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Improving Performance Through Training

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Abstract
This research was conducted to determine the effect of career development on employee performance with training as an intervening variable at the North Sumatra Culture and Tourism Service by conducting a path analysis research method, this type of research uses quantitative, and the source of this research uses primary data sources. This research collects data by means of distributed questionnaires, the population used was 119 employees and a sample was drawn using the Slovin formula to become 92 employees. The results of this research are as follows: Training has a positive and significant influence on employee performance with the original sample being 0.316 and P values 0.035 < 0.05 meaning hypothesis accepted. Career Development has a positive and significant effect on Employee Performance with an original sample value of 0.621 and a P value of 0.000 < 0.05, meaning the hypothesis is accepted. Career Development has a positive and significant effect on Training with an original sample value of 0.933 and a p value of 0.000 <0.05, meaning the hypothesis can be accepted. Career development has a positive and significant effect on employee performance indirectly through training with an original sample value of 0.294 and a P value of 0.032 < 0.05, the hypothesis can be accepted.

Keywords: Career Development, Training, Performance

INTRODUCTION

Human Resource Development is a step taken by an organization in order to maintain the work existence of all components of the organization. A government organization must be able to optimize the capabilities of its human resources so that targets can be achieved, but this is not simple, it requires a good understanding of the organization, there needs to be an appropriate human resource development strategy so that an organization's human resources are used according to needs. operational. Therefore, Human Resource Development is one of the priorities in supporting every activity, especially in the office sector, carried out by the government and the private sector. Malayu SP Hasibuan (2013) said that: "Employees are the main wealth of a company, because without their participation, company activities would not occur. Employees play an active role in establishing plans, systems, processes and goals to be achieved."

The success or failure of an organization in achieving its vision and mission in a sustainable manner depends on the quality of human resources (HR). For this reason, improving the quality of human resources in every aspect of the organization is a non-negotiable guideline if you want to achieve success considering that the development progress being implemented is also increasingly rapid and full of challenges. Civil servants are needed who are capable of carrying out their duties professionally, honestly and responsibly in carrying out government and development tasks, as well as being clean and free from corruption, collusion and nepotism.

Human resource development for employees is a systematic learning and training process to improve their competence and performance in their current job and prepare

themselves for future roles and responsibilities. According to Schuler and Youngblood (2020) who emphasize that studying the development of human resources in organizations, humans as part of the organization, it is revealed that the development of human resources in an organization will involve various factors, namely education and training. Training helps employees to understand practical knowledge and its application. In developing human qualities through developing the ability to think, which is implemented, among other things, through increasing the ability to assess situations. It cannot be denied, education and training is one of the main approaches in developing Human Resources. This is done as an approach, because education and training have a strategic role in the success of achieving organizational goals, both government and private.).

Problems related to development based on the phenomena encountered are that there are still employees who are still carrying out their work tasks incorrectly, meaning that they still lack ability, employee discipline is low, resulting in employees still arriving late and employees still being found who leave work earlier than the specified time. or stipulated for Civil Servants, employee responsibilities are low, resulting in there still being employees whose duties are carried out by other employees. In this regard, the results of developing quality human resources are the main priority for employee development. Is their ability to compete and fill the job market visible? available at the North Sumatra Culture and Tourism Service, as an organization in the field of culture and tourism based on the principle of regional autonomy.

METHOD

Types of research

The type of research used is quantitative research. Quantitative research is a scientific research method that collects, analyzes and interprets data in the form of numbers and statistics. Quantitative research, according to Sugiyono (2017), is a research method based on the philosophy of positivism, as a scientific method. or scientific because it has fulfilled scientific principles in a concrete or empirical, objective, measurable, rational and systematic manner.

Research Location and Research Time

This research was conducted at the North Sumatra Culture and Tourism ServiceJl. H. No.10 Hospital, Kenangan Baru, Percut Sei Tuan, Deli Serdang North Sumatra 20371.The research time was carried out over a period of 3 months because of the long distance from home and busy lectures, which became an obstacle for research.

Population

The population used in this research was 119 employees. Population is a term used to refer to all individuals or entities that have certain characteristics or traits and can be the object of study in a research or analysis. Population is an area that generally consists of objects/subjects that have special qualities and characteristics determined by researchers to be studied and conclusions drawn (Sugiyono, 2017).

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Sample

Because the sample exceeds one hundred, this research will carry out sampling using the Slovin formula as follows:

n = N/(1+Nxe2)
n = 119 /(1 + (119 x 0.052))
n = 119 / 1 + (119 x 0.0025)
n = 119 / 1 + 0.2975
n = 119 / 1.2975
n = 92

After drawing a sample from a population of 119 using the Slovin formula, 92 results were obtained which will be used as samples in this research. In the context of research, "sample" refers to a small portion of the population selected to be observed or tested as a representation of the whole. According to Sugiyono (2017) saturated sampling is a technique for taking or collecting samples in a population, when all members of the population are used as samples in research .

Research Data Source

The research data source used is primary data source. Primary data sources refer to information collected directly from the original source for the first time. Primary data is created or collected specifically for certain research or analysis purposes. According to Sugiyono (2017), primary data is a data source that directly provides data to data collectors. The primary data in this research is the questionnaire distributed to respondents.

Data collection technique

The data collection technique used is by distributing questionnaires to the samples that will be used as research, A research questionnaire is a data collection tool frequently used in scientific research. It contains a series of questions designed to obtain the information necessary to answer the research question. According to Sugiyono (2017) a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer.

Data analysis technique

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software which is run on a computer.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something

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that is measured by the questionnaire. Validity testing is applied to all question items for each variable.

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2012). The R2 value is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q2 value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2012) the t table value criteria are as follows:

- Value 1.96 with a significance level of 5%

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

Path Analysis

This research uses the Path Analysis research model. Path analysis is part of the regression model which can be used to analyze cause and effect relationships between one variable and another variable. According to Sugiyono (2017) path analysis is part of the regression model which can be used to analyze the causal relationship between one variable and another variable. Path analysis is used using correlation, regression and paths so that it can be known to arrive at the intervening variable.

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

Convergent Validity

This test is seen from the loading factor, the limit value is 0.7, and the value limit Average Variance Extracted (AVE) is 0.5, if above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this research is shown in the following figure:

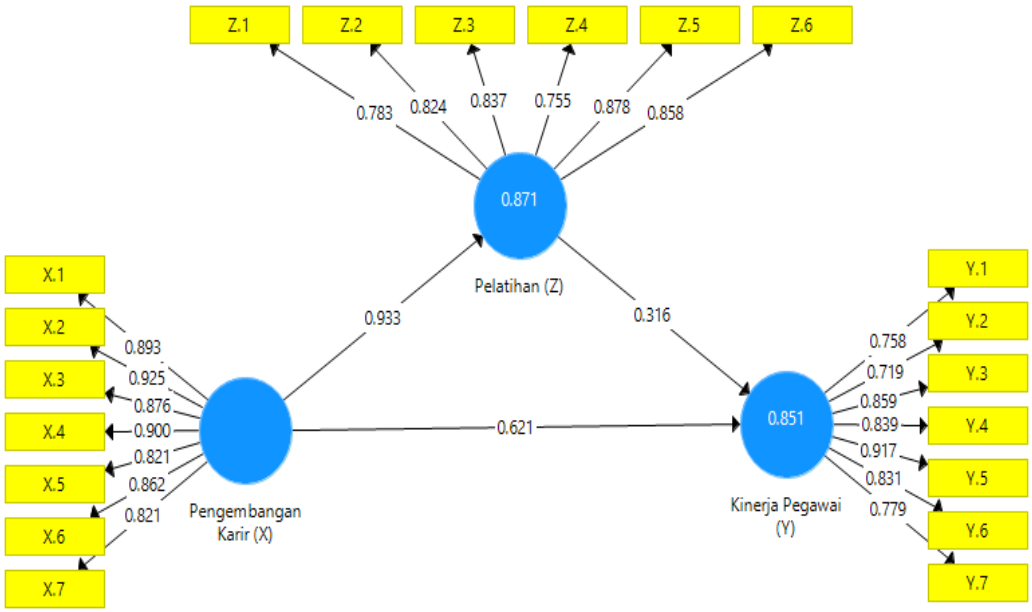

Figure 1. Outer Model
Source: SmartPLS 3.3.3

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The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation consisting of two substructures:

substructure 1

Z = b1X + e1

Z = 0.871X1 + 0.871

For substructure 2

Y = b2X + b3Z + e2

Y = 0.621X1 + 0.316Z + 0.851

Table 1. Outer Loadings

	Employee Performance (Y)	Training (Z)	Career Development (X)
X.1			0.893
X.2			0.925
X.3			0.876
X.4			0.900
X.5			0.821
X.6			0.862
X.7			0.821
Y.1	0.758		
Y.2	0.719		
Y.3	0.859		
Y.4	0.839		
Y.5	0.917		
Y.6	0.831		
Y.7	0.779		
Z.1		0.783	
Z.2		0.824	
Z.3		0.837	
Z.4		0.755	
Z.5		0.878	
Z.6		0.858	

Source: SmartPLS 3.3.3

In the table above it is stated that the value of each variable has a value higher than 0.7 so that the indicator for each variable is more than or equal to 0.7, this shows that each item indicator has a value less than or equal to 0.7, meaning the data is original. and can proceed with further analysis.

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Discriminate Validity

The next step in the analysis is to determine which data is valid in terms of discriminant validity. The aim is to find out whether the cross loading value is greater than the other variables so that we can find out the sensitivity of the indicator to high correction in relation to the construction of the table below, which presents the results of the validity assessment as follows:

Table 2. Discriminant Validity

	Employee Performance (Y)	Training (Z)	Career Development (X)
X.1	0.824	0.813	0.893
X.2	0.869	0.861	**0.925**
X.3	0.809	0.817	0.876
X.4	0.799	0.848	0.900
X.5	0.712	0.812	0.821
X.6	0.775	0.786	0.862
X.7	0.792	0.755	0.821
Y.1	0.758	0.720	0.765
Y.2	0.719	0.608	0.589
Y.3	0.859	0.743	0.767
Y.4	0.839	0.790	0.787
Y.5	**0.917**	0.830	0.855
Y.6	0.831	0.729	0.733
Y.7	0.779	0.671	0.706
Z.1	0.774	0.783	0.756
Z.2	0.703	0.824	0.752
Z.3	0.734	0.837	0.784
Z.4	0.610	0.755	0.638
Z.5	0.774	**0.878**	0.807
Z.6	0.807	0.858	0.852

Source: SmartPLS 3.3.3

In the table above there are cross loading factor values for each variable and indicator, there are values that are greater than the cross loading factor values for other variables and indicators. This can be explained per variable, the cross loading of the Employee Performance variable for each indicator is greater than the other latent variables. , for the value of the cross loading factor for the training variable, there is a value that is greater than the cross loading factor for the other latent variables. For the cross loading factor value of the career development variable, there is a value that is greater than the cross loading factor on other latent variables, this research is declared discriminantly valid.

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Composite reliability

In composite reliability research to look at each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliable. There are several blocks to determine whether the research is reliable or not and valid or not, including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 3.Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance (Y)	**0.916**	**0.933**	**0.667**
Training (Z)	**0.905**	**0.927**	**0.679**
Career Development (X)	**0.947**	**0.957**	**0.760**

Source: SmartPLS 3.3.3

In the table above there is a Cronbach's Alpha value for each variable which has a value greater than 0.7 so it can be interpreted as a reliable Cronbach's Alpha variable. Composite reliability has a value greater than 0.6 for each variable so it can be explained that each variable is considered reliable because the data is greater than 0.6. You can see from the AVE column that each variable has a value greater than 0.7, which means the data is valid in AVE terms. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so they are considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and correct. The inspection stages carried out in the primary model assessment can be seen from several markers, namely:

Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table.4.R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.851	0.848
Training (Z)	0.871	0.869

Source: SmartPLS 3.3.3

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In the table above there is an R square value for the Employee Performance variable of 0.851 if the percentage is 85.1%, meaning that the influence of Career Development and Training on Employee Performance with a value of 85.1% is in other variables. Meanwhile, the R square value of the Training variable is 0.871 and if the Training percentage is 87.1%, this means that the influence of the Career Development variable on Employee Performance is 87.1% and the rest is on other variables.

Hypothesis test

After assessing the inner model, the next thing is to assess the connection between the idle builds as suspected in this review. Speculation testing in this review was carried out by looking at T-Statistics and P-Values. Speculation was announced admitting whether the calculated t value was > 1.96 and P-Values < 0.05. Next are the consequences of the direct influence coefficient:

Table 5. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Training (Z) -> Employee Performance (Y)	0.316	2,117	**0.035**	**Accepted**
Career Development (X) -> Employee Performance (Y)	0.621	4,108	**0,000**	**Accepted**
Career Development (X) -> Training (Z)	0.933	52,136	**0,000**	**Accepted**

Source: SmartPLS 3.3.3

In the table above there are 3 hypotheses and all three hypotheses have significant values so that research on all hypotheses can be directly accepted and the explanation is as follows:

1. Training has a positive and significant influence on employee performance with the original sample being 0.316 and P values 0.035 < 0.05, meaning the hypothesis is accepted. This can be explained that every training will improve employee performance significantly so that problems in the organization can be resolved regularly, if training is not carried out then employee performance can decrease or remain basically because they did not carry out training in the modern era.
2. Career Development has a positive and significant effect on Employee Performance with an original sample value of 0.621 and a P value of 0.000 <0.05, meaning this hypothesis can be accepted. This can be explained that career development is very useful for employee performance. If employee development increases, employee performance will also increase. Conversely, if employee development decreases, employee performance will decrease.
3. Career Development has a positive and significant effect on Training with an original sample value of 0.933 and a p value of 0.000 <0.05, meaning the hypothesis can be

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accepted. This can be explained if career development increases then the training carried out also increases career development will not increase if no training is carried out and if career development decreases or does not exist then it can be confirmed that the organization does not carry out training.

Table 6. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Career Development (X) -> Training (Z) -> Employee Performance (Y)	0.294	2,147	**0.032**	**Accepted**

Source: SmartPLS 3.3.3

4. It can be seen in the indirect influence table above that this shows that career development has a positive and significant influence on employee performance indirectly through training with an original sample value of 0.294 and a P value of 0.032 < 0.05. This can be interpreted as meaning that training is an intervening variable because indirectly training has a positive and significant effect, the training that is carried out makes employees develop in their careers while working, thereby improving the performance of other employees, this makes the organization better.

CLOSING

Conclusion

From the results of the research conducted and the discussion provided, the conclusions of this research are as follows:

1. Training has a positive and significant influence on employee performance with the original sample being 0.316 and P values 0.035 < 0.05, meaning the hypothesis is accepted.
2. Career Development has a positive and significant effect on Employee Performance with an original sample value of 0.621 and a P value of 0.000 < 0.05, meaning the hypothesis is accepted.
3. Career Development has a positive and significant effect on Training with an original sample value of 0.933 and a p value of 0.000 <0.05, meaning the hypothesis can be accepted.
4. Career development has a positive and significant effect on employee performance indirectly through training with an original sample value of 0.294 and a P value of 0.032 < 0.05, the hypothesis can be accepted.

Suggestion

From the conclusions above and the explanation of the discussion and results above, the suggestions for this research are:

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1. This research can be used as input for organizations as support so that the organizational system implemented and successful in changing employee performance is maintained so that employee activities will be stable if good training and career development is maintained.
2. Organizations must maintain the stability of employee performance to improve the results desired by the organization.
3. It is hoped that future researchers can use this research as reference material for new research and complete the missing research with new research.
4. It is hoped that this research will also be useful for improving employee performance by carrying out career development through training.

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