalia & Netra, 2020) argues that professional development is a series of lifelong activities that contribute to the exploration, consolidation, success, and achievement of one's career. From several definitions of career development, it can be concluded that career development is a series of processes or

activities to achieve one's career advancement. Indicators in employee career development according to (Widjaya et al., 2021) include:

1. Work Performance
2. Exposure
3. Loyalty to the organization
4. Fair treatment in career
5. Information about careers

### **Training**

According to (Maulyan, 2019) Training is a process in which people achieve certain abilities to help achieve organizational goals. Furthermore, Shanty Irma Idrus, (2019) defines training as part of HR investment (human investment) to improve work capabilities and skills, and thus improve employee performance. It can be concluded that the training program must meet work changes and integrate the company's long-term planning or goals with the company's strategy to ensure the efficient use of resources. According to Ratnasari & Aidah, (2020) training indicators are:

1. Reaction from employees
2. Learning
3. Behavior after training
4. Results After Training

### **Teamwork**

According to Wardhani & Wijaya, (2020), Teamwork is defined as the ability of individuals to collaborate and work with others to achieve common goals in the context of a group or team. According to (Pangestuti, 2019) revealed that teamwork is a group that has individual efforts to produce more performances than the sum of individual inputs. Based on some of the theories above, it can be underlined that the results of interactions in performance between individuals are very influential with other individuals. Thus working in a team or group can really cover the deficiencies of certain individuals, which means that the results of work carried out by groups will be more effective and efficient. Teamwork indicators according to (Baribin & Abdul Rozaq, 2020) are as follows:

1. Teamwork
2. Trust
3. Compactness.

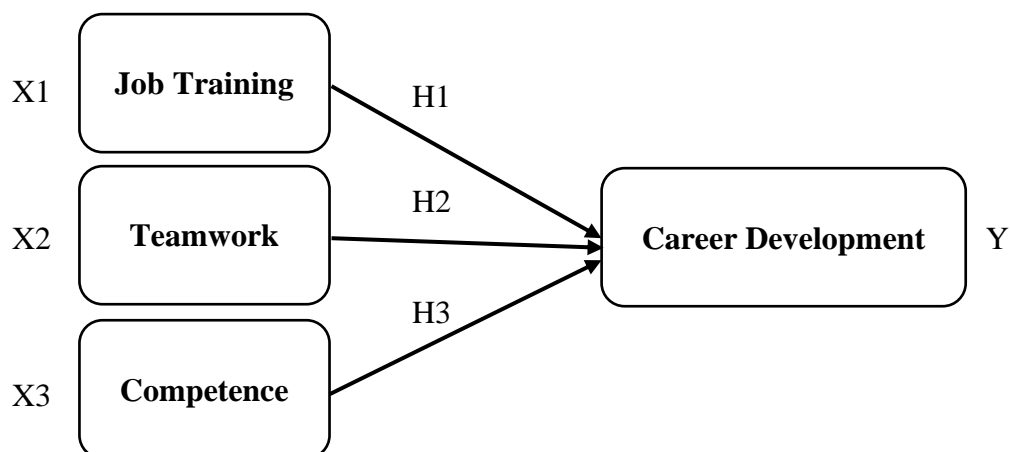
### **Competence**

Competence comes from the basic word competent, which generally means skills, abilities or skills (Asmalah & Sudarso, 2019). According to (Wardhani & Wijaya, 2020) competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Competence according to Fauzi & Siregar, (2019) is a measurable pattern of knowledge, skills, abilities, behavior and other characteristics needed by a person to perform a job role or job function properly. Based on several definitions of competence, it can be concluded that competence is the basic characteristics of individuals which include knowledge, skills and attitudes to carry out or do a job well. There are competency indicators according to Keka et al., (2021) as follows:

1. Knowledge
2. Skill
3. Attitude.

**Conceptual framework**

Based on the description previously explained, the following framework is obtained:



Source: Data of Research

**Picture 1. Conceptual Framework**

Based on the conceptual framework image presented above, the following results are obtained:

1. H1: Training has a positive effect on career development
2. H2: Teamwork has a positive effect on career development
3. H3: Competence has a positive effect on career development

**RESEARCH METHOD**

The method of writing this scientific article is explanatory research with a quantitative approach, so it uses a survey method obtained started in March-April 2023 with a questionnaire (Google Form) to produce primary data and literature research obtained from print and electronic media using literature studies. This study refers to Hair et al. (1998) in Budiono, (2020) which suggests that if the population is not known, the number of appropriate sample sizes is 100 to 200. It is also explained that the minimum sample size is 5 and the maximum is 10 observations from each estimated parameter.

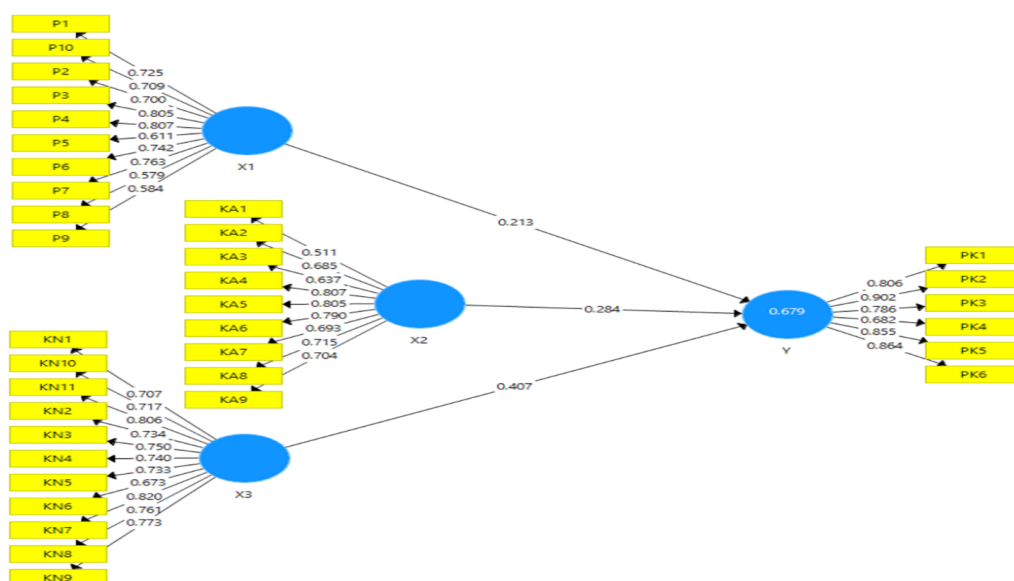
In this study, the number of research indicators was 15 so that the minimum sample size was 5 times the number of indicators or  $15 \times 5 = 75$  samples. The sampling technique used in this study was purposive sampling in which the sampling and selection were based on consideration of certain criteria. As for the criteria in determining the sample are: (1) Employees of the delivery company of export and import cargo located in Tangerang City (2) Employees who have worked for at least 1 year. The data analysis technique used in this study is Structural Equation Modeling (SEM), where before applying the structural equation model (SEM) it is necessary to pay attention to several basic preparations including the minimum number of samples required, model specifications, model identification, estimation model used. used, model fit test (goodness of fit) and model respecification.

**FINDINGS AND DISCUSSION**

**Result of Convergent Validity**

Testing the Convergent Validity of the smodule measurement with the reflexivity of the syndicator is assessed based on the system correlation score score s or scomponent score swith the sconstruct score s calculated with sPLS. Individual indicators are considered svalid if they have a score of sdi satasa s0.70. However, for scale development research, the

loading factor s0.50 to s0.60 can still be accepted by looking at the output score of the correlation between the syndicator and the construct as shown in the figure and structural stability below:



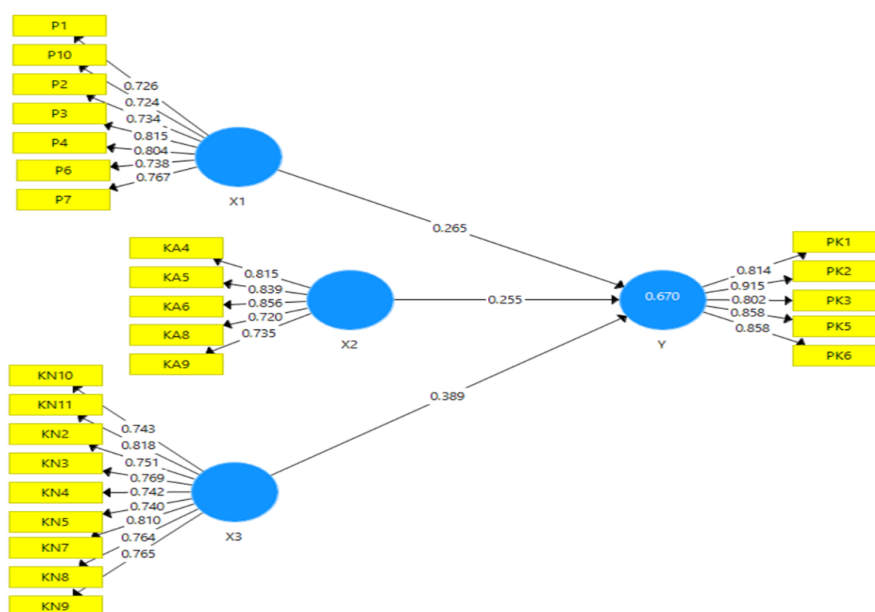
Source: Data of Research  
**Picture 2. Result of Convergent Validity**

**Tabel 1. Result of Convergent Validity**

Variabel	Indicator	Outer Loading	Description
Training	P1	0,725	Valid
	P2	0,700	Valid
	P3	0,805	Valid
	P4	0,807	Valid
	P5	0,611	Invalid
	P6	0,742	Valid
	P7	0,763	Valid
	P8	0,579	Invalid
	P9	0,584	Invalid
	P10	0,709	Valid
Teamwork	KA1	0,511	Invalid
	KA2	0,685	Invalid
	KA3	0,637	Invalid
	KA4	0,807	Valid
	KA5	0,805	Valid
	KA6	0,790	Valid
	KA7	0,693	Invalid
	KA8	0,715	Valid
	KA9	0,704	Valid
Competence	KN1	0,707	Valid
	KN2	0,734	Valid
	KN3	0,750	Valid
	KN4	0,740	Valid
	KN5	0,733	Valid
	KN6	0,673	Invalid
	KN7	0,820	Valid
	KN8	0,761	Valid
	KN9	0,773	Valid
	KN10	0,717	Valid

Career Development	<b>KN11</b>	<b>0,806</b>	<b>Valid</b>
	<b>PK1</b>	<b>0,806</b>	<b>Valid</b>
	<b>PK2</b>	<b>0,902</b>	<b>Valid</b>
	<b>PK3</b>	<b>0,786</b>	<b>Valid</b>
	<b>PK4</b>	<b>0,682</b>	<b>Invalid</b>
	<b>PK5</b>	<b>0,855</b>	<b>Valid</b>
	<b>PK6</b>	<b>0,864</b>	<b>Valid</b>

Based on the picture and based on table 1. above it can be seen that indicators P5, P8, P9, KA1, KA2, KA3, KA7, KN6, PK4 have a loading value of less than 0.6 and are not significant. Therefore, we will remove these indicators from the model. The following is the output of removing indicators and recalculation.



Source: Data of Research  
**Picture 3. Result of Alogaritma**

**Table 2. Result of Convergent Validity**

Variabel	Indicator	Outer Loading	Description
Training	<b>P1</b>	<b>0,726</b>	<b>Valid</b>
	<b>P2</b>	<b>0,734</b>	<b>Valid</b>
	<b>P3</b>	<b>0,815</b>	<b>Valid</b>
	<b>P4</b>	<b>0,804</b>	<b>Valid</b>
	<b>P6</b>	<b>0,738</b>	<b>Valid</b>
	<b>P7</b>	<b>0,767</b>	<b>Valid</b>
	<b>P10</b>	<b>0,724</b>	<b>Valid</b>
Teamwork	<b>KA4</b>	<b>0,815</b>	<b>Valid</b>
	<b>KA5</b>	<b>0,839</b>	<b>Valid</b>
	<b>KA6</b>	<b>0,856</b>	<b>Valid</b>
	<b>KA8</b>	<b>0,720</b>	<b>Valid</b>
	<b>KA9</b>	<b>0,735</b>	<b>Valid</b>
Competence	<b>KN2</b>	<b>0,751</b>	<b>Valid</b>
	<b>KN3</b>	<b>0,769</b>	<b>Valid</b>
	<b>KN4</b>	<b>0,742</b>	<b>Valid</b>
	<b>KN5</b>	<b>0,740</b>	<b>Valid</b>
	<b>KN7</b>	<b>0,810</b>	<b>Valid</b>
	<b>KN8</b>	<b>0,764</b>	<b>Valid</b>
	<b>KN9</b>	<b>0,765</b>	<b>Valid</b>

	<b>KN10</b>	<b>0,743</b>	<b>Valid</b>
	<b>KN11</b>	<b>0,818</b>	<b>Valid</b>
Career	<b>PK1</b>	<b>0,814</b>	<b>Valid</b>
Development	<b>PK2</b>	<b>0,915</b>	<b>Valid</b>
	<b>PK3</b>	<b>0,802</b>	<b>Valid</b>
	<b>PK5</b>	<b>0,858</b>	<b>Valid</b>
	<b>PK6</b>	<b>0,858</b>	<b>Valid</b>

Sumber : output smart PLS 3.0

**Result of AVE (Average Variance Extracted),**

**Table 3. Result of AVE (Average Variance Extracted)**

Variabel	Avegare Variance Extracted (AVE)	Description
Training	0,576	Reliabel
Training	0,632	Reliabel
Competence	0,589	Reliabel
Career Development	0,723	Reliabel

**Result of Dicriminant Validity (Fornell Lareker Criterion)**

**Table 4. Result of Dicriminant Validity (Fornell Lareker Criterion)**

	Training	Team Work	Competence	Career Development
Training	<b>0,759</b>			
Training	<b>0,747</b>	0,795		
Competence	<b>0,673</b>	0,728	<b>0,767</b>	
Career Development	<b>0,717</b>	0,736	<b>0,752</b>	<b>0,850</b>

**Result of Composite Reliability**

**Table 5. Result of Composite Reliability**

Variabel	Composite Reability	Description
Training	0,905	Reliabel
Training	0,895	Reliabel
Competence	0,928	Reliabel
Career Development	0,929	Reliabel

Based on the table 5. Above it can be seen that the results of the sComposite Reliability test and Cronbach's Alpha show a satisfactory score, that is, all laten variables after being reliable because all variable scores have Composite values Reliability and Cronbach's Alpha  $\geq$  s0.70. So, it can be concluded that the questionnaire used as a prayer here is consistent.

**Effect of Job Training on Career Development**

The main focus of training activities is to improve work competence in order to meet work needs effectively. Training activities that are planned and adapted to professional needs are part of career development (Noh, 2022). Employee performance is expected to increase when employees participate in training provided by the company. Companies will retain their employees and enable better career advancement if the skills of their employees can make a significant contribution to the company (Buana & Patrisia, 2021).

Based on the results of hypothesis testing in this study, it shows that job training has a significant positive effect on career development. Due to obtaining a statistical T value of

2,403 ( $\geq 1.96$ ) P values of 0.017 ( $\leq 0.05$ ) thus the hypothesis in this study can be concluded that Job Training has a significant positive effect on Career Development.

Job training is a systematic process to teach or improve knowledge, skills and attitudes, and specific behaviors related to work so that employees are more skilled, have better responsibilities and have better performance to develop a career. This is reinforced by research (Putri & Andarini, 2022) which shows that education has a positive impact on career development. Because the existence of career development training allows employees to grow quickly and effectively.

### **The Effect of Teamwork on Career Development**

Working in a team also motivates employees to improve their skills and abilities. Through teamwork, all members take the initiative to improve quality through discussions, quality control groups, contests and competitions and encourage each other to excel (Khornida Marheni, 2020). Teamwork within the company allows employees to work effectively to improve performance. When employees become accustomed to and able to work individually or in teams, they are trained to adapt to situations that are common within the company (Khoirotun & Asandimitra, 2022). This is what employees need to be prepared for when a company offers opportunities for career development at a higher position.

Based on the results of hypothesis testing in this study, it shows that teamwork has a significant positive effect on career development. Because it obtained a statistical T value of 2,120 ( $\geq 1.96$ ) and a P value of 0.034 ( $\leq 0.05$ ). Thus the hypothesis in this study can be concluded that Teamwork has a significant positive effect on Career Development.

Team work is a collaborative effort of a group to achieve common goals or complete tasks in the most effective and efficient way as a group to develop a career in the company. This is reinforced by a study by (Ingale & Paluri, 2022) which shows that teamwork has a positive effect on career development.

### **The Effect of Competence on Career Development**

Competence is a fundamental personal characteristic that includes knowledge, skills, and attitudes to carry out or carry out a job successfully (Dewanti & Asandimitra, 2021). Employees with good competence will easily carry out the duties and responsibilities given to them by the company. The higher the competency level of an employee, the more positively they are evaluated and promoted to a higher career level (Nobriyani, A. P., & Haryono, 2019).

Based on the results of hypothesis testing in this study, it shows that competence has a significant positive effect on career development. Because it obtained a statistical T value of 3,740 ( $\geq 1.96$ ) and a P value of 0,000 ( $\leq 0.05$ ). Thus the hypothesis in this study can be concluded that competence has a significant positive effect on career development.

Competence is an expression of will, awareness and integrity to be attached and always with an individual, organization or company which is illustrated by the amount of employee effort as well as the determination and confidence to achieve the shared vision, mission and goals to achieve career development within the company. This is reinforced by research on research that has been conducted by (Asmalah & Sudarso, 2019), this study found that competence has a positive and significant effect on career development in companies.

## **CONCLUSION**

Based on the results of the research and discussion that have been described, conclusions can be drawn to answer the research questions:



1. Job training has a positive and significant effect on the career development. This shows that job training plays a very important role in career development. Increasing job training will further enhance career development.
2. Teamwork has a positive and significant effect on the career development of employees. So if teamwork between employees is not good, it will make the company's career development decrease so that work results cannot be achieved optimally.
3. Organizational competence has a positive and significant effect on the career development of employees. So if employees do not have competence, the company's career development cannot be achieved optimally.

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