

Effect of Training, Career Development, And Compensation On Employee Performance at PT Bank Mandiri (Persero) Tbk

Pengaruh Pelatihan, Pengembangan Karir, Dan Kompensasi Terhadap Kinerja Karyawan Di PT Bank Mandiri (Persero) Tbk

Dewi Fitriani^{1*}, Halipi Hazizan²

Pelita Bangsa University, Bekasi, Indonesia

dewifitriani555@gmail.com^{1*}, halipihazizan@pelitabangsa.ac.id²

**Corresponding Author*

ABSTRACT

This study aims to determine the effect of training, career development, and compensation on the performance of Bank Mandiri Cikarang Jababeka employees. Theoretical benefits that can be implemented from this research are enriching the literature and materials for political science studies in an effort to develop science. This research can be used as reference material for subsequent studies related to banking companies. The practical benefits that can be implemented from this research are that this research can provide input for other companies about the effect of job training, career development, and compensation on employee performance at the Bank. The sampling technique in this study is using total sampling technique. Total sampling is a sampling technique in which the number of samples is the same as the population. The sample taken in this study were 27 employees who worked at Bank Mandiri Cikarang Jababeka Roxy Shophouse. SPSS software was used to aid with data processing for this investigation. This study employs a number of data analysis techniques, such as validity tests, reliability tests, multiple linear regression analysis tests that comprise hypothesis testing (F, T, and Determination tests), and classical assumption tests (normality, heteroscedasticity, and multicollinearity tests). Based on the results of the first model F test, the F value of 13,872 is greater than the f table value of 2.90 with a significance level of 0.000 or <0.05. Then simultaneously the variables of training, career development, and compensation have a positive and significant effect on the variable performance of Bank Mandiri Cikarang Jababeka employees.

Keywords : Training, Career Advancement, Compensation, And Employee Performance.

1. Introduction

There have been several advancements in many domains in the current period of globalization and modernization, particularly in the information and technology sectors. Indonesian society has to be equipped to handle any difficulties that may arise. Those who meet the qualifications requirements need to be capable and competent. As the current period advances, all business agencies are still trying to manage their human resources as efficiently as possible. In order for businesses competing to offer services to the community, one of the most important factors will be resources.

When a firm has high-quality human resources (HR), it may be a valuable asset that will help the organization grow in the future. In order for the presence of excellent human resources (HR) to assess the caliber of people holding significant positions in the advancement

of the relevant firm. An organization's operations will be impacted by the competition that takes place. This is because every business aspires to outperform all others in terms of performance. According to Masturi et al. (2021), performance is the outcome of an employee's job as determined by the number and quality of tasks finished in accordance with the obligations delegated to them. According to Ginting et al. (2019), performance is the outcome of an employee's job as determined by the amount and quality of tasks finished in accordance with the responsibilities given to them.

The management of a company's success in carrying out its own activities and functions is determined by its human resources. A company's ability to succeed is largely reliant on the caliber of its resources, particularly its people resources. In this instance, success might be defined as the company's accomplishment of raising every employee's performance. One way that the company's current human resources are developed is through improved performance. It will be simpler for the business to achieve its objectives with the growth of its human resources. because human resources of a high caliber are seen to be able to perform their jobs and obligations as employees in a corporation.

In Indonesia, Bank Mandiri is a prominent bank. Bekasi City, in the province of West Java, is home to one of its branches, PT Bank Mandiri Cikarang Jababeka Ruko Roxy. Bank Mandiri Cikarang Jababeka is keen to maintain its competitive edge in the global marketplace by always striving to enhance quality. Based on information gathered from observations, it was noted that 3,950 Bank Mandiri Cikarang Jababeka clients were active as of January 2022. The goal of Bank Mandiri Cikarang Jababeka is to have 4,300 active clients by December 2022. However, in reality, there were only 3,943 clients at Bank Mandiri as of December 2022. This number is not as realized as Bank Mandiri had hoped. There were several reasons for the decrease in bank Mandiri clients between January and December.

The Bank needs better employee human resources (HR) in an attempt to raise the quality of the organization. Employee performance provides insight about bank quality. The quality of the Bank will be more significantly impacted by employee performance the better they perform. PT Bank Mandiri Cikarang Jababeka Ruko Roxy is now experiencing an issue, nevertheless; some clients are dissatisfied with the bank's poor service and the fact that its marketing is not meeting its objectives.

Increasing staff performance may be achieved in part by investing in employee training. Through the supply of pertinent information, skills, talents, and behaviors, training may be seen of as a process that leads to employee growth. The administration of education and training encompasses a range of responsibilities, including organizing, planning, supervising, and evaluating educational and training initiatives (Tamsuri, 2022). As to P. Saputri & Lorensa (2020), training is a technique that may be employed to modify the attitudes of workers to enhance their productivity at work. On the basis of this viewpoint, it can be said that training is an instructional activity that uses the learning process to enhance and maximize employees' potential for production. Staff members have acquired new skills and information through their training. Originally performed offline outside of the city, the training offered by PT Bank Mandiri Cikarang Jababeka Ruko Roxy is only available online or through Zoom at present moment. Employees of PT Bank Mandiri Cikarang Jababeka Ruko Roxy find online

training to be less appealing. Only tellers and customer service personnel are to benefit from the training provided by PT Bank Mandiri Cikarang Jababeka Ruko Roxy; other staff are not. This may have an impact on workers' output. Enhancing staff abilities and competences is mostly dependent on training. Training has the greatest direct impact on performance since it may enhance skills and talents connected to the workplace. Employee skills and knowledge are enhanced and refined via the deployment of training programs. As a result, it is anticipated that the frequency of training program execution and an improvement in performance levels would immediately correspond. Developing staff quality through ongoing training is one way for firms to attain the crucial aim of improving employee performance. The rationale is that training raises proficiency and enhances job-related abilities in accordance with the standards established by the business (Anggereni, 2018). According to Usman (2020) study, employee performance is significantly impacted by training and development. Consequently, it follows that enhancing training and development initiatives will boost worker output.

A element that might impact an employee's success at a firm is career development, in addition to the training they get. According to Tien et al. (2021), career development is a continuous and lifetime process that entails handling jobs and transitions well in order to grow in the future. In order to develop an employee's potential for progress, career development involves systematically identifying this potential and developing and implementing relevant strategies (Tarigan, 2020). A worker's technical, theoretical, conceptual, and moral abilities are systematically improved to meet the needs of their position or job through a process known as career development. According to Devid et al. (2021) this is accomplished through training programs and education activities. Employees that receive career development will be more enthusiastic and motivated to put in more effort each and every day. Career management and development will boost human resources' efficacy and inventiveness in an endeavor to assist the business in accomplishing its objectives. At PT Bank Mandiri Cikarang Jababeka Ruko Roxy, career development has been put into practice. However, it takes a while for employees to obtain professional growth. One of the rules established by PT Bank Mandiri Cikarang Jababeka Ruko Roxy is that career development advancements are more easily followed by personnel with a bachelor's degree. Employees who are originally highly conscientious and excited about their work may become sluggish and dull as a result of this. According to Balbed and Sintaasih (2019), career development fosters employee confidence on their future career path, hence promoting peak performance. Career development affects how well employees perform. This demonstrates how career development fosters a sense of confidence in workers regarding their future professional opportunities, resulting in a balance that supports peak performance. Effective career development may boost employee engagement at work in addition to enhancing performance. The implementation of a career development program has the potential to enhance employee motivation and inspire them to attain elevated performance standards, thereby optimizing their value to the organization (Balbed & Sintaasih, 2019). Research conducted by (Saputri & Lorensa, 2020) states that training has a positive and significant effect on employee performance and development has a positive and significant effect on employee performance.

Pay is the next element that influences how well employees perform. Paying workers fairly and appropriately might encourage them to put forth more effort. The benefits or

incentives that workers receive in exchange for their labor are referred to as employee compensation (Saman, 2020). According to (Poluakan et al., 2019), compensation refers to the whole system of rewarding managers and employees with both monetary and non-monetary benefits, such as goods and services. Pay is a benefit that an employer provides to its workers in an effort to foster a greater sense of commitment and loyalty. Employee performance in a corporation is greatly influenced by compensation. Given that it offers capabilities that may help boost employee motivation, loyalty, and commitment to the firm, compensation is an important consideration in the context of the business. There will be incentive to perform better if a firm has supplied suitable facilities and is well-liked by its staff. Employee performance may be enhanced by paying them fairly and appropriately. Furthermore, offering sufficient insurance and perks to staff members can enhance their sense of security and comfort within the company. In a corporation, compensation is significant because it reflects the commitment of the firm to maintaining and enhancing employee wellbeing. Paying workers fairly and adequately will boost their motivation and job happiness, which will make it simpler for businesses to meet their objectives (Saputri, 2018). According to research by Saman (2020), pay has a positive and significant influence on workers' job satisfaction. Consequently, raising compensation may improve workers' job happiness in the company's mining environment. Employee performance is positively and significantly impacted by compensation.

It hasn't been entirely shown that the compensation offered by PT Bank Mandiri Cikarang Jababeka Ruko Roxy is suitable. This is because contract employees are not receiving help in financing their Hajj or Umrah pilgrimage, their bonuses for good performance are not yet appropriate, and the regulations governing the provision of other benefits like health and education have not been properly implemented. Employee performance may be impacted by PT Bank Mandiri Cikarang Jababeka Ruko Roxy's inadequate pay.

2. Research Methods

One sort of quantitative research is used in this investigation. In order to ascertain if the theory's prediction generalizations are accurate, quantitative research examines social issues through the testing of a theory made up of variables that are measured by numbers and statistically assessed (Ali et al., 2022). A causality research design is employed in this work. An investigation into the potential for a causative link between variables is known as causation research (Muslimah & Rahmaningtyas, 2019). The dependent variables in this causality study design include training, career advancement, and salary, whereas the independent variable is employee performance. This research was conducted at Bank Mandiri Cikarang Jababeka which is located in the Cikarang Industrial area, Ruko Commercial Blok A, No. 25-26. Bekasi, West Java, Indonesia. The individuals that work at Bank Mandiri Cikarang Jababeka Ruko Roxy comprise the population under investigation. In this survey, 27 employees made up the population. Non-probability sampling is the method of sampling used in this investigation. According to Sugiyono (2019), non-probability sampling is a sampling approach that does not offer every element or member of the population equal opportunity to be picked as sample members. Researchers employ a method called total sampling. Researchers employ a method known as complete sampling. Sugiyono (2019) defines total sampling as a sampling approach in which the number of samples is equal to the population. Twenty-seven workers at Bank

Mandiri Cikarang Jababeka Roxy Shophouse served as the study's samples. Validity and reliability will be employed in this study as a means of assessing the effectiveness of the research instrument. The Likert Scale (1–5), which contains five levels of answer preferences with a score of 1–5, is the measuring scale used to measure indicators on the dependent variable and the independent variable. In this study, primary data were collected by questionnaire distribution to participants and observation at Bank Mandiri Cikarang Jababeka. Research findings, books, newspapers, the internet, and other sources provided secondary data for this study. Answering written questions or a group of questions is how a questionnaire, a type of data collecting tool, is carried out. Bank Mandiri Cikarang Jababeka uses questionnaires to collect information from respondents on their training, professional growth, and pay. SPSS software was used to aid with data processing for this investigation. This study employs a number of data analysis techniques, such as validity tests, reliability tests, multiple linear regression analysis tests that comprise hypothesis testing (F, T, and Determination tests), and classical assumption tests (normality, heteroscedasticity, and multicollinearity tests).

3. Results and Discussions

Results

RESULTS

Validity Test

Table 1. Training Validity Test Results (X1)

No	Rcount	Rtable	Description
1	0,873	0,367	Valid
2	0,730	0,367	Valid
3	0,856	0,367	Valid
4	0,734	0,367	Valid
5	0,678	0,367	Valid
6	0,832	0,367	Valid
7	0,628	0,367	Valid
8	0,508	0,367	Valid
9	0,690	0,367	Valid

These computations' results indicate that $r_{count} > r_{table}$, which for $n = 27$ is 0.367 at a significance level of 5%. All of the training variables (X1) included in this research are legitimate and suitable for use in gathering data.

Table 2. Career Development Validity Test Results (X2)

No	Rcount	Rtable	Description
1	0,919	0,367	Valid
2	0,944	0,367	Valid
3	0,850	0,367	Valid
4	0,954	0,367	Valid
5	0,884	0,367	Valid
6	0,704	0,367	Valid
7	0,929	0,367	Valid

8	0,839	0,367	Valid
9	0,707	0,367	Valid

These computations' outcomes indicate that, for $n = 27$, $r_{count} > r_{table}$, with a significance level of 5%, is 0.367. All of the career development factors (X2) that were employed in this study are legitimate and suitable for use in gathering data.

Table 3. Compensation Validity Test Results (X3)

No	Rcount	Rtable	Description
1	0,716	0,367	Valid
2	0,864	0,367	Valid
3	0,883	0,367	Valid
4	0,947	0,367	Valid
5	0,883	0,367	Valid
6	0,978	0,367	Valid
7	0,822	0,367	Valid
8	0,769	0,367	Valid
9	0,947	0,367	Valid

These computations' outcomes indicate that, for $n = 27$, $r_{count} > r_{table}$, with a significance level of 5%, is 0.367. All of the compensation factors (X3) included in this study are legitimate and suitable for use in the gathering of data.

Table 4. Employee Performance Validity Test Results (Y)

No	Rcount	Rtable	Description
1	0,872	0,367	Valid
2	0,729	0,367	Valid
3	0,943	0,367	Valid
4	0,938	0,367	Valid
5	0,861	0,367	Valid
6	0,938	0,367	Valid
7	0,984	0,367	Valid
8	0,919	0,367	Valid
9	0,924	0,367	Valid

These computations' results indicate that $r_{count} > r_{table}$, which for $n = 27$ is 0.367 at a significance level of 5%. All of the employee performance factors (Y) that were employed in this study are legitimate and suitable for use in gathering data.

Reliability Test

Table 5. Results of Reliability Test of Training Variable X1

No	Cronbach's Alpha	Standar Cronbach's Alpha	Description
1	0,848	0,60	Reliabel
2	0,863	0,60	Reliabel
3	0,851	0,60	Reliabel
4	0,863	0,60	Reliabel
5	0,870	0,60	Reliabel

6	0,853	0,60	Reliabel
7	0,885	0,60	Reliabel
8	0,884	0,60	Reliabel
9	0,867	0,60	Reliabel

It is evident from the study's X1 variable reliability test that each question's Cronbach's Alpha value exceeds the minimally necessary criterion of 0.60. All of the assertions on the X1 training variable may be considered reliable since they have a Cronbach's Alpha value more than 0.60, according to the reliability test findings.

Table 6. Results of Career Development Variable Reliability Test X2

No	Cronbach's Alpha	Standar Cronbach's Alpha	Description
1	0,946	0,60	Reliabel
2	0,945	0,60	Reliabel
3	0,951	0,60	Reliabel
4	0,944	0,60	Reliabel
5	0,949	0,60	Reliabel
6	0,959	0,60	Reliabel
7	0,946	0,60	Reliabel
8	0,949	0,60	Reliabel
9	0,962	0,60	Reliabel

It is evident from the study's X2 variable reliability test that each question's Cronbach's Alpha value exceeds the minimally necessary criterion of 0.60. All of the assertions on the X2 Career Development variable may be considered reliable since they have a Cronbach's Alpha value more than 0.60, according to the reliability test findings.

Table 7. Compensation Variable Reliability Test Results X3

No	Cronbach's Alpha	Standar Cronbach's Alpha	Description
1	0,963	0,60	Reliabel
2	0,953	0,60	Reliabel
3	0,952	0,60	Reliabel
4	0,948	0,60	Reliabel
5	0,952	0,60	Reliabel
6	0,946	0,60	Reliabel
7	0,955	0,60	Reliabel
8	0,959	0,60	Reliabel
9	0,948	0,60	Reliabel

It is evident from the study's X3 variable reliability test that each question's Cronbach's Alpha value exceeds the minimally necessary criterion of 0.60. All of the assertions on the X3 Compensation variable may be considered reliable since they have a Cronbach's Alpha value more than 0.60, according to the reliability test findings.

Table 8. Results of Reliability Test of Employee Performance Variables (Y)

No	Cronbach's	Standar	Description
----	------------	---------	-------------

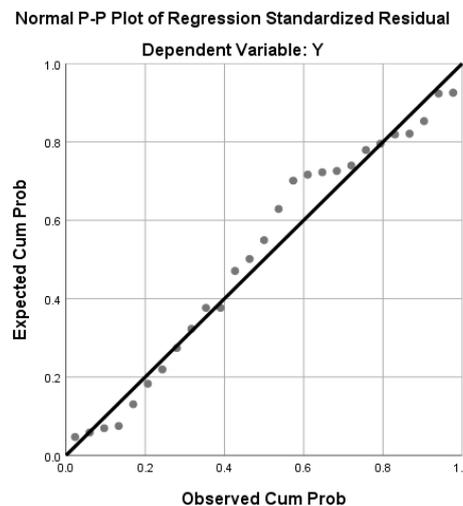
	Alpha	Cronbach's Alpha	
1	0,967	0,60	Reliabel
2	0,977	0,60	Reliabel
3	0,963	0,60	Reliabel
4	0,964	0,60	Reliabel
5	0,968	0,60	Reliabel
6	0,964	0,60	Reliabel
7	0,961	0,60	Reliabel
8	0,965	0,60	Reliabel
9	0,964	0,60	Reliabel

It is evident from the study's Y variable reliability test that each question's Cronbach's Alpha value exceeds the minimally necessary criterion of 0.60. All of the assertions on the Y Employee Performance variable may be considered reliable since they have a Cronbach's Alpha value more than 0.60, according to the reliability test findings.

Classical Assumption Test Results

Normality Test

Figure 1. Normality Test Results



The technique employed is the PP plots approach, which examines the data distribution (points) on the graph's diagonal axis. The research graph above indicates that the data either spreads out along the diagonal line and follows its direction, or the histogram graph displays a normal distribution, indicating that the regression model satisfies the normalcy assumption.

Multicollinearity test

Table 9. Multicollinearity Test Results

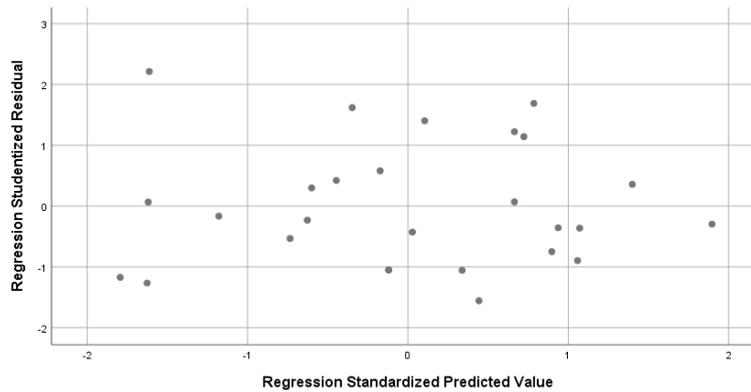
		Coefficients ^a				Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta	T	Sig.	VIF
1	(Constant)	8.361	5.395		.620	.541	
	Training	.467	.090	.648	2.070	.050	1.013
	Career Development	.295	.101	.410	1.172	.253	1.266
	Competencies	.230	.043	.457	1.141	.889	1.262

a. Dependent Variable: employee performance

It is possible to infer that the regression model does not have multicollinearity issues based on the data table above, the VIF values of the training variable (X1) 1.013, career development (X2) 1.266, and compensation (X3) 1.262 < 10, and the tolerance values (X1) 0.988, (X2) 0.790, and (X3) 0.793 > 0.1.

Heteroscedasticity Test

Figure 2. Heteroscedasticity Test Results



It is clear from the image above that there is no heterokedastistas issue since the scatterplot creates dots that are dispersed above and below zero on the Y axis and do not form a pattern.

Multiple Linear Regression Analysis

Table 10. Multiple Linear Regression Equation Test Results

Model		Unstandardized Coefficients		Standardized
		B	Std. Error	Coefficients
1	(Constant)	8.361	5.395	
	Training	.467	.090	.648
	Career Development	.295	.101	.410
	Competencies	.230	.043	.457

Based on the SPSS 25 data output above from the results of data calculation, the multiple linear regression equation is obtained, namely $Y = 8.361 + 0.648X_1 + 0.410X_2 + 0.457X_3$. Employee performance (Y) will equal the constant value of 8.361 if the variable values of training (X1), career development (X2), and compensation (X3) are all zero (0). This is shown by the α (constant) value of 8.361. This demonstrates that employee performance is positively impacted by training, career development, and salary. The training variable's (X1) coefficient value is 0.618, indicating a positive coefficient sign. This means that, assuming no other independent variables change, employee performance (Y) will rise by 0.618 for every unit that the training factor rises. Employee performance (Y) will rise by 0.410 if the training factor increases by one unit, provided that all other independent variables stay constant. This is shown by the positive coefficient sign of the career development variable (X2), which has a coefficient value of 0.410. The employee performance (Y) will rise by 0.457 if the training factor increases by one unit, provided that all other independent variables stay constant. This is shown by the positive coefficient sign of the compensation variable (X3), which is 0.457.

Hypothesis

The t-test

Table 11. Results of the t-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.361	5.395		1.550	.135
	Training	.467	.090	.648	5.175	.000
	Career Development	.295	.101	.410	2.931	.008
	Competencies	.230	.043	.457	4.705	.000

a. Dependent Variable: Y1

The training variable (X1) has a significance value of 0.000 <0.05 and a tcount of 5.175>, according to the table above. Table 2.060 indicates that H1 is accepted and that

training (X1) has a partial impact on worker performance (Y). The career development variable's (X2) significant value is $0.008 < 0.05$ and $t_{count} 2.931 >$. From table 2.060, the hypothesis H2 is accepted and employee performance (Y) is partially impacted by the career development variable (X2). The compensation variable (X3) has a significance value of $0.000 < 0.05$ and $t_{count} 4.705 >$. In table 2.060, H3 is acknowledged and the compensation variable (X3) has a partial impact on worker performance (Y).

The F-test

Table 12. Results of the f-test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	99.198	3	33.066	13.872	.000 ^b
	Residual	54.825	23	2.384		
	Total	154.023	26			

a. Dependent Variable: Y1

b. Predictors: (Constant), Training, Career Development, Competencies

The first model F test results show that the F value of 13,872 is greater than the f table value of 2.90 with a significance level of 0.000 or < 0.05 . This indicates that the variables related to career development, compensation, and training all significantly affect employee performance variables at the same time, supporting the acceptance of H4.

Coefficient of determination (R²)

Table 13. Results Coefficient of determination (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 ^a	.644	.598	1.54392

a. Predictors: (Constant), Training, Career Development, Competencies

It may be inferred from the computation results in the above table that the resulting coefficient of determination (R²) is 0.598. This indicates that employee performance is impacted by training, career development, and pay in 59.8% of cases. While factors not covered in this study affect 40.2% of worker performance.

Discussion

At Bank Mandiri Cikarang Jababeka Ruko Roxy, staff performance is positively and significantly impacted by training. The training variable (X1) has a significant value of 0.000 <0.05 and a tcount of 5.175 > t table 2.060. These results support the acceptance of H1 and the partial influence of training (X1) on employee performance (Y). This is consistent with research by Hartomo and Luturlean (2020), the findings of which show that training has a major impact on worker performance at PT Pos Indonesia (Persero) Bandung's head office. The t test, which measures significance at the 0.05 level, demonstrates that t-count (12.084) > t-table (1.987). According to this interpretation, employee performance is significantly impacted by training by 62.4%; other factors not covered in this study are responsible for the remaining 37.6%.

The impact of career development on staff performance at Bank Mandiri Cikarang Jababeka Ruko Roxy is noteworthy and favorable. The career development variable (X2) has a significant value of 0.008 <0.05 and a tcount of 2.931 > t table 2.060, according to the findings of the hypothesis testing using the t test. This means that H2 is accepted and the career development variable (X2) has a partial impact on employee performance (Y). This aligns with studies carried out by (Balbed & Sintaasih, 2019). The first hypothesis was tested, and the findings showed that the beta was 0.272, with a significance level of 0.021. According to the beta coefficient value, which is positive and has a significance value higher than the probability threshold of 0.05, career growth significantly and favorably affects employee performance, indicating that H1 is approved. The average responses from the respondents about their job progress show good qualifications overall. This is evident from workers' strong desire for promotions and from managers' constant encouragement of professional growth, which has an impact on workers' output.

Employee performance at Bank Mandiri Cikarang Jababeka Ruko Roxy is positively and significantly impacted by compensation. The compensation variable (X3) has a significant value of 0.000 <0.05 and a tcount of 4.705 > t table 2.060. These findings support the acceptance of H3, which states that the compensation variable (X3) has a partial impact on employee performance (Y). According to study by Arifudin (2019), compensation has an 89.2% impact on performance. This indicates that any 89.2% change in performance is impacted by variations in the compensation variable. Other factors not included in this study that contribute to the remaining 10.8% are the reason.

The training, career development, and compensation variables all significantly affect employee performance variables at the same time, as indicated by the first model F test results in table 5.16, where the F value of 13,872 is greater than the f table value of 2.90 at a significance level of 0.000 or <0.05. As a result, the hypothesis is accepted. According to research by Syahputra & Tanjung (2020), the value of Fhitung = 58.340 > from Ftabel = 2.77 has a probability value of 0.000 <0.05, which is consistent with the findings of this study. This indicates that performance is significantly impacted by competency, training, and career growth taken combined, supporting the choice hypothesis.

4. Conclusion

Based on the results of the data analysis described in the previous chapter, it can be concluded that (1) There is a positive and significant partial effect of the training variable (X1)

on performance (Y), meaning that employees who get training (X1) will have good performance (Y), and conversely employees who do not get training (X1) will have a decreased performance (Y). This can be seen in the significance value of the training variable (X1) $0.000 < 0.05$ and $t_{count} 5.175 > t_{table} 2.060$ then H1 is accepted and there is an effect of training (X1) partially on employee performance (Y). (2) There is a positive and partially significant effect of the career development variable (X2) on employee performance (Y), meaning that employees who have a good career development guarantee will improve their performance well, and vice versa employees who do not have career development guarantees will tend to have decreased performance. This can be seen in the significance value of the career development variable (X2) $0.008 < 0.05$ and $t_{count} 2.931 > t_{table} 2.060$ then H2 is accepted and there is a partial influence of the career development variable (X2) on employee performance (Y). (3) There is a positive and significant partial effect of the compensation variable (X3) on performance (Y), meaning that the compensation provided by the company is high, it can motivate employees to improve their performance (Y), and vice versa the compensation (X3) provided by the company is not appropriate will reduce the performance (Y) of its employees. This can be seen in the significance value of the compensation variable (X3) $0.000 < 0.05$ and $t_{count} 4.705 > t_{table} 2.060$ then H3 is accepted and there is a partial influence of the compensation variable (X3) on employee performance (Y). (4) Training, career development, and compensation together / simultaneously have a positive and significant effect on employee performance. This can be seen in (fcount) of 13.872 greater than the f table value of 2.90 with a significance level of 0.000 or < 0.05 . (5) The correlation or relationship between training, career development, and compensation on employee performance at Bank Mandiri Cikarang Jababeka is quite strong at ($r = 0.541$) and the coefficient of determination or r square number is 0.598% or equal to 59.8%, this figure means that training, career development, and compensation on employee performance at Bank Mandiri Cikarang Jababeka is 59.8% while the remaining 40.2% is influenced by other variables outside the existing variables.

References

- Ali, M. M., Hariyati, T., Pratiwi, M. Y., & Afifah, S. (2022). Metodologi Penelitian Kuantitatif Dan Penerapannya Dalam Penelitian. *Education Journal*, 2(2), 1–6.
- Anggereni, N. W. E. S. (2018). PENGARUH PELATIHAN TERHADAP KINERJA KARYAWAN PADA LEMBAGA PERKREDITAN DESA (LPD) KABUPATEN BULELENG. *Jurnal Pendidikan Ekonomi Undiksha*, 10(2), 606–615.
- Balbed, A., & Sintaasih, D. K. (2019). PENGARUH PENGEMBANGAN KARIR TERHADAP KINERJA KARYAWAN MELALUI PEMEDIASI MOTIVASI KERJA KARYAWAN. *E-Jurnal Manajemen*, 8(7), 4676–4703.
- Ginting, I. M., Bangun, T., Munthe, D., & Sihombing, S. (2019). Pengaruh Disiplin Dan Komunikasi Terhadap Kinerja Karyawan Di PT PLN (UNIT INDUK PEMBANGUNAN SUMATERA BAGIAN UTARA). *Jurnal Manajemen*, 5, 35–44.
- H. DEWANGGA DEVID, RORONG, A. J., & PLANGITEN, N. N. (2021). Pengaruh Pengembangan Karir Terhadap Kinerja Pegawai (Studi Di Dinas Pengendalian Penduduk Keluarga Berencana Pemberdayaan Perempuan Dan Perlindungan Anak Kabupaten Minahasa Selatan). *Jurnal Administrasi Publik*, 7H. DEWANG(100), 13–19.
- Masturi, H., Hasanawi, A., & Hasanawi, A. (2021). Jurnal Inovasi Penelitian. *Jurnal Inovasi Penelitian*, 1(10), 1–208.
- Muslimah, J., & Rahmaningtyas, W. (2019). Pengaruh Tata Ruang Kantor, Penataan Arsip, Fasilitas Kantor, dan Kompetensi Pegawai Terhadap Peningkatan Kualitas Pelayanan Ketatausahaan. *Economic Education Analysis Journal*, 8(3), 1–14. <https://doi.org/10.15294/eeaj.v8i3.35007>
- Poluakan, A. K., Runtuwene, R. F., & Sambul, S. A. P. (2019). Pengaruh Kompensasi Terhadap

- Kinerja Pegawai PT. PLN (Persero) UP3 Manado. *Jurnal Administrasi Bisnis*, 9(2), 70. <https://doi.org/10.35797/jab.9.2.2019.25114.70-77>
- Saman, A. (2020). EFFECT OF COMPENSATION ON EMPLOYEE SATISFACTION AND EMPLOYEE PERFORMANCE. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 2020(1), 185–190.
- Saputri, D. L. (2018). HUBUNGAN KOMPENSASI DENGAN KINERJA KARYAWAN FOOD AND BEVERAGE DEPARTMENT DI HOTEL GRAND CENTRAL PEKANBARU. *JOM FISIP*, 1–11.
- Saputri, P., & Lorensa, D. (2020). THE INFLUENCE OF TRAINING AND DEVELOPMENT TO EMPLOYEE PERFORMANCE. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 2020(1), 133–140.
- Sugiyono. (2019). Metode Penelitian Kuantitatif, Kualitatif, R&D (Kedua). In *Alfabeta* (Vol. 3, Issue 2).
- Tamsuri, A. (2022). Literatur Review Penggunaan Metode Kirkpatrick untuk Evaluasi Pelatihan di Indonesia. *Jurnal Inovasi Penelitian*, 2(8), 2723–2734. <https://stp-mataram.e-journal.id/JIP/article/view/1154/879>
- Tarigan, I. (2020). Terhadap Efektivitas Kerja Karyawan Pt Logikreasi. 6(2), 48–57.
- Tien, H. T. H., Truong Thi Phuong Chi, & Anh, C. Van. (2021). AN UPSIDE-DOWN PATHWAY OF CAREER DEVELOPMENT IN VIETNAM: AN OVERVIEW. *International Journal of Career Development*, June.
- Usman, B. (2020). Pengaruh Pelatihan dan Pengembangan Sumber Daya Manusia Terhadap Kinerja Pegawai Media Lintas Indonesia Palembang. *Jurnal Media Wahana Ekonomika*, 17(1), 18. <https://doi.org/10.31851/jmwe.v17i1.3971>