

## The Influence of Job Training and Career Development on Employee Performance at PT. Nila Tour & Travel Surabaya

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### ABSTRACT

The research aims to analyze the impact of job training and career development on employee performance at PT. Nila Tour & Travel Surabaya. The background of this study is based on the issue of fluctuating employee performance, which is suspected to be influenced by the ineffectiveness of training and the lack of transparency in the career development system. The research uses a quantitative method with a Partial Least Square (PLS) approach. Data was collected from 45 employees in the Tour Guide division through a questionnaire. The analysis results show that job training and career development have an effect on employee performance. Providing structured training and fair career development can lead to improved employee performance.

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## **INTRODUCTION**

Human resources (HR) refer to individuals or groups who are the main assets in an organization, company, or community due to their abilities, skills, and knowledge to carry out specific responsibilities and tasks. The definition of Human Resource Management (HRM) is a form of management that focuses on developing and empowering the potential of employees or members of an organization through various targeted strategies. The goal is to improve work performance to achieve the organization's objectives optimally.

PT. Nila Tour & Travel operates in the service and hospitality sector for companies or schools that are committed to prioritizing customer service. The company believes that customer satisfaction is the key to building a good reputation. The increasingly competitive global market demands organizations to continuously optimize their human resource (HR) capabilities as a strategic asset. In the service sector, especially tourism, employee performance is an essential pillar that directly reflects the quality of service. PT. Nila.

Tour & Travel Surabaya, as a company operating in this industry, PT. Nila faces challenges related to employee performance that impact the achievement of company targets. This situation highlights the urgent need to analyze the internal factors that influence productivity and work effectiveness. Job training and career development are identified as interventions that can potentially improve employee performance, while issues of lack of transparency and unfairness in promotions are common in career development. Both of these factors have a significant impact on the company's growth and long-term sustainability. Tour leaders play an important role in the tourism industry, as they are responsible for guiding and managing groups of tourists during their trips. The duties and responsibilities of a tour leader include planning itineraries by organizing and scheduling travel, including the places to be visited. They also arrange accommodations and meals, as well as assist in booking lodging and food. Additionally, they provide customer service and maintain good relationships with clients, ensuring that their needs and expectations are met during the trip. In facing these challenges, companies must optimize their performance to survive in an increasingly competitive environment. One of the benchmarks for employee performance is work productivity, which includes how well an employee can achieve targets or complete assigned tasks within a specified time. Additionally, factors such as work quality, initiative, and customer satisfaction are also commonly used to assess employee performance.

The consequences are influenced by the low levels of productivity and work effectiveness, which are likely affected by the decline in training opportunities. This can be seen from the conditions that impact the company's target achievements, which are not optimal. Entering 2024, the company began to show significant improvements, resulting in a considerable increase in employee performance, which is a result of a targeted training program that indirectly hones their soft skills, hard skills, and public speaking abilities.

Regarding the performance variable, the indicators that represent the problem phenomenon in terms of quantity, according to Ibnu Habib Wahyudi (2023), state that the quantity of human resources significantly affects the success

of an organization, which in turn impacts performance achievements. Employee performance evaluations are conducted every four months over the course of a year, with a target of selling 50 tour packages every four months; however, there are instances where the targets are not met. The indicator of punctuality will affect employee performance, as stated by Jejen Jaenudin (2017), indicating that punctuality can be understood as having an influence on sustainable performance.

## **THEORETICAL REVIEW**

### ***Job Training***

Job training is an effort made to develop the knowledge and skills of employees so they can perform their tasks more optimally, effectively, and efficiently. Training is a systematic process organized by the company to shape the attitudes and behaviors of employees to align with the organization's vision and mission. Job training is defined as a systematic effort to expand the knowledge, skills, and capabilities of employees to improve the effectiveness of task execution. Indicators of job training include participants, instructors, materials, location, environment, and duration of the training (Kasmir, 2019). Training participants who possess skills and succeed in performing their job tasks, supported by active participation during the training, have been shown to influence the success of the program and, in turn, employee performance (Pratama et al., 2020). Organizations recognize the importance of training programs related to employee performance. Factors Influencing the Success of Job Training Clear Training Needs, Training must be based on accurate needs identification so that the provided material is relevant and beneficial for participants. Quality of Instructors/Trainers, Competent and experienced instructors are crucial for training effectiveness, capable of clearly communicating material and providing constructive feedback. Participant Motivation, High motivation from participants will increase their focus, engagement, and understanding of the material. Availability of Resources, Adequate facilities, teaching aids, and supporting technology are necessary for an optimal learning process. Supportive Work Environment, After training, a supportive work environment is essential for the learned skills to be applied in the workplace.

### ***Career Development***

Career development is the process that each individual undertakes to enhance their skills, knowledge, and experience in order to achieve higher career goals. A career encompasses all the activities or jobs that an individual engages in throughout their life. Career development involves activities that indicate an increase in status, position, or responsibilities within a company. Career development includes a series of activities designed to facilitate individual growth in the workplace, improve career prospects, and achieve professional satisfaction. Indicators of career development include, Career development indicators include work performance, educational background, work experience, work commitment, and social adaptability (Sihotang, 2020). Work commitment,

in particular, is a strong predictor of improved employee performance (Suhendra et al., 2020). In this context, the relationship between career development and employee performance lies in the role of career development as a form of organizational support that has a direct impact on enhancing employee performance, allowing the company's targets and objectives to be achieved.

#### Factors Influencing Career Development

Several factors must be considered in career development, including Fair Treatment in Career Progression, Transparency in the development stages, such as establishing objective and rational promotion criteria, is crucial for ensuring fair treatment. Direct Supervisor's Concern, Supervisors need to provide positive feedback regarding subordinates' task and responsibility execution. This feedback helps employees understand their potential for development and areas for improvement, enabling them to prepare for career advancement. Information Regarding Promotion Opportunities, Employees must have easy access to information about promotion opportunities, especially for competitive internal selections, so they can prepare themselves. Interest in Being Promoted, Employees need to have an active interest in seeking promotion to wholeheartedly undertake new responsibilities. This interest can be fostered through flexible and proactive approaches. Level of Satisfaction, Career satisfaction is a state where the achieved results align with predetermined desires or plans. Individuals will continuously seek opportunities to grow until they reach this satisfaction.

#### *Employee Performance*

The term "performance" comes from the word 'performance,' and is often interpreted by some as the achievement or output of a job. However, the meaning of performance is actually broader, as it not only includes the final results but also reflects how the work is carried out. Employee performance is the qualitative and quantitative result of carrying out tasks and responsibilities over a specific period of time. Performance has several indicators, including work commitment, punctuality, quantity, quality, independence, and effectiveness (Bandari, 2020).

Optimizing employee performance is a prerequisite for achieving the strategic goals of the organization. According to Indra Bastian, performance is a level of achievement in planned activities that encompasses the company's goals, mission, vision, and objectives. Job performance is a crucial element for both individuals and companies in their efforts to reach the desired level of productivity. On the other hand, to meet consumer expectations, optimal employee performance is required, which can be achieved through the maximum utilization of human resources to enhance service quality. Factors Influencing Employee Performance.

Various factors can influence employee performance, including Amount and Composition of Compensation: The more detailed the work performed, the more valuable the compensation received, which can drive better performance. Job Placement, Employees placed in positions that align with their passion, qualifications, and abilities tend to achieve higher performance. Training,

Regular opportunities to participate in training can improve employee performance compared to those who rarely receive training. Promotion, Clear career paths and promotion opportunities can motivate employees to enhance their performance to achieve desired career goals. Sense of Future Security, Promising retirement benefits or job security can serve as motivation for employees to continuously improve their performance. Relationships with Colleagues: Good communication and relationships among colleagues can encourage employees to achieve better performance.

### *Hypothesis*

A hypothesis is a preliminary assumption that serves as an answer to the problem formulation in a research study, where the problem has already been structured in the form of questions. It is called preliminary because the answer is still based on theory and has not yet been proven empirically.

H1: Employee Training has an impact on Employee Performance at PT. Nila Tour & Travel Surabaya.

H2: Career Development has an impact on Employee Performance at PT. Nila Tour & Travel Surabaya.

### **METHODOLOGY**

Qualitative research in this study aims to analyze the impact of job training and career development on employee performance at PT. Nila Tour & Travel Surabaya. A survey method is used in the research, employing data collection techniques through questionnaires distributed directly to respondents. The sample consists of 45 active tour leader respondents. In this study, the Partial Least Square (PLS) method is used to analyze the data. This method is capable of explaining the relationships between variables and conducting comprehensive data testing. PLS falls under the category of Structural Equation Modeling (SEM) using a variance-based approach and is often referred to as component-based SEM. The PLS-SEM analysis consists of two main parts: the structural model (also known as the inner model) and the measurement model (also known as the outer model). The measurement model illustrates how latent variables are represented by observable indicators or manifest variables. The Partial Least Square (PLS) method for data analysis is conducted using the SmartPLS 3.2.9 software, which includes evaluating the outer model (convergent validity, discriminant validity, and composite reliability) as well as the inner model (R-Square and hypothesis testing). Here's the English translation of the "Data Collection Techniques" section:

Types of Data, Primary Data Primary data is defined as data obtained directly through field research conducted by the researcher based on the variables being studied. The data obtained in this research consists of respondent answers based on indicators for each variable, collected through the distribution of questionnaires to employees of PT. Nila Tour and Travel Surabaya. Secondary Data? Secondary data is defined as data that has been processed and obtained from other parties. The secondary data for this research was obtained from a

literature review of supporting theories and a recapitulation of employee performance appraisals from PT. Nila Tour and Travel Surabaya.

**RESULTS AND DISCUSSION**

Based on the characteristics of the respondents, the majority (44.4%) are aged 21-25 years, indicating a dominance of young and productive workers. The proportion of male respondents (91.1%) is significantly higher than that of females, reflecting the nature of fieldwork that requires extra manpower. Therefore, the questionnaires were distributed to respondents who met the previously established criteria. The method applied in this research is the saturated sampling or census technique, which is a sampling determination technique where all members of the population are used as samples. The sample required for SEM-PLS analysis is the same for much smaller data, estimated to be between 30-100 samples, or ten times the number of formative indicators. The data collected from the completed questionnaires were then used to construct the main SEM-PLS model, which includes 17 statements. Referring to the questionnaire instrument data and the instrument trial, the job training variable consists of 6 statement items, the career development variable has 5 statements, and the employee performance variable includes 6 statement items. All of these were concluded to be valid and reliable based on the outer loading values above 0.7 and the Average Variance Extracted (AVE) exceeding 0.50.

The evaluation of the measurement model in the SEM-PLS approach was conducted first, followed by running the PLS-Algorithm procedure to obtain values for Cronbach’s Alpha, Composite Reliability, and Average Variance Extracted (AVE). To obtain these values, several steps are required, one of which is reviewing the outer loading to assess Convergent Validity. Each statement item with an outer loading value above 0.7 indicates that the model meets the requirements for Convergent Validity and can be considered valid in influencing employee performance. Hypothesis testing was conducted using the bootstrap method. The hypothesis testing was based on the results of the inner model (structural model), which includes output for R-square, path coefficients, and t-statistics (Sayyida & Alwiyah, 2019). To determine whether the hypothesis is accepted or rejected, one can look at the significance values between constructs, t-statistics, and p-values. In this study, hypothesis testing was assisted by SmartPLS 3.2.9. The results show that the research model indicates a T-statistics value of 2.577 and a P-value of 0.010. Since the T-statistics (2.577) is greater than or equal to 1.96 and the P-value (0.010) is less than or equal to 0.05, the hypothesis is accepted.

Table.1 Hypotesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Job Training (X1) -> Employee Perfomance(Y)	0.482	0.512	0.187	2.577	0.010

Career Development (X2) -> Employee Performance(Y)	0.422	0.407	0.196	2.152	0.031
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### *The Influence of Job Training on Employee Performance*

The analysis shows that the indicator with the highest factor loading for the job training variable is related to training participants, specifically regarding their improved skills, with a loading value of 0.850. The analysis consistently indicates that job training has an impact on employee performance at PT. Nila Tour & Travel Surabaya. Specifically, the indicator for training participants who are able to achieve success (X1.1) shows the highest loading factor of 0.850. This figure indicates that employees' perceptions of the abilities and intelligence of training participants, including themselves, are the most dominant aspects in shaping the effectiveness of the training. It suggests that when employees feel they have the intrinsic capacity to absorb and apply the training material, and when they see that their peers have similar potential, their motivation and confidence to actively participate in the training will increase.

This boost in confidence regarding new skills and knowledge leads to more effective performance, which directly contributes to individual performance improvement. Skill and Knowledge Enhancement: Training aims to improve the skills, knowledge, and capabilities of employees. By providing new knowledge and refining existing skills, training enables employees to perform their tasks more effectively and efficiently. Behavioral Change, Beyond just skills and knowledge, training also seeks to change employee attitudes and behaviors to align with company objectives. This includes improving mindset, fostering positive attitudes, and increasing overall competence. Increased Effectiveness and Productivity: The ultimate goal of training is to boost the effectiveness and productivity of employees. When employees are well-trained, they are better equipped to meet job demands, leading to higher output and better quality work. Adaptability to Change: Continuous training helps employees remain relevant and competitive in the face of dynamic work environments. This adaptability is crucial for sustained high performance.

Increased Employee Commitment and Loyalty: When organizations invest in training, employees feel appreciated and cared for. This recognition can significantly increase their commitment and loyalty to the organization, which in turn positively impacts their performance. This aligns with research conducted by Nurul Khastelia Hartomo (2020), which reports that job training has an impact on employee performance.

### *The Influence of Career Development on Employee Performance*

The analysis results show that the indicator with the highest factor loading for the career development variable is work commitment, such as loyalty, which is often accompanied by a greater sense of responsibility. The work commitment indicator (X2.4) has the highest loading factor of 0.863 for the career development variable. This figure clearly highlights that the level of employee loyalty and

commitment to the company is the most influential aspect in the context of career development that impacts performance. Increased Motivation and Enthusiasm: Accurate career development programs instill a sense of purpose and motivation in employees. This heightened spirit and enthusiasm directly lead to higher quality work and, consequently, improved employee performance. Enhanced Quality of Work: When employees are motivated by clear career paths and opportunities, they are more likely to produce high-quality work. This commitment to excellence stems from their desire to advance and contribute meaningfully. Contribution to Organizational Goals: Career development is identified as a supporting factor that significantly influences employee performance, ultimately leading to the achievement of organizational goals. Loyalty and Commitment: The research specifically highlights "Kesetiaan pada perusahaan" (loyalty to the company) as a key indicator of career development that positively impacts employee performance. Employees who are loyal not only increase productivity and work performance but also contribute to stability and a positive workplace culture. This creates a mutually beneficial situation for both the company and the employees.

Improved Collaboration: Loyal employees tend to build better relationships with their colleagues, fostering improved teamwork and collaboration. This, in turn, enhances overall team performance. Increased Productivity: Employees who feel loyal to their company are typically more productive. They strive to make greater contributions and are committed to completing tasks effectively, which positively impacts their work output.

Employees who feel valued and see a promising career path within the organization tend to develop a sense of ownership and greater responsibility. This loyalty not only leads to higher employee retention but also encourages a stronger drive to achieve the company's goals. Loyal employees are more active in seeking opportunities to improve their skills, accepting new challenges, and contributing beyond standard expectations, all of which ultimately result in a collective improvement in individual performance.

This aligns with the research conducted by Syahputra and Tanjung (2020), which concluded that career development has a significant impact on employee performance. Based on this explanation, it can be concluded that work experience is a key factor that can enhance employee performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

The research conducted provides results regarding the impact of job training and career development on employee performance, showing that job training positively affects employee performance. Employees who participate in training programs demonstrate improvements in skills, knowledge, and abilities, which directly impact their productivity and work efficiency. Career development also has a significant influence and contributes to employee performance. When employees feel they have opportunities to develop and advance their careers, they tend to be more motivated and committed to their jobs, which in turn leads to improved performance. It is recommended that PT. Nila Tour & Travel plan and implement ongoing, relevant training programs that focus on both technical skills and soft skills. Developing a transparent career path and conducting regular

evaluations of the effectiveness of training and career development programs are crucial for retaining talented employees and enhancing organizational performance. Work training significantly influences the improvement of employee performance.

It is recommended that the company design and implement sustainable and relevant training programs for participants. These programs should include training focused on technical skills (e.g., use of software and tools necessary in the tourism industry) as well as soft skills (e.g., communication and teamwork). By doing so, employees can significantly improve their performance. Employees who participate in training programs demonstrate enhanced skills, understanding, and capabilities, which directly impact their production levels and work efficiency. Career development also has a significant influence and contributes positively to employee performance. Employees who perceive opportunities for growth and advancement in their careers tend to be more motivated and committed to their work, which in turn improves their performance. It is recommended that the company provide awards and recognition to employees who demonstrate good performance, both individually and as a team. Consider increasing bonuses for employees whose working hours exceed the determined limits. These actions are intended to ensure employees maintain their loyalty to the company.

#### **FURTHER STUDY**

It is recommended that future research include a larger number of respondents with more diverse backgrounds to obtain more representative results. Future researchers should also consider studying other variables that may influence employee performance, such as job satisfaction, internal motivation, and working conditions. Additionally, using varied research methods, such as case studies, in-depth interviews, or surveys, can help gain a more comprehensive understanding of the phenomena being studied. Conduct further research using diverse and larger samples. This will help in obtaining more robust and generalizable results, enhancing the external validity of the findings.

Future research is encouraged to conduct further studies using a more diverse and larger sample size to obtain better results. Researchers could consider exploring other variables that might influence employee performance, such as job satisfaction, intrinsic motivation, and environmental factors in the workplace. It is suggested that future research be conducted with diverse and larger samples to obtain even better results. Researchers could consider exploring other variables that might influence employee performance, such as job satisfaction, intrinsic motivation, and workplace environmental factors. Utilize diverse research methods, such as case studies, in-depth interviews, or surveys, to gain a more comprehensive understanding. By following these recommendations, future studies can contribute to a more complete and intricate understanding of employee performance and its determinants.

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