

Analysis of The Influence of Career Development and Training on Apparatus Performance in Magetan Regency

Lalu Satria Utama¹, Anang Kistyanto², Dewie Tri Wijayati Wardoyo³

¹ Universitas Negeri Surabaya, Indonesia; lalu.23126@mhs.unesa.ac.id

² Universitas Negeri Surabaya, Indonesia; anangkistyanto@unesa.ac.id

³ Universitas Negeri Surabaya, Indonesia; dewiewijayati@unesa.ac.id

Received: 02/04/2024

Revised: 12/05/2024

Accepted: 30/06/2024

Abstract

This study aims to analyze the influence of career development and training on the performance of apparatus within the Magetan Regency Government, namely the Manpower Office, the Industry and Trade Office, the Cooperatives and SMEs Office, and the Social Service. This study uses a causal quantitative design. The sample was determined by a non-random sampling method, involving 65 respondents who were employees with functional and executive positions in the four Regional Government Organizations (ODP). Data analysis uses multiple linear regression. The analysis showed that career development and training positively and significantly affected the performance of apparatus or employees in the four OPDs within the Magetan Regency Government. This study shows that career development and training significantly affect apparatus performance within the Magetan Regency Government. It is recommended that qualitative research be conducted to explore more deeply the factors that affect career development and training effectiveness.

Keywords

Performance Development; Training; Performance of Apparatus

Corresponding Author

Lalu Satria Utama

Universitas Negeri Surabaya, Indonesia; lalu.23126@mhs.unesa.ac.id

1. INTRODUCTION

The performance of the government apparatus in Magetan Regency, as in many other regions, has various challenges that require special attention to ensure the effectiveness and efficiency of public services. Some of the problems with the performance of the apparatus in Magetan Regency include many employees who feel that there are no opportunities for clear and structured career development, thus causing stagnation of positions; a promotion process that is not transparent and not based on performance can reduce employee work motivation. Career development is an employee's desire to work in the organization where he works for a long period until retirement age (Dessler, 2018). Meanwhile, according to (Harniati Arfan et al., 2022), career development is the process and activity of preparing an employee to occupy a position in an organization or company, which will be carried out in the future. Career development in government and private organizations is part of human resource



management that aims to advance and benefit the organization. The management of human resources in government organizations as stipulated in Law Number 20 of 2023 concerning the state civil apparatus, article 21 paragraph (2) letter f concerning self-development, and in paragraph (8), it is stated that self-development can be in the form of talent and career development and competency development" (Republic of Indonesia, 2023).

Training is a process of preparing employees to do their current work. It is intended to improve the mastery of various skills and techniques for carrying out certain work, including detailed and routine work (Handoko, 2009). According to (Niles et al., 2014), training is an effort to improve workers' performance in a job they are responsible for or one related job.

Employee performance is a person's effort to achieve goals through work productivity that is produced both in quality and quantity (Athanasou & Esbroeck, 2008; Kahpi et al., n.d.; Middleton et al., n.d.; S. Niles et al., 2014; Strauser, 2021). According to (Fizia et al., 2018 Government & 2022, 2022 Kaengke et al., 2018 Mangkunegara, 2020 Patriosa et al., 2024), employee performance (work performance) does an employee achieves the quality and quantity of work in carrying out his duties by the responsibilities given. From a corporate point of view, employee performance is important in a company's efforts to achieve its goals (Manoppo et al., 2021).

Public sector organizations are currently facing challenges that are not light, so they have to make changes because there are no stable environmental conditions. Several driving factors mainly come from the external environment of the organization, including the development of information technology, the development of new concepts in the management of public organizations, increasing public expectations and preferences for public services, political changes, changes in laws and regulations (Amrin & Darwis, 2022; Henry, 2004; Kristanti et al., 2023a; Robbins, 2015). This change must be pursued by public organizations and aimed at achieving its performance effectively and maintaining its relevance, which will have a better impact on society; this change can also be seen as an effort for *continuous improvement* toward a high-performing public organization.

The quality of human resources of the current apparatus still needs to be improved to support efficient and effective public service performance. The phenomenon of employee performance and competence is based on the evaluation results where the professionalism index of most employees is still low (Armstrong, M., & Taylor, 2017; Henry, 2004; Luthans 12th, 2010). This situation certainly requires improvements that local governments must carry out to improve the professionalism of apparatus human resources, where the professionalism of ASN can be improved by increasing qualifications, increasing competence, and improving performance to realize quality public services. Moreover, public sector organizations are very different from private organizations; apparatus resources are the main asset for public organizations. In private organizations or corporations,

automation can be carried out to reduce the number of human resources. In contrast, for public organizations, automation is not carried out because public sector organizations position human resources as the main resource to carry out service tasks for the community; this certainly requires quality human resources, competence, and professionalism (Mondy & Martocchio, 2016).

They studied the Influence of Training and Career Development on Employee Performance at PT. Unilever Indonesia. Tbk in Manado, the study aims to determine the influence of training and career development on employee performance, both partially and simultaneously or jointly, between the variables of training and career development on employee performance. The research results showed that the training variable did not have a positive and significant effect on employee performance, and the career development variable had a positive and significant effect on employee performance. Meanwhile, training and career development variables positively and significantly affect employee performance. (Kristanti et al., 2023b) They studied the influence of training and career development on PT employees' performance. Bank Tabungan Negara (Persero) Tbk. Makassar Branch (Manoppo et al., 2021).

The study aims to determine the effect of simultaneous and partial training and development of human resources on the performance of PT employees. Bank Tabungan Negara (Persero) Tbk. Makassar Branch. The research conducted with the results of 1) training variables partially had a positive and significant effect on the performance of PT employees. Bank Tabungan Negara (Persero) Tbk. Makassar Branch. Positive influence shows a two-way relationship where, with appropriate training, it will improve employee performance. 2) Career development variables partially have a positive and significant effect on the performance of PT employees. Bank Tabungan Negara (Persero) Tbk. Makassar Branch. Positive influence shows a two-way relationship where employees will show through their performance results with the right Career Development. 3) The results of the F-Test research, training variables, and career development variables together or simultaneously have a positive and significant effect on the performance of PT employees. Bank Tabungan Negara (Persero) Tbk. Makassar Branch.

Human resource management, which includes career development, training, and performance, has been widely discussed and researched. Still, research in the public sector or the scope of regional apparatus organizations, especially in the era of changes in public sector organizations, is limited in number, so from this reality, the author feels interested in conducting research with the title "analysis of the influence of career development and training on the performance of apparatus in the district Magetan." This study aims to determine whether career development and training influence apparatus performance in Magetan Regency.

2. METHODS

The design or design of this research is in the form of quantitative research, which is a systematic scientific study of phenomena, parts, and relationships. Quantitative research aims to use and develop systematic models, theories, and hypotheses using a measurement scale using a Likert scale and a data collection method using a questionnaire. Meanwhile, the data analysis method uses descriptive analysis, Determinant Coefficient (R2), and t. test multiple linear regression analysis with a data processing method using SPSS version 27 for Windows. The population and sample of this study are apparatus or employees within the Magetan Regency Government.

3. FINDINGS AND DISCUSSION

3.1. Result

Validity Test of Research Instruments

Table 1 Instrument Validity Test Results

Statement	X1	X2	Y	r Tabel 0,05	Information
1	0,644	0,709	0,532	0,2441	valid
2	0,756	0,653	0,610	0,2441	valid
3	0,709	0,802	0,713	0,2441	valid
4	0,697	0,697	0,652	0,2441	valid
5	0,610	0,685	0,712	0,2441	valid
6	0,664	0,695	0,720	0,2441	valid
7	0,779	0,686	0,604	0,2441	valid
8	0,708	0,610	0,685	0,2441	valid

Source: Data processed by SPSS 27, 2024

According to the results of the processing with r table for $n = 65$ and Alpha 0.05 is 0.2441, all r product moment values in each statement of the career development variable (X1), training variable (X2) and performance variable (Y) have values above 0.2441, meaning that all statements are valid.

Uji Realibility

Table 2 Instrument Reliability Test Results

Variable	Koefisien Alpha
Career Development	0,845
Training	0,844
Apparatus Performance	0,809

Source: Data processed by SPSS 27, 2024

According to the processing results, the alpha Cronbach value for the career development variable is 0.845, the training variable 0.844, and the performance variable 0.809; the alpha Cronbach coefficient of all variables is >0.72 . All test variables are accepted, and all the variables of the research instrument reliability are classified as good.

Normality Test

Table 3 Kolmogorov Sumirnov Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		65
Normal Parameters ^b	Mean	.0000000
	Std. Deviation	2.63977210
Most Extreme Differences	Absolute	.087
	Positive	.087
	Negative	-.070
Test Statistic		.087
Asymp. Sig. (2-tailed) ^c		.200 ^d

Source: Data processed by SPSS 27, 2024

From the test results, a significance value of $0.20 > 0.05$ was obtained, so the conclusion was that the research data was distributed normally.

Uji Autokorelasi

Table 4 Durbin Watson Autocorrelation Test Results

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.645 ^a	.416	.397	2.68201	1.266

Source: Data processed by SPSS 27, 2024

According to the Durbin-Watson value processing results, a figure of $1.266 > dU$ 1.653 and smaller than $(4-dU)$ $4-1.266 = 2.734$ means no data autocorrelation in this study.

Multicollinearity Test

Table 5 Multicollinearity Test Results

Coefficients								
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	9.084	3.299			2.754	.008		
Pengembangan Karir	.179	.198	.192		.906	.368	.209	4.782
Pelatihan	.490	.222	.468		2.206	.031	.209	4.782

a. Dependent Variable: Kinerja Aparatur

Source: Data processed by SPSS 27, 2024

According to the results of processing the tolerance value or collinearity statistic, each variable is the career development variable (X1) 0.209. The training variable (X2) is $0.29 > 0.10$, while the VIF value

of each variable is career development (X1) 4.782 and training (X2) 4.782 < 10.00; there is no multicollinearity of regression model.

Multiple Linear Regression Analysis

Table 6 Results of Multiple Linear Regression Analysis

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.084	3.299		2.754	.008
Career Development	.179	.198	.192	.906	.368
Training	.490	.222	.468	2.206	.031

Source: Data processed by SPSS 27, 2024

According to the processing results, the significance value of the career development variable (X1) 0.368 > 0.05 means that the career development variable does not affect the performance of the apparatus. In contrast, the value of the training variable (X2) 0.031 < 0.05 means that the training variable significantly affects the performance of the apparatus.

The regression equation formula is:

$$\log Y = -9.084 + 0.192 \log X_1 + 0.468 X_2 + e$$

Y : Apparatus performance
 X1 : Career development
 X1 : Training
 e : Disruptive variables

And : Apparatus performance
 X1 : Career development
 X1 : Training
 e : Disruptive variables
 Log : Logarithm

Test t

Table 7 Test Results

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.084	3.299		2.754	.008
Career Development	.179	.198	.192	.906	.368
Training	.490	.222	.468	2.206	.031

Source: Data processed by SPSS 27, 2024

According to the results of the processing, the value for the career development variable (X1) t-calculation is $0.906 < t \text{ table } 1.669$, and the significance value is $0.368 < 0.05$ at the significance level of $\alpha = 5\%$, then H0 is accepted, and H1 is rejected, meaning that the performance development variable does not affect the performance of the apparatus. As for the training variable (X2) t-count $2.206 > t \text{ table } 1,669$ and the cognitive value of $0.031 < 0.05$ at the significance level of $\alpha = 5\%$, then H0 is rejected and H1 is accepted, meaning that the training variable affects the performance of the apparatus in the Magetan Regency order.

Test F

Table 8 Test Results F

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	317.807	2	158.904	22.091	.000 ^b
	Residual	445.977	62	7.193		
	Total	763.785	64			

Source: Data processed by SPSS 27, 2024

According to the results of the change in the F value, the calculation $>$ the F value of the table is $22.09 > 3.143$ with a significance level of $0.000 < 0.05$. This means that H0 is rejected and H3 is accepted, so the apparatus's performance variables influence career development and training variables.

Multiple Coefficient of Determination (R²)

Table 9 Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.645 ^a	.416	.397	2.682

a. Predictors: (Constant), X2, X1

Source: Data processed by SPSS 27, 2024

According to the processing results, the value of the R Square determination coefficient was 0.416 or 41.6%, meaning that the contribution of the influence of career development and training variables on the performance of the apparatus was 41.6%.

According to the t-test results for career development variables, the t-count value was obtained $0.906 < t \text{ table } 1.669$, and the cognitive value was obtained $0.368 > 0.05$ at the significance level of $\alpha = 5\%$. Therefore, it is stated that H0 is accepted and H1 is rejected, meaning that the performance development variable does not have a positive and significant effect on the performance of the apparatus.

According to the results of the analysis of the research data, it is illustrated that the training variable (X2) has a regression coefficient of positive value, which is 0.468, which means that if training increases,

it will increase the performance of the apparatus by 0.468% (assuming other variables are fixed). Meanwhile, the t-test results for the training variables were obtained with a t-count value of 2.206 > Table 1.669 and a cognitive value of 0.031 < 0.05 at the significance level of $\alpha = 5\%$. Therefore, it is stated that H0 is rejected and H2 is accepted, meaning that the training variable has a positive and significant effect on the performance of the apparatus.

According to the study results, the career development variable and the training variable simultaneously affect the performance of the apparatus. The results of hypothesis testing using the F test method (simultaneous significance test) obtained the results of the F value calculated > F table, which was 22.09 > 3.143 with a significance level of 0.000 < 0.05. This means that H0 is rejected and H3 is accepted. The results of the study show that simultaneously, the variables of career development and training affect the performance of the apparatus, which means that when the two variables are analyzed together, they significantly impact the performance of the apparatus.

3.2. Discussion

The Effect of Career Development on Apparatus Performance

The results of this study show that career development hurts the performance of the apparatus within the Magetan Regency Government. This is evidenced by the t-test results, which showed a t-count value of 0.906, smaller than the t-table of 1.669, and a significance value of 0.368, greater than 0.05, at the significance level of $\alpha = 5\%$. Thus, the null hypothesis (H0) is accepted, and the alternative hypothesis (H1) is rejected.

Career development is a process designed to assist employees in planning and managing their careers in organizations (Dijkhuizen et al., 2018; D. J. Kupfer et al., 2016; S. G. Niles & Karajic, 2008). Career development includes activities that aim to improve employees' knowledge, skills, and abilities to achieve their career goals and make maximum contributions to the organization.

According to (Harianti et al., 2023), career development is the desire of an employee to work for the organization where he works for a long period until retirement age. Career development in government and private organizations is part of human resource management that aims to advance and benefit the organization. Career development involves training programs, mentoring, career guidance, and clear promotion paths.

Apparatus performance refers to the achievement of the work results of civil servants or state apparatus in carrying out their duties and responsibilities. This performance includes employees' work's effectiveness, efficiency, productivity, and quality. Apparatus performance is often measured based on certain indicators such as timely completion of tasks, quality of service, and contribution to achieving organizational goals.

According to (Daniel et al., 2019), performance is the achievement or result of a certain job for which a person is currently responsible. Meanwhile, according to (Armstrong, M. & Taylor, 2017), employee performance results from the work an employee achieves in carrying out the tasks assigned to him.

These results align with previous research by (Amrin & Darwis, 2022 Kristanti et al., 2023c, S. G. Niles & Karajic, 2008), which found that career development did not significantly influence employee performance. According to (Harianti et al., 2023), career development is the desire of an employee to work for the organization where he works for a long period until retirement age. However, in practice, many factors can affect the effectiveness of career development, including how much career development is implemented and accepted by employees.

Career development in government and private organizations is part of human resource management that aims to advance and benefit the organization (Dessler, 2017). The management of human resources in government organizations as stipulated in Law Number 20 of 2023 concerning the state civil apparatus article 21 paragraph (2) letter f regarding self-development and in paragraph (8), it is stated that self-development can be in the form of talent and career development and competency development.

However, despite the supportive regulations, the implementation of career development may need help with various obstacles, such as a lack of resources, unclear career paths, and non-transparent promotions. Therefore, while in theory, career development is important for improving performance, in practice, its effectiveness can only be improved if the right systems and policies support it.

The Effect of Training on Apparatus Performance

In contrast to career development, training has a positive and significant influence on the performance of the apparatus. The results of the data analysis showed that the training variable had a positive regression coefficient of 0.468. This means that if training increases, it will increase the performance of the apparatus by 0.468% (assuming other variables are fixed). The t-test results showed a t-count value of 2.206, greater than the t-table of 1.669, and a significance value of 0.031, smaller than 0.05 at the significance level of $\alpha = 5\%$. Thus, the null hypothesis (H0) was rejected, and the alternative hypothesis (H2) was accepted, meaning that the training variable had a positive and significant effect on the performance of the apparatus.

Training is a structured and planned process designed to improve the knowledge, skills, and abilities of employees in carrying out tasks that are a person's responsibility (Arulmani et al., n.d.; Khousa et al., 2018; D. Kupfer et al., n.d.). Training typically involves learning activities that improve the technical and non-technical competencies necessary to perform the job effectively.

According to (D. J. Kupfer et al., 2016), training is any effort to improve the performance of workers in a certain job that they are responsible for or one job that is related to their work. While (Patriosa et al., 2024; Ratnasari et al., 2015; Suadnyana et al., 2016; Syifa et al., 2017) define training as a planned effort to improve employee knowledge, skills, and expertise.

Apparatus performance refers to the achievement of the work results of civil servants or state apparatus in carrying out their duties and responsibilities. This performance includes effectiveness, efficiency, productivity, and quality of work produced by employees (Brown & Bimrose, 2012; Hamzah Akbar & Resdiana, 2023; Hasibuan, 2018). Apparatus performance is often measured based on certain indicators such as timely completion of tasks, quality of service, and contribution to achieving organizational goals.

According to Bernardin and Russell (in Gomes, 2003: 197), performance is the level of achievement or result of a particular job that a person is responsible for. Meanwhile, according to Sedarmayanti (2019), employee performance results from work achieved by an employee in carrying out the tasks assigned to him.

This research is supported by previous research conducted by (Daniel et al., 2019; Government & 2022, 2022 Wotulo et al., 2018), which also found that training had a positive and significant effect on employee performance. In the Magetan Regency Government context, the training provided may be more relevant and based on work needs, so it can directly impact improving performance.

The Simultaneous Influence of Career Development and Training on Apparatus Performance

Simultaneously, career development and training variables affect the performance of the apparatus. The results of hypothesis testing using the F test method showed a calculated F value of 22.09, greater than the F table of 3.143, with a significance level of 0.000, smaller than 0.05. This means the null hypothesis (H0) is rejected, and the alternative hypothesis (H3) is accepted. These results are by research conducted by Nur Yuni Fitriani et al. (2018), Vania Yuswanto Teja et al. (2019), Reni Juwita et al. (2019), and Ita Rifiani Permatasari et al. (2006), which shows that the variables of career development and training affect together on the dependent variables of apparatus performance.

This simultaneous influence shows that although individual career development does not have a significant influence when combined with training, both can positively impact the performance of the apparatus. This is possible because training provides the knowledge and skills needed, while career development provides long-term motivation for employees to continue to perform well. Combining the two can create a supportive work environment and motivate employees to perform better.

4. CONCLUSION

According to the results of the discussion in the previous chapter, the conclusion of the results of this study is as follows: The career development variable (X1) partially does not have a positive and significant effect on the performance of the apparatus, where according to the results of the t-test for the career development variable, the t-calculated value is obtained smaller than the t table which is $0.906 < t \text{ table } 1.669$ and the significance value is obtained $0.368 > 0.05$ at the significance level of $\alpha = 5\%$. This means that career development does not significantly affect the performance of the apparatus. The training variable (X2) has a correlation coefficient of positive and significant values. According to the t-test results for the training variable, the t-count value is greater than the t-table t, which is $2.206 > t \text{ table } 1.669$.

The significance value obtained is smaller than 0.05, which is $0.031 < 0.05$ at the significance level of $\alpha = 5\%$. This means that partially, the training variable has a positive and significant influence on the performance of the apparatus. The career development variable (X1) and the training variable (X2) simultaneously or together have a positive and significant influence on the performance of the apparatus. This is by the results of the F test (simultaneous significance test) obtained an F value greater than the F value of the table, which is $22.09 > 3.143$ with a significance level of $0.000 < 0.05$. So, it is stated that H_0 is rejected, and H_3 is accepted. In conclusion, simultaneously or together, career development and training variables positively and significantly affect apparatus performance.

REFERENCES

- Amrin, & Darwis. (2022). Pengaruh Pelatihan Dan Pengembangan Karir Terhadap Kinerja Karyawan Pt . Bank Tabungan Negara (Persero) Tbk . *Jurnal Mirai Management*, 7(3), 583–592.
- Armstrong, M., & Taylor, S. (2017). *Armstrong's Handbook Of Human Resource Management Practice (Fourteenth)*. Kogan Page.
<https://books.google.com/books?hl=en&lr=&id=G7zedwaaqbaj%5c&oi=fnd%5c&pg=pr3%5c&dq=Personal+Debelopment+Employee+Lifelong+Learning+Employee%5c&ots=WI0ndbjsvx%5c&sig=2p0tozxrzzlh5lwlwfcyfxoaq>
- Arulmani, G., Bakshi, A., Leong, F., Springer, A. W.-. N. Y., & 2014, Undefined. (N.D.). Handbook Of Career Development. *Springer*. https://doi.org/10.1007/978-1-4614-9460-7_29
- Athanasou, J., & Esbroeck, R. Van. (2008). *International Handbook Of Career Guidance*. <https://link.springer.com/content/pdf/10.1007/978-3-030-25153-6.pdf>
- Brown, A., & Bimrose, J. (2012). Role Of Vocational Training And Learning At Work In Individual Career Development Across The Life-Course: Examples From Across Europe. *Beruflichkeit Zwischen Institutionellem Wandel Und Biographischem Projekt*, 167–187. https://doi.org/10.1007/978-3-531-19623-7_9

- Daniel, T., ... R. K.-J. E. J. R., & 2019, Undefined. (2019). Pengaruh Pelatihan, Pengembangan Karir, Dan Kompetensi Terhadap Kinerja Karyawan Pada Pt. Unilever Tbk Di Manado. *Ejournal.Unsrat.Ac.Id*, 7(3), 4124–4133. <https://Ejournal.Unsrat.Ac.Id/Index.Php/Emba/Article/View/24952>
- Dessler. (2018). Human Resource Management: Personnel Human Resource Management. In *Mismain.Bsa.Kent.Edu* (Vol. 6, Issue January 2009). Pearson. <https://Open.Umn.Edu/Opentextbooks/Bookdetail.Asp?Bookid=71>
- Dessler, G. (2017). *Manajemen Sumber Daya Manusia, Edisi Kesembilan*. Jakarta: Index Kelompok Gramedia. Index Kelompok Gramedia. Dharma.
- Dijkhuizen, K., Bustraan, J., De Beaufort, A. J., Velthuis, S. I., Driessen, E. W., & M Van Lith, J. M. (2018). Encouraging Residents' Professional Development And Career Planning: The Role Of A Development-Oriented Performance Assessment. *Springer*, 18(1). <https://doi.org/10.1186/s12909-018-1317-9>
- Fizia, N., Imam Muttaqijn, M., Kunci, K., Karir, P., & Kinerja Karyawan, Dan. (2018). Pengaruh Pelatihan Dan Pengembangan Karir Terhadap Kinerja Karyawan Pada Pt. Tri Megah Makmur. *Jurnal.Umt.Ac.Id*, 3(1). <https://doi.org/10.31000/dinamika.v3i1.1091>
- Government, S. M.-J. K. P. J. Of, & 2022, Undefined. (2022). Strategi Pengembangan Sumberdaya Manusia Dalam Meningkatkan Kinerja Aparatur Pada Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia. *Journal.Uir.Ac.Id*, 8. <https://journal.uir.ac.id/index.php/jkp/article/view/9447>
- Hamzah Akbar, M., & Resdiana, E. (2023). Pengaruh Pelatihan Dan Pengembangan Karir Terhadap Kinerja Karyawan Pada Pt. Sinar Dunia. *Public Corner*, 18(2), 45–57. <https://doi.org/10.24929/fisip.v18i2.2962>
- Handoko, H. (2009). *Manajemen Edisi Dua*. Bpfeogyakarta.
- Harianti, W., Jurnal, M. A.-M., & 2023, Undefined. (2023). Pengaruh Penilaian Prestasi Kerja Dan Pengembangan Karir Terhadap Kinerja Aparatur Sipil Negara (Asn) Di Lingkungan Dinas. *Ejurnal-Unespadang.Ac.Id*, 5(3), 174–185. <https://ejurnal-unespadang.ac.id/index.php/mj/article/view/962>
- Harniati Arfan, H., Ririn Oktaviani, A., Kunci, K., & Karir, P. (2022). Pengaruh Komitmen, Insentif Dan Pengembangan Karir Terhadap Kinerja Aparatur Sipil Negara Pada Satuan Polisi Pamong Praja. *E-Jurnal.Nobel.Ac.Id*, 3, 963–975. <https://ejurnal.nobel.ac.id/index.php/jmmni/article/view/2783>
- Hasibuan. (2018). *Manajemen Personalia Dan Sumber Daya Manusia, Sumber Daya Manusia*. In Yogyakarta: Bpfe. Penerbit Bpfe.
- Henry, S. (2004). *Manajemen Sumber Daya Manusia, Edisi Iii*. In Yogyakarta: Unit Penerbitan Dan Percetakan Akademi Bagian Penerbitan Site Ykpn.
- Kaengke, A., Tewal, B., Riset, Y. U.-J. E. J., & 2018, Undefined. (2018). Pengaruh Pengembangan Karir,

- Pelatihan Dan Motivasi Terhadap Kinerja Karyawan Pada Pt Air Manado. *Ejournal.Unsrat. Ac.Id*, 6(1), 341–350. <https://Ejournal.Unsrat.Ac.Id/Index.Php/Emba/Article/View/19099>
- Kahpi, H., Affandi, A., ... D. S.-J. E., & 2019, Undefined. (N.D.). Pengaruh Pengembangan Karir Dan Pelatihan Kerja Terhadap Kinerja Pegawai Pada Dinas Perhubungan Kota Serang. *Garuda.Kemdikbud.Go.Id*. Retrieved July 27, 2024, From <https://Garuda.Kemdikbud.Go.Id/Documents/Detail/2006537>
- Khousa, E., Humanized, Y. A.-J. Of A. I. And, & 2018, Undefined. (2018). Social Network Analysis To Influence Career Development. *Springer*, 9(3), 601–616. <https://Doi.Org/10.1007/S12652-017-0457-9>
- Kristanti, D., Charviandi, A., Juliawati, P., & Harto, B. (2023a). Manajemen Sumber Daya Manusia Manajemen Sumber Daya Manusia. In *Edisi Revisi Jakarta: Bumi Aksara* (Issue 1). Bumi Aksara. <https://Books.Google.Com/Books?Hl=En&Lr=&Id=E2ppeaaaqbaj&Oi=Fnd&Pg=Pa1&Dq=Manajemen+Pengetahuan&Ots=Gv368hylr3&Sig=Ugm1twmq-R6ya9itlrhya6ieji0>
- Kristanti, D., Charviandi, A., Juliawati, P., & Harto, B. (2023b). Manajemen Sumber Daya Manusia Manajemen Sumber Daya Manusia. In *Edisi Revisi Jakarta: Bumi Aksara* (Issue 1). Refika Aditama. <https://Books.Google.Com/Books?Hl=En&Lr=&Id=E2ppeaaaqbaj&Oi=Fnd&Pg=Pa1&Dq=Manajemen+Pengetahuan&Ots=Gv368hylr3&Sig=Ugm1twmq-R6ya9itlrhya6ieji0>
- Kristanti, D., Charviandi, A., Juliawati, P., & Harto, B. (2023c). Manajemen Sumber Daya Manusia Manajemen Sumber Daya Manusia. In *Edisi Revisi Jakarta: Bumi Aksara* (Issue 1). Andi Offset. <https://Books.Google.Com/Books?Hl=En&Lr=&Id=E2ppeaaaqbaj&Oi=Fnd&Pg=Pa1&Dq=Manajemen+Pengetahuan&Ots=Gv368hylr3&Sig=Ugm1twmq-R6ya9itlrhya6ieji0>
- Kupfer, D. J., Schatzberg, A. F., Dunn, L. O., Schneider, A. K., Moore, T. L., & Derosier, M. (2016). Career Development Institute With Enhanced Mentoring: A Revisit. *Academic Psychiatry*, 40(3), 424–428. <https://Doi.Org/10.1007/S40596-015-0362-5>
- Kupfer, D., Schatzberg, A., Dunn, L., ... A. S.-A., & 2016, Undefined. (N.D.). Career Development Institute With Enhanced Mentoring: A Revisit. *Springer*. Retrieved July 27, 2024, From <https://Link.Springer.Com/Article/10.1007/S40596-015-0362-5>
- Luthans 12th. (2010). Organizational Behavior Organizational Behavior. In *Pearson Education, Limited* (Vol. 10, Issue Chapter 4). Pearson.
- Mangkunegara, A. P. (2020). *Manajemen Sumber Manusia Perusahaan*. Bandung : Pt. Refika Aditama.
- Manoppo, I., ... R. K.-J. E. J., & 2021, Undefined. (2021). Pengaruh Pelatihan, Dan Pengembangan Karir Terhadap Kinerja Karyawan Pada Pt. Unilever Indonesia. Tbk Di Manado. *Ejournal.Unsrat. Ac.Id*, 9(1), 335–344. <https://Ejournal.Unsrat.Ac.Id/Index.Php/Emba/Article/View/32164>
- Middleton, J., And J. M.-I. J. For E., & 2017, Undefined. (N.D.). Review Of Literature On The Career Transitions Of Performing Artists Pursuing Career Development. *Springer*. Retrieved July 27, 2024, From <https://Link.Springer.Com/Article/10.1007/S10775-016-9326-X>

- Mondy, R. W., & Martocchio, J. J. (2016). Human Resource Management: Personnel Human Resource Management. In *Harvard Business Review* (8th Ed., Vol. 13, Issue January 2019, Pp. 6–21). [Http://Portal.Belesparadisecollege.Edu.Et:8080/Library/Bitstream/123456789/253/1/242010.Pdf%0ahttps://Open.Umn.Edu/Opentextbooks/Bookdetail.aspx?Bookid=71](http://Portal.Belesparadisecollege.Edu.Et:8080/Library/Bitstream/123456789/253/1/242010.Pdf%0ahttps://Open.Umn.Edu/Opentextbooks/Bookdetail.aspx?Bookid=71)
- Niles, S. G., & Karajic, A. (2008). Training Career Practitioners In The 21st Century. *International Handbook Of Career Guidance*, 355–372. https://doi.org/10.1007/978-1-4020-6230-8_18
- Niles, S., Guidance, A. K.-I. Handbook Of Career, & 2008, U. (2014). Training Career Practitioners In The 21st Century. *Springer*. https://link.springer.com/chapter/10.1007/978-1-4020-6230-8_18
- Patriosa, P., Syekh, S., & Rozi Yamali, F. (2024). Pengaruh Disiplin Kerja, Motivasi Dan Pengembangan Karier Terhadap Kinerja Pegawai Negeri Sipil Pada Pemerintah Kabupaten Tabalong Di Tanjung Kalimantan. *Jurnaljam.Ub.Ac.Id*, 9(1). <https://doi.org/10.33087/jmas.v9i1.1511>
- Ratnasari, S., Politika, S. A.-J. T., & 2020, U. (2015). Pengaruh Pelatihan, Pengembangan Karir, Dan Komunikasi Terhadap Kinerja Karyawan Pt. Telekomindo Primakarya. *Journal.Unrika.Ac.Id*. <https://journal.unrika.ac.id/index.php/jurnaltriaspolitik/article/view/2448>
- Republik Indonesia. (2023). Undang-Undang Republik Indonesia Nomor 20 Tahun 2023 Tentang Aparatur Sipil Negara. In *Jakarta: Sekretariat Negara* (Issue 202875, Pp. 4–22). <https://peraturan.go.id/files/uu-no-20-tahun-2023.pdf>
- Robbins, S. P. (2015). Perilaku Organisasi. In *Edisi Keduabelas Buku Dua* (P. 440). Salemba Empat.
- Strauser, D. (2021). *Career Development, Employment, And Disability In Rehabilitation: From Theory To Practice*. <https://books.google.com/books?hl=id&lr=&id=Cplkdwaaqbaj&oi=fnd&pg=pp1&dq=Career+Development+And+Performance+Training.+Springer&ots=Uoclga0ug-&sig=Ts0hf4wyhc-Zarahr7iivvqmyis>
- Suadnyana, I., Unud, I. S.-E.-J. M., & 2018, U. (2016). Pengaruh Penilaian Kinerja, Pengalaman Kerja, Dan Pelatihan Terhadap Pengembangan Karir Karyawan. *Ojs.Unud.Ac.Id*. <https://ojs.unud.ac.id/index.php/manajemen/article/download/36689/23242>
- Syifa, S., Manajemen, N. N.-J. I. M. E., & 2019, U. (2017). Pengaruh Pelatihan Dan Pengembangan Karir Terhadap Kinerja Karyawan Pada Pt. Pegadaian (Persero) Tbk Cabang Syariah Keutapang. *Jim.Usk.Ac.Id*. <https://jim.usk.ac.id/ekm/article/view/12284>
- Wotulo, A., ... G. S.-J. E. J. R., & 2018, Undefined. (2018). Pengaruh Pelatihan, Pengembangan Karir, Dan Kompetensi Terhadap Kinerja Karyawan Pada Bank Sulutgo Pusat Di Manado. *Ejournal.Unsrat. Ac.Id*, 6(4), 2308–2317. <https://ejournal.unsrat.ac.id/index.php/emba/article/view/20999>