



The influence of job training, financial compensation, and career development on employee performance at PT ISS Indonesia

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ABSTRACT

The success of a company or organization is closely related to employee performance. Every company will always try to improve employee performance so that the company's goals will be achieved well. Job training, financial compensation and career development are efforts to deal with problems with employee performance and become a strategy. This research aims to determine the effect of job training, financial compensation and career development on the performance of PT ISS Indonesia employees with the position of Security Guard in the UOB Plaza Thamrin placement area. The sample in this study was 53 people. The analysis method is descriptive and verification. Data collection techniques through field studies (questionnaires, interviews, observations) and literature studies. Data analysis used multiple linear regression analysis. The results of this research are that job training, partial and simultaneous financial compensation have a positive and significant effect on employee performance.

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1. INTRODUCTION

An organization or company can be sure of having human resources to support the company's operations. Good management of human resource assets is a good foundation for creating improvements in company elements, which will ultimately become synergistic and drive company performance to achieve the desired results (Afifah, 2017). Human resource management refers to a science or method of how to manage the relationships and roles of resources or workforce owned by individuals efficiently and effectively and can be used optimally so that the goals of the company, employees and society can be achieved (Ricardianto, 2018). Therefore, there needs to be more attention from the company towards employees, especially towards direct relationships with employees in an effort to increase employee abilities and skills as well as the level of employee welfare, in order to create commitment and consistency from employees in maintaining and even improving their performance.

Performance is the result of work that is concrete, observable and measurable. Hasibuan (2017), defines performance as one of the work achievements or implementation of work and results, the achievement of work in terms of quality and quantity achieved by employees in carrying out their activities in accordance with the responsibilities given to them. In creating good performance, it is necessary to have professional human resources, which will basically be able to encourage better personal performance, so that it will create more optimal organizational performance. One way that

can improve employee performance is by paying attention to employee obligations in providing job training, compensation and career development, so that employees will provide or create good performance so that it will have a good impact on the company.

Job training is an educational process that carries out procedures systematically and in an organized manner, where non-managerial employees learn technical knowledge and skills with predetermined objectives (Mangkunegara, 2017). Compensation is all income in the form of money or goods received by employees, either directly or indirectly, obtained by employees as a form of compensation for services provided to the company (Hasibuan, 2017). Career development is a process of increasing individual work abilities that is achieved in order to create the desired career (Zainal, 2014).

PT. ISS Indonesia is a service company providing integrated facility services. PT. ISS Indonesia is a service company whose scope is facility service management (cleaning, food, security, support, technical, workplace and several other industrial services). PT Services. ISS Indonesia itself has been widely used by other companies including banking companies, airlines, hospitals, laboratories, technology and manufacturing. PT. ISS Indonesia is committed to creating or strengthening its reputation as a respected global leader in integrated facility services. Apart from that, this company also has a value system, namely respecting honesty, seeing responsibility, and providing the best quality.

Security or security is one of the business fields developed by PT ISS Indonesia. As a business sector, it is hoped that employees with security positions will be able to provide good performance, so that they can have a positive impact on the company and provide good profits for the company. From the results of observations and assessments of area supervisors and suspected performance problems, an employee performance assessment with a security position was obtained with a total score of 84.9% and did not meet the target of 100%. This shows that the security guard's performance based on the area supervisor's assessment as a whole is in the good category, but has not met the target (100%) expected by the supervisor as area supervisor.

PT ISS Indonesia in improving the performance of its employees provides job training, financial compensation and career development. Based on direct observations and interviews with one of the employees (security) in the location area of Plaza UOB Thamrin, PT. ISS Indonesia always provides job training to its employees. Based on the results of a pre-survey conducted on 20 PT ISS Indonesia security guard employees in the UOB Thamrin Plaza location area, the conclusion was obtained that as many as 60% of employees in security guard positions considered that the training provided was not good or on target. This is because some employees feel they do not understand the training material provided and think that the instructors in the training do not match their field.

Apart from the training provided to employees, PT. ISS Indonesia provides compensation, especially salaries in accordance with the UMR and other benefits such as old age insurance, work accident insurance, death insurance and BPJS health. Based on the results of interviews with several employees of PT ISS Indonesia with the position of Security Guard, there are no bonuses in the form of monthly or annual performance bonuses given by the company, apart from that employees also do not get food allowance at work, so this is a problem and has an impact on employee performance. Apart from that, based on the results of a pre-survey conducted on 20 PT ISS Indonesia security guard employees in the UOB Thamrin Plaza location area, the conclusion was obtained that as many as 65% of employees considered that the financial compensation given to employees was still considered insufficient. This is because the level or nominal salary given per month is felt by some employees as not being in line with the standard of living of the workforce which increases every year, especially for workers who have families and children, in addition to giving bonuses which do not meet the needs of employees. financial compensation has not been able to meet employee needs.

Apart from financial compensation, career development is another factor in improving employee performance. This career development is an opportunity for employees to plan when they will have opportunities for certain positions and what skills they must improve in reaching that position. Every month PT. ISS Indonesia will provide a performance assessment in the form of a matrix

which has an assessment of employee performance, with the aim that if the results of the performance are good, there will be an opportunity for promotion given to the employee. This stage in career development starts with employees having to receive The Best Employer, where the recipient will then have the opportunity to develop their career as a Team Leader and then move on to the Supervisor stage. Apart from that, based on the results of a pre-survey conducted on 20 PT ISS Indonesia security guard employees in the UOB Thamrin Plaza placement area, the conclusion was obtained that as many as 60% of employees considered that the career development provided by the company was still lacking or far from employee expectations. Based on the results of observations and interviews provided, there are several problems regarding career development that are felt by several employees, namely the difficulty of access to progress towards career development stages, this is related to different treatment from leaders, and this is also due to demands for certain skills.

From the phenomenon, there are several alleged problems in providing job training, financial compensation and career development that are not in line with employee performance, resulting in low employee performance levels. So that PT. ISS Indonesia needs to make several observations regarding job training, financial compensation and career development for employees, especially security guards in the UOB Plaza Thamrin area so that employees will be able to better improve their performance.

2. RESEARCH METHOD

Management is a process of using organizational resources to achieve organizational goals through planning, decision making, leading, organizing and controlling functions (Irviani & Fauzi, 2018). Management is a cycle of several groups of basic activities that have an integral relationship with the implementation or management process, namely the planning process, control process, organizing process and implementation process in order to achieve economic goals (Indartono, 2016). Human Resource Management (HRM), is a strategic approach regarding skills, development, motivation and management in the organization of resources (Hamali, 2018). Human Resource Management (HRM) is a process of utilizing humans as workers humanely, so that their physical and psychological potential functions optimally in achieving company or organizational goals (Nawawi, 2016).

Performance is one of the achievements of work in terms of quality and quantity achieved by employees in carrying out their activities in accordance with the responsibilities given to them (Mangkunegara, 2017). According to Sedarmayanti (2017), performance indicators are quantitative and qualitative benchmarks that describe the level of achievement of a previously established goal. Robbins (2016), stated that performance indicators are a tool for measuring the extent of employee performance achievements.

Training is a process designed to improve conceptual knowledge and skills, decision-making abilities and expand relationships (Firmansyah & Mahardika, 2018). Training is a short-term education that has systematic and organized procedures, so that employees in operations learn work techniques and skills with specific goals (Hasibuan, 2017). So, based on the existing definition of training, it can be concluded that training is an organized and systematic educational process with the aim of providing material both theoretically and practically so that it can make employees know more or gain new understanding, in order to achieve the goals set by the company or organization.

Compensation is a word that comes from the English word "compensation", which means reward, payment or replacement. Compensation is all income in the form of money, goods, either directly or indirectly, obtained by employees as part of the compensation for services provided to the company (Hasibuan, 2017). Employee compensation refers to all forms of employee salaries that are due to their work, this refers to the form of payment and in this case does not include non-financial benefits, but all direct and indirect financial compensation benefits (Dessler, 2016).

According to Mangkunegara (2017), states that career development is a personnel activity that helps employees plan their future careers in the company, so that the employees concerned can develop themselves to the maximum. Career development is a process of increasing individual work abilities that is achieved in order to create the desired career (Zainal, 2014).

The objects of this research include job training, financial compensation, career development and employee performance, with the research location being at the PT ISS Indonesia company, especially at the Security Guard work area at UOB Plaza Thamrin. The research method used in this research is descriptive and verification methods. The descriptive method is a research method of collecting facts and explaining them thoroughly and thoroughly according to the problem to be solved. In general, this method describes or provides an overview of the object being studied or sample and then conclusions are drawn later (Umar, 2013). Meanwhile, the verification method is a research method that aims to test the truth of a hypothesis which is carried out through data collection in the field (Sugiyono, 2017). The variables in this research consist of independent variables, namely job training (X_1), financial compensation (X_2) and career development (X_3), with the dependent variable namely employee performance (Y). The data collected is primary data and secondary data by collecting field study data (questionnaires, interviews and observations) and literature study.

The research population is employees of PT. ISS Indonesia with the position of Security Guard in the UOB Plaza Thamrin placement area is 53 people. The sample is part of the number and characteristics of the population. According to Arikunto (2013), stated that the appropriate size in research is between 30 and 100, if it is less than 100 then all will be taken so that the research is a census research, considering that the population size in this research is less than 100. So the number of samples used is all employees with the position of PT security guard . ISS Indonesia's UOB Plaza Thamrin placement area is 53 people. The data obtained will be tested using validity tests, reliability tests, classical assumption tests, descriptive analysis, multiple linear regression analysis, multiple correlation analysis, coefficient of determination analysis (R^2) and hypothesis testing (F test and t test).

3. RESULTS AND DISCUSSIONS

3.1. Results

Testing the validity and reliability of each variable of job training (X_1), financial compensation (X_2), career development (X_3), and employee performance (Y) shows that all instruments are declared valid and reliable, where the results of $r_{count} \geq r_{table}$ and Cronch's alpha value respectively each variable is above t_{table} , namely 0.6. The normality test results for each research instrument meet the normality assumptions. Apart from that, the results of the multicollinearity test show that the tolerance value for each variable is greater than 0.05, while the variance in inflation factor (VIF) is smaller than 5, so that the regression model in this study is free of multicollinearity. The results of the heteroscedasticity test show that the scatterplot graph points spread in a clear pattern and are below 0 at point Y, so it can be concluded that the regression model in this study does not have heteroscedasticity, so the model is suitable for use in predicting each variable.

A recapitulation of dominant employee characteristics based on gender, age, last education and length of service is in the table

Table 1. Recapitulation of characteristics of security guard employees

Information	Characteristic Type	Number of people)	Percentage (%)
Gender	Man	51	96
Age	31-40	27	51
Last education	SMA/SMK	52	98
Length of work	>4 Years	38	72

Source: Data Processing Results, 2024

Based on Table 1, it can be seen that the characteristics of PT security guard employees. ISS Indonesia in the UOB Plaza Thamrin placement area is predominantly male, aged 31-40 years with the highest level of education being high school or vocational school, and the majority of employees have worked for > 4 years.

The results of the research and discussion in the research relate to employee assessments of the variables of job training (X_1), financial compensation (X_2), career development (X_3), and employee

performance (Y) PT. ISS Indonesia with the position of Security Guard in the UOB Plaza Thamrin placement area, is presented in the recapitulation of Table 2. Based on Table 2, it shows that the responses of PT Security Guard employees. ISS Indonesia in the UOB Plaza Thamrin placement area, the employee performance variable has the highest value with an average value of 3.38 in the quite high category, this shows that employees' performance is quite high by providing loyalty, work performance, honesty, discipline, creativity, and good cooperation in improving its performance. Meanwhile, the career development variable is in second place with an average value of 3.36 and is in the quite suitable category, this shows that employees feel that the career development provided by the company is quite suitable and can improve employee performance and that career development can help employees enough. in meeting employee career needs. Job training is in third position with an average score of 3.35 and falls into the quite suitable category, this shows that employees feel that the training provided by the company is quite suitable and can improve employee performance and with sufficient training it can help employees make their work easier. . The financial compensation variable has the lowest value compared to other variables and is in the quite appropriate category with an average value of 2.71, this shows that employees feel that the financial compensation provided by the company is quite appropriate.

Table 2. Recapitulation of employee response scores to research variables

No	Variable	Mean	Criteria	Interpretation
1.	Work training	3.35	Suitable enough	Employees feel that the job training provided is sufficient to meet their needs, both in terms of training participants, training materials and methods and instructors in the training.
2.	Financial compensation	2.71	Suitable enough	Employees in terms of salaries received and indirect compensation such as holiday allowances and health insurance feel that they are quite in line with employee expectations, but regarding bonuses employees feel that they are not very in line with expectations.
3.	Career development	3.36	Suitable enough	Based on indicators of career needs, training, fair behavior, promotions and transfers, employees feel that they are quite suitable for the career development provided by the company.
4	Employee performance	3.38	High enough	Employee performance falls into the quite high category, where both indicators of loyalty, work performance, honesty, discipline, creativity and cooperation, employees feel they have provided quite high performance.

Source: Data Processing Results, 2024.

3.2. Discussion Multiple Linear Regression Analysis

Table 3. Multiple linear regression analysis

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.	
	B	Std. Error	Beta			
	(Constant)	3,869	6,668		,580	,564
1	Work training	,521	,250	,263	2,184	,042
	Financial Compensation	,610	,216	,323	2,824	,007
	Career development	,862	,317	,319	2,718	,009

a. Dependent Variable: Employee Performance

Source: Data Processing Results, 2024.

The regression equation obtained is $Y = 3.869 + 0.521 X_3$ has a value of 0, then employee performance (Y) increases. The regression coefficient for the job training variable (X₁) was obtained at

0.521, meaning that every time there is an increase in the job training variable it will be followed by an increase in the employee performance variable. On the other hand, if the job training provided by the company is low, it will result in low employee performance as well. This is supported by (Salahuddin & Putra, 2022), which states that job training has an influence on employee performance, namely that the more appropriate the job training is, the higher the employee's performance score will be.

The regression coefficient for the financial compensation variable (X_2) was obtained at 0.610, meaning that every time there is an increase in the financial compensation variable it will be followed by an increase in the employee performance variable. On the other hand, if financial compensation is low, it will also affect employee performance. This is supported by (Karyono & Gunawan, 2021), which states that compensation has a significant influence on employee performance. The regression coefficient for the career development variable (X_3) was obtained at 0.862, meaning that every time there is an increase in the career development variable it will be followed by an increase in the employee performance variable. On the other hand, if career development is low it will also affect employee performance. This is supported by (Dewi & Rahmawati, 2020), which states that career development has a significant influence on employee performance.

Based on the regression equation, it is also known that the regression coefficient values for all variables are positive, which means that if career development, financial compensation and career development increase, this will be followed by an increase in the performance of PT employees. ISS Indonesia with the position of Security Guard in the UOB Plaza Thamrin deployment area. This means that if the indicators of the career development, financial compensation and career development variables increase, this will also be followed by an increase in employee performance variables. This is in accordance with the research results (Afifah, 2017), which shows that job training, financial compensation, and career development together have an influence on employee performance.

Multiple Correlation Testing and Coefficient of Determination (R Square)

Table 4. Multiple correlation test and determination coefficient

Model Summary b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694a	.482	.450	6,009

a. Predictors: (Constant), Career Development, Financial Compensation, Job Training
b. Dependent Variable: Employee Performance

Source: Data Processing Results, 2024.

Based on Table 4, it can be seen that the relationship between job training, financial compensation and career development shows a correlation figure of 0.694 and has a positive and strong relationship with employee performance. This means that the better the variables of job training, financial compensation and career development, the more the performance of PT employees will increase. ISS Indonesia with the position of Security Guard in the UOB Plaza Thamrin deployment area. This statement is followed by research (Afifah, 2017) and (Ernur et al., 2014), which states that there is a strong relationship between job training, financial compensation, and career development on employee performance.

Based on Table 4, it is known that the coefficient of determination seen from R^2 is 0.482 or 48.2%. This shows that the percentage of contribution or contributions that influence job training, financial compensation and career development variables on employee performance is 48.2%, while the remaining 51.8% is influenced by other variables that were not included in this research. The results of previous research conducted by (Afifah, 2017), shows that the percentage of influence of job training, financial compensation and career development variables on employee performance is 56.2% and research (Ernur et al., 2014), shows that the percentage of influence of job training, financial compensation and career development variables on employee performance is 76.4%. It can be seen that the results of the coefficient of determination are 48.2% compared to previous research that has

been carried out. It can be concluded that the results obtained from the coefficient of determination value strengthen previous research that has been carried out.

Hypothesis test

Simultaneous Regression Model Testing (F-Test)

Table 5. F Test results

		ANOVA ^a				
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1644,778	3	548,259	15,183	,000b
	Residual	1769,441	49	36,110		
	Total	3414,189	52			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Career Development, Financial Compensation, Job Training

Source: Data Processing Results, 2024

The significance value is 0.000 which means it is smaller than 0.05 ($0.000 < 0.05$) and the Fcount value is 15.183 which means it is greater than Ftable 2.793 ($15.183 > 2.793$). From these two criteria, it can be concluded that H_0 is rejected and H_a is accepted, which means that the variables of job training, financial compensation and career development have a positive and significant effect simultaneously on employee performance.

The results of this research are in accordance with and strengthen the research that has been carried out (Afifah, 2017), in his research which states that job training, financial compensation and career development influence employee performance. Apart from that, research (Ernur et al., 2014), states that job training, compensation and career development influence employee performance.

Partial Regression Model Testing (t-Test)

The Effect of Job Training on Employee Performance

Based on Table 3 above, it is known that the significance value of the job training variable is 0.042 which means it is smaller than 0.05 ($0.042 < 0.05$) and the t value is 2.184 which means it is bigger than t table 2.009 ($2.184 > 2.009$). From these two criteria, it can be concluded that H_0 is rejected and H_a is accepted, which means that the job training variable has a partially positive and significant effect on employee performance.

The results of this research refer to the opinion of Hasibuan (2017), who states that training is short-term education that has systematic and organized procedures, so that employees can know work techniques and skills with specific goals. So it can be said that employee performance will increase along with the training provided.

The results of this research are also appropriate and strengthen the research that has been carried out (Dewi & Rahmawati, 2020), (Rizki, 2018) and (Suryantiko & Lumintang, 2018) his research shows that training has a significant effect on employee performance. The results of other research conducted by (Fitriyah, 2017) (Afifah, 2017) and (Ernur et al., 2014) in his research stated that training had a positive and significant effect on employee performance.

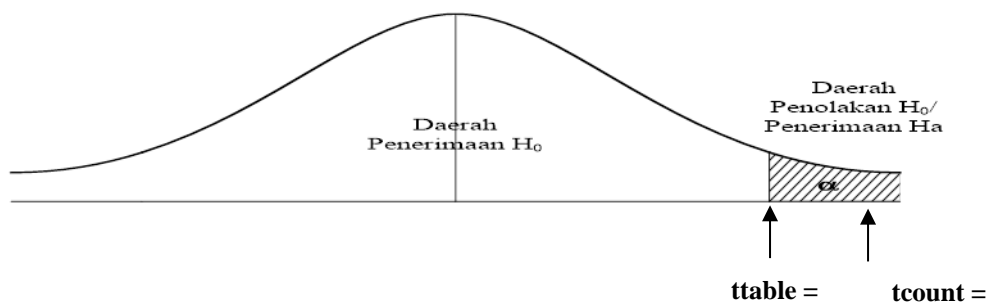


Figure 1. Results of the Training Variable t Statistical Test (X1)
 Source: Processed Primary Data, 2024.

The Effect of Financial Compensation on Employee Performance

Based on Table 3 above, it is known that the significance value of the financial compensation variable is 0.007 which means it is smaller than 0.05 ($0.007 < 0.05$) and the t value is 2.824 which means it is greater than t table 2.009 ($2.824 > 2.009$). From these two criteria, it can be concluded that H_0 is rejected and H_a is accepted, which means that the financial compensation variable has a partially positive and significant effect on employee performance.

The research results are in accordance with (Mondy, 2018) which states that compensation is the total remuneration given to employees as compensation for their services. Compensation is income in the form of money or goods directly and indirectly obtained by employees as compensation for services provided by employees to the company (Zainal, 2014). The compensation program is also very important for the company, this is a reflection that the company maintains the organization. Besides that Wibowo (2017), stated that compensation is the number of packages offered by the company to employees in return for the use of labor.

The results of this research are also appropriate and strengthen the research that has been carried out (Ernur et al., 2014), (Afifah, 2017), (Fitriyah, 2017) and (Rizki, 2018) in his research shows that financial compensation has a positive and significant influence on employee performance and states that financial compensation is one of the important keys to assessing the quality and performance of employees. The results of other research conducted by (Silas et al., 2019), (Karyono & Gunawan, 2021) and (Salahuddin & Putra, 2022) in his research shows that financial work compensation has an effect on employee performance. So with financial compensation, employee performance can increase.

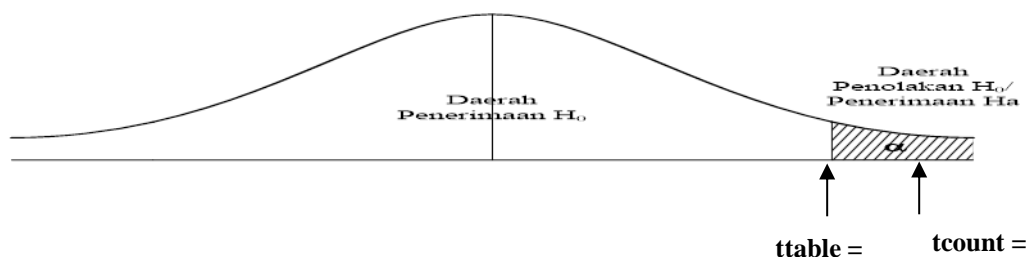


Figure 2. Statistical Test Results t Financial Compensation Variable (X2)
 Source: Processed Primary Data, 2024.

The Influence of Career Development on Employee Performance

Based on Table 3 above, it is known that the significance value of the career development variable is 0.009, which means it is smaller than 0.05 ($0.009 < 0.05$) and the t value is 2.718, which means it is greater than t table 2.009 ($2.718 > 2.009$). From these two criteria, it can be concluded that H_0 is rejected and H_a is accepted, which means that the career development variable has a partially positive and significant effect on employee performance.

The research results are in accordance with (Sedarmayanti, 2017) which states that career development is a process and activity in preparing an employee to occupy a position in an organization or company that will be carried out in the future. In this case, development includes the meaning that the company has previously planned how to develop the employee's career while working. According to Priansa (2016), states that career development is an outcome or result that comes from the interaction between an individual's career and the career management process that applies within the company.

The results of this research are also appropriate and strengthen the research that has been carried out (Salahuddin & Putra, 2022), (Dewi & Rahmawati, 2020) and (Silas et al., 2019) his research shows that career development has a positive and significant influence on employee performance and states that career development is one of the important keys to assessing the quality and performance of employees. The results of other research conducted by (Suryantiko & Lumintang, 2018). (Afifah, 2017) (Ernur et al., 2014) in his research shows that career development influences employee performance. So, with career development, employee performance can increase.

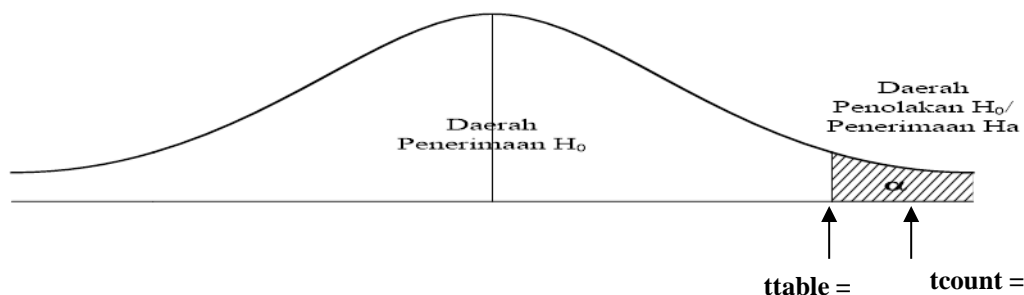


Figure 3. Statistical Test Results t Career Development Variable (X3)
 Source: Processed Primary Data, 2024.

Based on the results of partial testing of job training, financial compensation and work career development variables, the summary of partial testing is as follows:

Table 6. Partial Test Recapitulation (T Statistical Test)

No	Variable	tcount	ttable	Results	Decision	Conclusion
1	Work training	2,184	2,009	tcount>ttable	Ha accepted	Job training has a positive and significant effect on employee performance.
2	Financial Compensation	2,824	2,009	tcount>ttable	Ha accepted	Financial compensation has a positive and significant effect on employee performance.
3	Career development	2,718	2,009	tcount>ttable	Ha accepted	Career development has a positive and significant effect on employee performance.

Source: Processed Primerer Data, 2024.

Based on Table 6 above, the three independent variables, namely job training, financial compensation and career development have a positive and significant effect on employee performance. This is indicated by the tcount value of each variable being greater than the ttable value. Apart from that, the significance value of both variables is smaller than 0.05. The financial compensation variable is the most dominant variable compared to other variables. This is because the t-calculated value of financial compensation is greater than the t-calculated value of job training and career development. The greater the t-calculated value of the independent variable, the more significant its influence will be on the dependent variable.

4. CONCLUSION

Based on the results of research conducted regarding the influence of job training, financial compensation and career development on employee performance at PT. ISS Indonesia with the position of Security Guard in the UOB Plaza Thamrin placement area, the following conclusions were obtained: Conditions of job training, financial compensation and career development at PT ISS Indonesia with the position of Security Guard in the UOB Plaza Tahmarin placement area: Employee responses to job training are included in the category quite appropriate, with the highest score indicator being the training participant indicator, while the lowest score indicator is on the material and methods. Employee responses to financial compensation fall into the quite appropriate category, where the highest score indicator is the salary indicator, while the lowest score indicator is incentives. Employee responses to career development are included in the quite appropriate category, where the highest score indicator is the career needs indicator, while the lowest score indicator is the fair treatment indicator. Employee responses to employee performance fall into the quite high category, where the indicator with the highest score is the work performance indicator, while the indicator with the lowest score is the discipline indicator.

Based on the results of simultaneous testing (together), it shows that job training, financial compensation, and career development simultaneously have a positive and significant effect on employee performance at PT. ISS Indonesia with the position of Security Guard in the UOB Plaza Tahmrin placement area.

Based on partial test results, it shows that: Job training has a positive and significant effect on employee performance at PT. ISS Indonesia with the position of Security Guard in the UOB Plaza Thamrin placement area. Financial compensation has a positive and significant effect on employee performance at PT. ISS Indonesia with the position of Security Guard in the UOB Plaza Thamrin placement area. Career development has a positive and significant effect on employee performance at PT. ISS Indonesia with the position of Security Guard in the UOB Plaza Tahmrin placement area.

Based on the research results and conclusions obtained, there are several things that need to be considered, so the author makes the following suggestions: There needs to be an evaluation of the materials and methods in job training so that it can help improve employee performance. This evaluation is taken based on the results of the job training recapitulation with the lowest score. Companies should look for materials and methods that are more relevant to the needs of Security Guard workers. There needs to be an evaluation of the incentives that should be provided by the company. This evaluation is taken based on the results of the recapitulation of financial compensation with the lowest value. Companies should give bonuses to employees, either in the form of best employee bonuses or employee appreciation bonuses, so that employees will further improve their performance. Companies need to pay attention to or evaluate fair treatment from leaders regarding career development in the company, so that every employee can have opportunities for career development without discrimination. This evaluation is taken based on the results of the career development recapitulation with the lowest score. There is a need to increase employee discipline, this is based on the results of performance recapitulation that discipline is the lowest value. So that companies are expected to instill more disciplinary values at work, whether in the form of campaigns or leaders who can uphold discipline while working. This research only focuses on the variables of job training, career development, and financial compensation. It would be best for future research to conduct research on other variables such as work motivation, leadership style, work environment, job satisfaction and organizational culture.

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