

THE INFLUENCE OF EMPLOYEE TRAINING TOWARDS THE DEVELOPMENT OF CAREER EMPLOYEES AT PT. CORPORATE UNIVERSITY TELKOM BANDUNG

HestiSugesti^{*}), Vindy Yolana Yulianto Putri

Department of Business Management, Politeknik Pos Indonesia, Bandung

**Email: hestisugesti23@gmail.com*

ABSTRACT

The problem that is faced by PT. Telkom Corporate University Bandung is the ability of the employees to compete. It is indicated by the work performance of employees are insufficient. In this study, researchers want to find out an idea of Training, Career Development and the influence of Training towards Career Development. Training has 5 sub variables. rotational position, work instruction, internship, coaching and temporary assignment. Whereas Career Development has 5 sub variables i.e. work achievement, exposure, resignation, organization loyalty, also mentors and sponsors. The method used is descriptive verification with sampling a number of 40 respondents and data collection technique through the study of librarianship and the questionnaire. The data processed through the test validity and reliability, a descriptive analysis, regression, F test and coefficient of determination. Sugiyono (2012:119) argues that "data collection can be done in a variety of settings, a variety of sources and a variety of ways". Description of employees training are in good enough category, while the description employees career development are also in good enough category, the influence of employee training toward employee career development of 63.7%. Suggestions for PT. Telkom Corporate University Bandung are to do more intensive training by bringing more experienced instructors and also provide more interesting training material.

Key Words: Training, Career Development

1. INTRODUCTION

Human resources are considered an increasingly important role in achieving corporate goals but often the problems in human resources arise. The company will not achieve its objectives if the human resources do not meet the desired standards. The ability of human resources is a reason to the performance of an HR and it is very influential on the success of the company so every company should always pay attention to the quality and ability of human resources. Performance problems can be

overcome by providing HR training and self-development.

Training is an effective way to make employees better and they will be in accordance with what the company wants and needs. One of the companies that regularly conduct training for its employees is Telkom Corporate University Indonesia, Telkom Corporate University is a subsidiary of Telkom Indonesia. Telkom Corporate University, abbreviated as TCU, not only conducts training for employees who work in TCU but also for

employees who work in Telkom Telkom in Indonesia. TCU often do training for its employees which is training for idea business, so that employees master everything about *wifi*. From the background of the study it can be decided some questions. How Job Description Employees at PT. Telkom Corporate University? How Career Employee Development Overview conducted by PT. Telkom Corporate University? How the Effects of Employee Training on Employee Career Development PT. Telkom Corporate University?

2. LITERATUR REVIEW

2.1 Definition of Training

Training is any attempt to improve the worker's performance on a particular job that he or she is responsible for or a job-related job. According to William M. Thornton (in Sedarmayanti, 2011: 163) "Training is a deliberate act of providing a tool for learning to work". Meanwhile, according to Edwin B. Flippo (in Sedarmayanti, 2011: 164) "Training is the process of assisting employees to gain effectiveness in the present or future work through the development of habits, thoughts and actions, skills, knowledge and attitude".

2.2 Training Methods

Training as one type of learning process to obtain and improve skills outside the Education system that apply in a relatively short time can be implemented while the employee is working or out of work.

The following types of training according to Saefuddin (2017: 62), namely:

2.2.1 On-the-Job Training

On-the-Job Training is a type of exercise for employees in the form of practical exercises using the atmosphere and where the employee performs his

duties, as opposed to outside workplace exercises.

a. Internships

An internship is a process of learning from someone or a few more experienced people.

b. Job Rotation

Job rotation provides employees with knowledge of different parts of the organization and practices of various managerial skills.

c. Work Instruction

Work instructions are guidelines of work that are given directly to the job primarily used to train employees on how to carry out their work.

d. Coaching

Providing direction to employees in the implementation of their regular work. For example, the relationship of lecturers with students.

e. Temporary Assignment

Placement of employees in managerial positions or as members of certain committees for a certain period of time.

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2.2.2 Off-the-Job Training

In contrast to On-the-Job Training, off-the-job training is held outside of the workplace. It includes case studies, role playing, business games, vestibule training, laboratory exercises and executive development programs.

a. Case study

Techniques in which employees are asked to identify problems, analyze and formulate problems so that decision-making ability increases.

b. Role Playing

A technique that allows employees to play different roles.

c. Business Game

A small-scale decision-making simulation tailored to the real-life business situation

d. Vestibule Training

The training is carried out not by the boss but by a special trainer so not disrupt operations work.

- e. Laboratory Exercises
A group exercise technique that is primarily used to develop interpersonal skills, one form of this is the sensitivity exercise.
- f. Executive Development Program
This program is usually organized by educational institutions such as universities.

2.3 Definition of Career Development

Andrew E. Sikula (in Sedarmayanti, 2011: 164) argues that "Career development is a process of long-term education utilizing systematic and organized procedures, in which managerial personnel study conceptual and theoretical knowledge for general purposes". Meanwhile, according to Handoko (in Mila, 2015: 195) "Career development is a personal improvement that a person does to achieve a career plan."

2.3.1 Individual Career Development

Establishing a well-designed career development system will help employees in determining their own career needs and adjusting between employees' needs and company goals.

Things related to the career development of an employee by Veitzal Rivai (2010: 291), namely:

1. Work Achievement
Work achievements the most important factor for improving and developing an employee's career. Career advancement is largely dependent on good and ethical work performance. A good performance assumption underlies all career development activities.
2. Exposure
Exposure becomes familiar (and expected to be maintained as high as possible). Without exposure, good employees may not get the opportunities to achieve their career goals. Managers get their ultimate exposure through their performance and achievements, written reports,

oral presentations, committee work and hours spent.

3. Resignation

If a company in which an employee does not provide many career opportunities and outside of the company opens a considerable opportunity for a career, to fulfill their career goals the employee will resign. A number of professional employees and managers in particular turn to other companies as part of a deliberate career strategy to get a better job or get a promotion with a higher income and gain new work experience.

4. Loyalty to the organization

In some companies, people place loyalty on a career above corporate loyalty. Low corporate loyalty levels are common among recent college graduates (whose high expectations often cause disillusionment with the first company they work for) and professionals (whose first loyalty refers to professionals). A great career dedication at the same company complements HR department objectives in reducing employee turnover.

5. Mentors and Sponsors

Many employees immediately learn that mentors can help their career development. A coach is a person who provides advice or suggestions to employees in an effort to develop his career. The mentor comes from within the company itself, while the sponsor is someone inside the company that can create opportunities for employees to develop their careers.

3. RESEARCH METHODOLOGY

Research methodology is a method to count the data that is observed by humans. According Sugiyono (2012: 3) Based on it, there are four key words to note that is, the scientific way, data,

purpose and usefulness. Scientific means that research activities are based on scientific traits, namely rational, empirical and systematic.

The method used in this research is quantitative method. According to Sugiyono (2012: 11) Quantitative method is a method of research that works with numbers, whose data are tangible numbers (scores or grades, ratings, or frequencies), analyzed by using statistics to answer statements or research hypotheses of a specific nature, and to do prediction that a particular variable affects another variable.

3.1 Data Collection Techniques

According Sugiyono (2012: 187) "Data collection can be done in various settings, various sources and various ways". The following data collection techniques conducted in this study:

1. Library Studies
Literature study obtained from a number of literature books, journals and theses relevant to the research variables.
2. Questionnaire (questionnaire)
Questionnaire is a data collection technique that is done by giving a set of written statement to the respondent (employee of PT Telkom Corporate

University Bandung). Through various statements submitted to the respondent will be determined score of each answer so that it becomes quantitative data, to determine the scores the researchers using Likert scale.

According to Sugiyono (2012: 192) "Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about a phenomenon". In research, this phenomenon has been specified by the researchers' specifics, and referred to as research variables. With this scale the variable will be measured to be an indicator. Then this indicator will serve as a starting point to arrange the items of the instrument in the form of statement. An instrument response using a Likert scale has gradation from very positive to very negative, which can be words:

- a. Strongly Agree (SS)
- b. Agree (ST)
- c. Hesitant (RG)
- d. Disagree (TS)
- e. Strongly Disagree (STS)

Each alternative answer will be given a different score, for the purposes of quantitative analysis, then the answer can be scored:

Tabel 3.1 Instrument LikertScale

No	Question	Score
1.	Strongly Agree(SS)	5
2.	Agree(ST)	4
3.	Hesitant(RG)	3
4.	Disagree(TS)	2
5.	Strongly Disagree(STS)	1

Source: (Sugiyono, 2013:94)

3.2 Operational Definition of Variable

Variables are attributes of specific fields or activities. According to Kerlinger (in Sugiyono, 2012: 64) variables are constructs or traits to be studied e.g., aspiration level, income, education, social status, gender, salary and work productivity. Meanwhile,

according to Kidder (in Sugiyono, 2012: 64) variable is a quality in which researchers learn and draw conclusions from it.

According to the relationship between one variable with another variable then, the various variables in the study are divided into:

1. Independent Variables

These variables are often referred to as stimulus, predictor, antecedent variables. The independent variable is the variable that influences or becomes the cause of change or the incidence of dependent variable.

In this report which becomes independent variable (X) is Employee Training in PT. Telkom Corporate University Bandung

2. Dependent Variables

These variables are often referred to as output variables, criteria, consequent. The dependent variable is a variable that is affected or becomes a result, because of the independent variables.

In this report the dependent variable (Y) is Employee Career Development in PT. Telkom Corporate University Bandung

Table 3.2 Operational Variable

No	Variable	Variable Concept	Sub Variable	Indocator	Scale
1.	Employee Training (X)	Training is the process of systematically changing employee behavior to achieve organizational goals. Training deals with the skills and abilities of employees to carry out current work. (VeitzalRivai, 2010: 225)	<ol style="list-style-type: none"> 1. Rotation of Position 2. Worker Instructions 3. Internships 4. Coaching 5. Temporary Assignment 	<ol style="list-style-type: none"> 1. Some employees do not like new positions 2. The material given does not match the training 3. The company incorrectly chooses the instructor, so the result does not match 4. The company must prepare a good and right coaching so as not to harm and the desired results are satisfactory 5. Some employees are not allowed to leave 	Likert
2.	Employees Career development	Career development is the process of enhancing individual work ability achieved in order to achieve the desired career. The aim of the entire career development program is to adjust the needs and goals of the	<ol style="list-style-type: none"> 1. Work Achievement 2. Exposure 3. Resignation 4. Organization Loyalty 5. Mentors and Sponsors 	<ol style="list-style-type: none"> 1. Employees of one with other employees have differences in job performance, some are lazy and some are diligent 2. There are some who do 	Likert

		employee with the career opportunities available in the company today and which will come. (VeitzalRivai, 2010: 290)		<p>not do the work that has been set</p> <p>3. Employees resign for reasons that are not compatible with the work being undertaken</p> <p>4. There are some employees who stay with the organization that is being run because it fits</p> <p>5. The company incorrectly chooses mentors and sponsors so that the desired company does not match what is expected.</p>	
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Source: Data Researcher 2017

3.3 Sample Collection Techniques

Sugiyono (2012: 120) argues that "The sample is part of the number and characteristics possessed by that population". When the population is large, and researchers are unlikely to study everything in the population, for example due to limited funds, manpower

and time, the researchers can use samples taken from the population.

The sample used by the author is by using random sampling technique (simple random sample), sampling technique used where every member of the population has the same possibility to be a sample. The sample used by the author uses the following calculation:

$$\begin{aligned}
 n &= \frac{N}{1 + Ne^2} \\
 &= \frac{300}{1 + 300(0.05)^2} \\
 &= \frac{300}{1,75}
 \end{aligned}$$

= 40 (Samples tested for employees)

n = Number of samples

N = Total population

e = Percentage of errors in estimating population

3.4 Data Analysis Techniques

Data analysis techniques in this study using descriptive analysis. Sugiyono (2012: 147) argues that descriptive analysis is "the analysis that's used to analyze data by way of describing data that has been collected as it is without intending to make the conclusions that apply to the public or generalization".

From the answers of the questionnaire then prepared the assessment criteria for each item statement based on percentage with the following steps:

1. The cumulative value is the value of each statement which is the answer of each respondent.
2. Percentage is the cumulative value of the item distributed with its frequency value multiplied by 100%.

number of respondents is 40 respondents, and the largest scale is 5, while for the smallest measurement scale is 1, so that the largest cumulative number ($40 \times 5 = 200$) and the smallest cumulative number is $(100: 500) \times 100\% = 20\%$ with value range = $100\% - 20\% = 80\%$ if divided into 5 categories then in can value interval percentage of 16%.

Table 3.4 Scroe Interpretation Category

Precentage	Kategori Persentase
20% - 36%	Sangat tidak setuju
36% - 52%	Tidak setuju
52% - 68%	Ragu-ragu
68% - 84%	Setuju
84% - 100%	Sangat setuju

Source: Data Researcher, 2017

Here is a continuum line drawing to see the results of the variable value interpretation criteria:

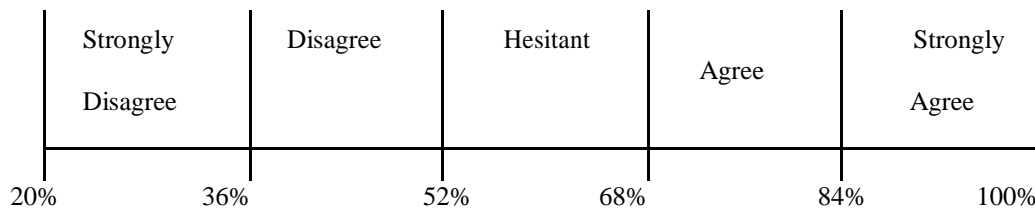


Figure 3.1 Interpretability Criteria Values

Source: Self-processed, 2017

4. RESULT AND DISCUSSION

4.1 Recapitulation of Research Variable Employee Training(X)

Table 3.1 describes the results of the recapitulation of respondents responses on employee training (X) at PT. Telkom Corporate

University Bandung as a whole seen from the indicators rotation position, work instructions, apprenticeship, coaching (coaching), and temporary assignment.

Table 4.1 Results Recapitulation Variable X

No.	Sub Average Variable	Average Variable	Percentage (%)
1	Rotation Office	138	69.2
2	Instructions of Works	132	66.3
3	Internships	134	66.8
4	Coaching	137	68.3
5	Temporary Assignment	137	68.5
Average (%)			67.8

Source: Data Researcher 2017

If it is illustrated on the continuum line, the average score of

consumer response variables regarding employee training appears as follows:

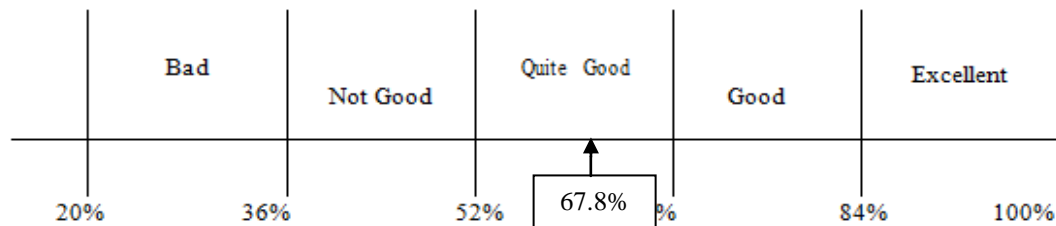


Figure 4.1 Continuum Line on Employee Training Variables

Source: Data Researcher 2017

Based on the continuum line in figure 3.1 it can be interpreted that the assessment of the overall employee training variable is in enough category with the total score obtained is 1912. The highest percentage in this X variable is the rotation indicator of the position with the percentage of 69.2%. This shows that employee training variables in PT. Telkom Corporate University Bandung is quite good overall. The lowest percentage for variable X employee training is a work

instruction indicator that has a percentage of 66.3%.

4.2 Recapitulation of Research Variable Employee Career Development (Y)

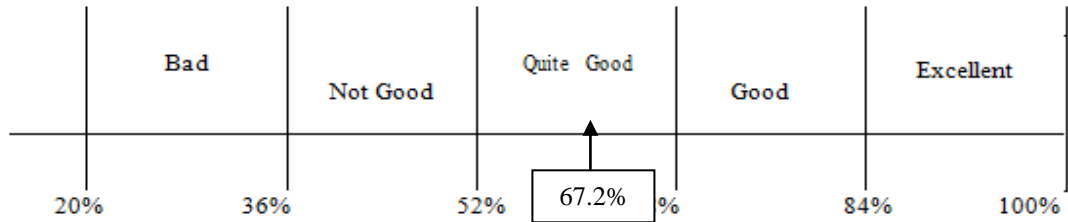
Table 3.2 describes the results of the recapitulation of respondents responses on employee career development (Y at PT. Telkom Corporate University Bandung as a whole seen from the indicators of job performance, exposure, resignation, organizational loyalty and mentors and sponsors.

Table 4.2 Results Recapitulation Variable Y

No.	Sub Variable	Average Variable	Percentage (%)
1	Work Achievement	135	67.3
2	Eexposure	135	67.5
3	Resignation	134	66.8
4	Organizational Loyalty	137	68.7
5	Mentors and Sponsors	131	65.5
Average (%)			67.2

Source: Data Researcher 2017

If it is illustrated on the continuum line, the average score of consumer response variables regarding employee training appears as follows:



*Figure 4.2 Continuum Line on Employee Career Development Variables
Source: Data Researcher 2017*

Based on the continuum line in Figure 3.2 can be interpreted that the assessment of career development variables of employees as a whole is in enough category with the total score obtained is 1749. The highest percentage in this Y variable is an indicator of organizational loyalty with a percentage

4.3 Simple Regression Analysis

Multiple regression analysis used by researcher with intent to analyze linear relationship between independent

of 68.7%. This shows that employee training variables in PT. Telkom Corporate University Bandung is quite good overall. The lowest percentage for the Y variable of employee career development is the indicator of mentor and sponsors who have a percentage of 65.5%.

variable with dependent variable. In other words, to know the magnitude of the effect of employee training on employee career development

Table 4.3 Simple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.161	3.588		2.832	.007
	Employee Training	.674	.083	.798	8.172	.000

*a. Dependent Variable: Employee Career Development
Source: Data Processed SPSS 23.0, 2017*

Based on the calculation in the table above, obtained the form of simple linear regression equation as follows:

$$Y = a + bX$$

$$Y = 10.161 + 0.674 X$$

Where:

Y = Employee Career Development

X = Employee Training

From the calculation results can be seen that the coefficient has a positive sign which means a positive change in variable X (employee training) will make a positive change in variable Y (career development employees). Likewise, a negative change in employee career development will also make a negative change in employee training. Employee career development is at 0.000, meaning that employee career development has a significant effect on employee training.

5. CONCLUSIONS

Based on the results of research and explanation from the previous chapter, as well as the discussion that is accompanied by theories and concepts that support this research entitled The Effect Of Employee Training On Employee Career Development In PT. Telkom Corporate University Bandung, then got the following conclusion:

1. Based on the results of the study, Employee Training is categorized quite well. The sub-variables of the training consist of job rotation, work instruction, internship, coaching and temporary assignment. The job rotation sub variable gets the highest score which is in good category whereas the work instruction sub variable gets the lowest score which is in good enough category.
2. Based on the results of the research, Career Development is categorized quite well. The sub-variables of career development consist of job rotation, exposure, resignation, organizational loyalty as well as mentors and sponsors. The organizational loyalty sub variable gets the highest score that is in the good category whereas the mentor and sponsors sub-variables get the lowest score which is in the good enough category. Based on the results of research variables employee training has a relationship with career

development variables in the strong category. There is a positive and significant influence between employee training and career development at PT. Telkom Corporate University Bandung. With the influence of being in a very strong category.

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