

THE EFFECT OF TRAINING AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE AT DR. PRINGADI GENERAL REGIONAL HOSPITAL, MEDAN

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ABSTRACT

This study aims to analyze the effect of training and career development on employee performance at Dr. Pringadi General Regional Hospital, Medan. The research uses a quantitative method with an explanatory survey design. The population consists of all employees at Dr. Pringadi Hospital totaling 1,247 individuals, with a sample of 302 respondents selected using stratified random sampling. The research instrument was a questionnaire with a 5-point Likert scale that has been tested for validity and reliability. Data analysis was conducted using multiple linear regression with the assistance of SPSS 26.0 software. The results show that training has a positive and significant effect on employee performance ($\beta = 0.387$, $p < 0.001$), career development has a positive and significant effect on employee performance ($\beta = 0.421$, $p < 0.001$), and simultaneously, training and career development have a positive and significant effect on employee performance ($F = 89.743$, $p < 0.001$) with an R^2 value of 0.375. This study contributes theoretically to human capital theory and provides practical implications for hospital management in optimizing employee performance through targeted human capital investment.

Keywords: Training Career, Development, Employee Performance, Human Capital theory, Hospital

BACKGROUND

Hospitals as healthcare service institutions face complex challenges in providing quality services to the community. The quality of hospital services heavily depends on the performance of the human resources working within them. Hospital employees, ranging from medical to non-medical staff, play a strategic role in creating optimal healthcare services (World Health Organization, 2024). In Indonesia, the implementation of hospital services is regulated by the Government of Indonesia through Law Number 44 of 2009 concerning Hospitals, Law Number 36 of 2009 concerning Health, and Minister of Health Regulation Number 15 of 2023 concerning Minimum Service Standards for Hospitals, which emphasize the importance of improving healthcare service quality through competent human resources (Kementerian Kesehatan Republik Indonesia, 2023; Undang-Undang Republik Indonesia Nomor 36 Tahun 2009; Undang-Undang Republik Indonesia Nomor 44 Tahun 2009).

Dr. Pirngadi General Regional Hospital in Medan, as one of the main referral hospitals in North Sumatra, faces challenges in maintaining and improving employee performance. Based on initial data obtained, there are indications that employee performance is not yet optimal, as seen from several indicators such as a high absenteeism rate (8.3%), patient complaints related to services (15.2%), and achievement of work targets that are still below maximum (72.5%). These conditions indicate that improving employee performance remains a major concern for hospital management. Previous studies have shown that employee performance in hospitals is influenced by various organizational and human resource factors, including training, career development, and organizational support (Dewi & Pratama, 2023; Rahmawati & Susilo, 2023).

In the context of Human Capital Theory, investment in human resources through training and career development is considered one of the most important strategies for improving organizational performance. Becker (1964) explains that investments in education, knowledge, and skills increase employees' productive capabilities and ultimately improve organizational outcomes. This perspective has been reinforced by recent studies showing that investment in human capital significantly contributes to organizational performance, particularly in public hospitals (Pratiwi & Rahman, 2024; Wibowo & Hartono, 2023).

Training is a systematic learning process designed to improve employees' knowledge, skills, competencies, and work behavior so that they can perform their duties more effectively (Noe et al., 2023). Empirical studies have consistently demonstrated that training has a positive influence on employee performance because it enhances technical competence and work effectiveness (Anwar & Sari, 2024; Johnson et al., 2023; Sartika & Nurdin, 2024). Meanwhile, career development is a continuous organizational effort to help employees improve their competencies, achieve career advancement, and maximize their professional potential (Schein & Schein, 2017; Robbins & Judge, 2024). Previous research also indicates that career development positively influences employee performance and serves as an important mechanism for increasing employee motivation, commitment, and organizational productivity (Chen et al., 2024; Handoko & Wijaya, 2024; Lestari & Sudana, 2023).

This study is important because it provides empirical evidence regarding the influence of training and career development on employee performance within the hospital context. The findings are expected to strengthen the application of Human Capital Theory in healthcare organizations while providing practical recommendations for the management of Dr. Pirngadi General Regional Hospital in designing integrated human resource development programs. Furthermore, the results are expected to support the implementation of Indonesia's healthcare transformation agenda by improving the quality of hospital human resources through sustainable training and career development initiatives (Kementerian Kesehatan Republik Indonesia, 2024; World Health Organization, 2024).

RESEARCH METHOD

This study employs a quantitative approach with an explanatory survey design. This design was chosen because the research aims to explain the causal relationship between the independent variables (training and career development) and the dependent variable (employee performance).

Population and Sample

The population of this study consists of all employees at Dr. Pirngadi General Regional Hospital in Medan, totaling 1,247 individuals. This includes medical personnel (doctors, nurses, midwives), medical support staff (pharmacists, laboratory analysts, radiographers), and non-medical staff (administration, finance, logistics, security, and sanitation). The sample size was determined using the Slovin formula with a 5% margin of error, resulting in a total of 302 respondents. The sampling technique employed was stratified random sampling based on employee categories to ensure the representativeness of the sample.

Data Analysis Technique

The data analysis was conducted through the following stages:

1. Descriptive Analysis: To describe the characteristics of the respondents and the distribution of responses for each variable
2. Classical Assumption Test: Including tests for normality, multicollinearity, heteroscedasticity, and linearity
3. Multiple Linear Regression Analysis: Used to test the research hypotheses with the following equation: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$

Where:

Y = Employee performance

X_1 = Training

X_2 = Career Development

α = Constant

β_1, β_2 = Regression coefficient

ε = Term error

4. Hypothesis Testing: Using the t-test for partial hypotheses and the F-test for simultaneous hypotheses, with a significance level of $\alpha = 0.05$

RESEARCH FINDINGS

Respondent Characteristics

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Man	113	37.4
	Woman	189	62.6
Age	20-30 year	87	28.8
	31-40 year	121	40.1
	41-50 year	72	23.8
	>50 year	22	7.3
Education	SMA/SMK	45	14.9
	D3	89	29.5
	S1	132	43.7
	S2	36	11.9
Years of service	1-5 year	98	32.5
	6-10 year	106	35.1
	11-15 year	63	20.9
	>15 year	35	11.6
Job Category	Medical personnel	156	51.7
	Medical support staff	89	29.5
	Non-medical personnel	57	18.9

Based on Table 2, It can be concluded that the majority of respondents are female (62.6%) and fall within the 31–40 years age group (40.1%). In terms of education, most respondents hold a bachelor's degree (43.7%), followed by those with a diploma (29.5%). The largest portion of respondents has 6–10 years of service (35.1%), indicating that most have a moderate level of work experience. Based on job category, the majority are medical personnel (51.7%), followed by medical support staff (29.5%), and the rest are non-medical personnel (18.9%). Overall, the data show that most respondents in this study are female medical personnel aged 31–40 years, with a bachelor's degree and moderate work experience.

Classical Assumption Test

Normality Test

The Kolmogorov-Smirnov test results show a significance value of $0.127 > 0.05$, indicating that the data is normally distributed.

Multicollinearity Test

The VIF value for the training variable is 1.723 and for the career development variable is also 1.723 (< 10), and the tolerance value is 0.580 (> 0.10), indicating that there is no multicollinearity.

Heteroscedasticity Test

The Glejser test shows a significance value of 0.234 for the training variable and 0.419 for the career development variable (> 0.05), indicating that there is no heteroscedasticity.

Linearity Test

The results of the linearity test indicate a linear relationship between the independent and dependent variables ($F_{\text{linearity}} < 0.05$).

Multiple Linear Regression Analysis

The results of the multiple linear regression analysis yield the following equation: $Y = 18,347 + 0,387X_1 + 0,421X_2$ Interpretation of the Regression Equation:

- The constant (α) = 18.347 indicates that without training and career development, employee performance still has a baseline value of 18.347
- The regression coefficient for training (β_1) = 0.387 indicates that each 1-unit increase in training will improve employee performance by 0.387 units
- The regression coefficient for career development (β_2) = 0.421 indicates that each 1-unit increase in career development will improve employee performance by 0.421 units

Hypothesis Testing

Hypothesis 1: The Effect of Training on Employee Performance.

- $t\text{-calculated} = 7.892 > t\text{-table} = 1.968$
- $\text{Sig.} = 0.000 < 0.05$
- Conclusion: H_1 is accepted, indicating that training has a positive and significant effect on employee performance

Hypothesis 2: The Effect of Career Development on Employee Performance

- $t\text{-calculated} = 8.674 > t\text{-table} = 1.968$
- $\text{Sig.} = 0.000 < 0.05$
- Conclusion: H_2 is accepted, indicating that career development has a positive and significant effect on employee performance

Simultaneous Hypothesis Test (F Test)

Hypothesis 3: The simultaneous effect of training and career development on employee performance

- $F \text{ calculated} = 89.743 > F \text{ table} = 3.03$
- $\text{Sig.} = 0.000 < 0.05$

- Conclusion: H_3 is accepted, indicating that training and career development simultaneously have a positive and significant effect on employee performance

Coefficient of Determination (R^2)

The analysis results show an R^2 value of 0.375, meaning that 37.5% of the variation in employee performance can be explained by the variables of training and career development, while the remaining 62.5% is explained by other variables not examined in this study.

DISCUSSION

The Effect of Training on Employee Performance

The research findings indicate that training has a positive and significant effect on the performance of employees at RSUD Dr. Pirngadi Medan. This finding is consistent with human capital theory, which emphasizes that investment in training can enhance employee productivity and performance. The training conducted at the hospital includes medical technical training, patient safety training, and soft skills training relevant to job requirements.

The mechanism through which training affects performance occurs via several pathways: (1) Improvement of technical skills that enable employees to carry out tasks more effectively, (2) Enhancement of knowledge that supports better decision-making, and, (3) Increased work motivation as employees feel valued and developed by the organization.

This finding aligns with the study by Johnson et al. (2023), which found that competency-based training can improve hospital employee performance by 28%. In the context of RSUD Dr. Pringadi Medan, the most effective training is that which is tailored to the specific needs of each work unit and conducted continuously.

The Effect of Career Development on Employee Performance

Career development has been proven to have a positive and significant effect on employee performance, with a regression coefficient larger than that of training ($\beta_2 = 0.421 > \beta_1 = 0.387$). This indicates that career development has a stronger impact on employee performance compared to training.

Effective career development at RSUD Dr. Pringadi Medan includes clear career paths, transparency in promotion systems, and organizational support for developing employee competencies. When employees have clear expectations about their career future, they tend to perform better because they are motivated to achieve those career goals.

This finding supports expectancy theory, which explains that employee performance is influenced by their expectations of the outcomes they will receive from their efforts. In the context of career development, employees who perceive opportunities for advancement in their careers are more motivated to demonstrate their best performance.

Simultaneous Effect of Training and Career Development on Employee Performance

The F-test results indicate that training and career development simultaneously have a significant effect on employee performance, contributing 37.5%. This shows that these two variables complement each other in enhancing employee performance.

The synergy between training and career development creates a stronger effect compared to when each variable works independently. Training provides the necessary skills and knowledge, while career development offers motivation and direction to utilize those skills optimally.

In the context of the hospital, the combination of training and career development is especially important given the complexity of tasks and responsibilities carried by employees. Employees who possess high skills and a clear career perspective will contribute optimally to the quality of healthcare services.

CONCLUSION

Based on the results of the data analysis and discussion, it can be concluded that both training and career development have positive and significant effects on the performance of employees at RSUD Dr. Pringadi Medan. Training positively and significantly influences employee performance, as indicated by a regression coefficient of 0.387 (t -calculated = 7.892, $\text{sig.} = 0.000 < 0.05$), demonstrating that investment in well-designed and high-quality training programs can substantially enhance employees' knowledge, skills, and overall job performance. Likewise, career development has a positive and significant effect on employee performance, with a regression coefficient of 0.421 (t -calculated = 8.674, $\text{sig.} = 0.000 < 0.05$). The findings reveal that career development has a stronger influence than training, emphasizing the importance of providing clear career advancement opportunities and motivational support to improve employee performance. Furthermore, training and career development simultaneously have a positive and significant effect on employee performance, as evidenced by an F -calculated value of 89.743 and a significance level of 0.000, with a coefficient of determination (R^2) of 0.375. This indicates that the two variables together explain 37.5% of the variation in employee performance, while the remaining 62.5% is influenced by other factors not examined in this study. The synergy between training and career development creates a more optimal impact on improving employee performance. Theoretically, this study strengthens human capital theory by providing empirical evidence that investments in employee training and career development contribute significantly to enhancing performance within the healthcare sector. The findings also demonstrate that motivational aspects reflected in career development exert a greater influence than the technical competencies gained through training. Practically, the results suggest that the management of RSUD Dr. Pringadi Medan should optimize continuous training programs, establish a transparent and equitable career development system, and integrate both initiatives into a comprehensive human resource development strategy to achieve sustainable improvements in employee performance.

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