

---

ANALYSIS OF THE EFFECT OF EMPLOYEE TRAINING AND DEVELOPMENT ON  
EMPLOYEE ACHIEVEMENT PT PACIFIC MEDAN INDUSTRY MEDAN

---

**Rosita**

Dosen Institut Bisnis Informasi Teknologi dan Bisnis  
email: rosita@itnb.ac.id

**Stefvy**

Dosen Institut Bisnis Informasi Teknologi dan Bisnis  
email: stefvy@itnb.ac.id

**Abstract**

This study aims to describe the effect of employee training and development on employee performance at PT Pacific Medan Industry. This research uses simple random sampling method. Research respondents are part of the Marketing Department of PT. Pacific Medan Industry, totaling 85 (eighty five) people. The instrument used is a questionnaire to collect data from training variables, employee development variables, and employee performance variables, multiple linear regression analysis, multiple linear correlation coefficient tests, partial hypothesis testing or t test, simultaneous hypothesis testing or F test, and calculations. coefficient of determination. The results of the descriptive analysis for the training variable are in the fairly good category, the employee development variable and work performance are in the good category at PT Pacific Medan Industry. Simultaneously, employee training and development has a positive and significant effect on employee performance at PT Pacific Medan Industry. The contribution of training variables and employee development variables to the increase in employee performance variables at PT Pacific Medan Industry is 0.753 or 75.3%, while the remaining 0.247 or 24.7% is influenced by other variables not examined by the authors in this study. such as work motivation, work culture, work discipline, and so on.

**Keywords:** Training, Employee Development and Employee Performance

**INTRODUCTION**

*Companies must provide training to employees, with the intention that the trained employees can develop their abilities both in terms of intelligence, knowledge and higher quality skills. Development has a broader scope in an effort to improve and enhance knowledge, abilities, attitudes and personality traits. Training and development aims to close the "gap" between the skills or abilities of employees and to increase the efficiency and effectiveness of employees' work in achieving predetermined work goals.*

*Employee work performance shows the sincerity, toughness and ability of employees in completing the tasks assigned to them. Job performance affects how much work the employees do to the company. Job performance affects the achievement of organizational goals. PT Pacific Medan Industry is a manufacturing company engaged in the processing of palm oil which produces cooking oil. The training and development programs provided to employees are in the form of tiered job training, field training, job transfer, on the job training, comparative studies, special assignments, role playing, job instruction. job instructions), and laboratory training (laboratory training). The annual training and development program at PT Pacific Medan Industry aims to improve the work performance of its employees. Employee performance can be seen from the comparison of the target and realization of cooking oil production from 2016 to 2020, as shown in the following table:*

**Table 1 Employee Performance of PT Pacific Medan Industry Year 2016 - 2020**

Year (Tons)	Production Target (Tons)	Real Production (Tons)	Achievements (Tons)	Percentage (%)
2016	75.000	70.900	- 4.100	- 5,6
2017	76.000	71.200	- 4.800	-6,3
2018	80.500	74.100	- 6.400	-7,9
2019	82.800	75.200	- 7.600	-9,2
2020	85.750	76.150	- 9.600	-11,2
Average	<b>80.010</b>	<b>73.510</b>	<b>- 6.500</b>	<b>-8,0</b>

Source: PT Pacific Medan Industry 2020

Based on table 1 shows that the realization of cooking oil production decreased every year from 2012 to 2016, at PT Pacific Medan Industry. The average annual production target was 80,010 tons of cooking oil and the average production realization of 73,510 tons was not achieved as much as 6,500 tons or 8.0%. In 2016, there was the biggest decline in production with a production target of 85,750 tons. The realization of production was 76,150 tons, not 9,600 tons or 11.2%. This decline occurred, due to several problems related to work performance. These problems that can be inventoried include: (1) low work motivation, (2) lack of employee knowledge of their main duties and functions, (3) low levels of employee discipline, (4) low responsibility for every job that the leadership assigns to employees, (5) the training and development program materials provided by the company are not in accordance with the needs. This condition proves that the training and development held are not in accordance with the demands or needs of employees. The training and development program is only given to employees in certain positions and many employees are not fully involved and in its implementation it is often postponed, so that after they participate in training and development it does not make a significant difference to improving work performance. If this is allowed to happen continuously, then employees are not enthusiastic and unproductive in doing their work and ultimately the company's goals will not be achieved.

Based on these descriptions, the authors are interested in conducting research with the title: "Analysis of the Effect of Training and Employee Development on Employee Performance at PT Pacific Medan Industry"

### Training

Training has a variety of long-term career benefits that help employees take bigger responsibilities in the future. Training programs are important not only for individuals, but also for organizations and human relations within the working group, and even for the country. The main objective of training is to close the "gap" between the skills or abilities of employees and to increase the efficiency and effectiveness of employees' work in achieving predetermined work goals.

Training is a process that includes a series of actions that are carried out deliberately in the form of providing assistance to the workforce provided by training professionals in a unit of time which aims to increase the work ability of participants in certain fields of work in order to increase effectiveness and productivity in an organization (Hasibuan 2012) Training is a part of education that concerns the learning process to acquire and improve skills outside the applicable education system, in a relatively short time and with methods that prioritize practice rather than theory. Education and training are the same as development, namely a process improvement of work skills both technical and managerial Education theory-oriented, carried out in class, lasts a long time, and usually answers why Training is practice-oriented, carried out in the field, is short-lived, and usually answers According to Matutina, (2012), training is closely related to providing assistance to employees, with the aim

that the trained employees can develop their abilities both in terms of intelligence, knowledge and skills that are of higher quality and increase. Training for employees, according to Mangkuprawira (2012) is a process of teaching certain knowledge and skills and attitudes so that employees are more skilled and able to carry out their responsibilities better, according to standards. Usually training refers to developing work skills that can be used immediately. Moekijat (2015) states that the training aims to:

- A. Increase knowledge, expertise, skills, and be ready to carry out employee personality and ethics in accordance with the needs of the agency.
  - a. Creating an apparatus capable of acting as reformers and the glue of national unity and integrity.
  - b. Strengthen the attitude and spirit of service-oriented service, protection, and community empowerment.
  - c. Creating a common vision and dynamic mindset in carrying out general government and development tasks for the realization of good governance.
  - d. The target of training is the creation of employees who have the potential in accordance with the requirements of their respective positions.

#### Training Methods

The training methods applied by each company are different, this is according to the needs of the employees. If the employee training method provided by the company to employees is in accordance with the demands of the job, then productivity will increase so that the set targets can be achieved.

According to Hasibuan (2012), employee training methods are:

- a. At work (on the job). The on-the-job training method has a major difficulty because it takes place in the workplace so that often unplanned activities are considered as employee training. Therefore, management needs to plan and coordinate training efforts so that the results are as expected. Employee training methods in the workplace include: coaching, task committees, job rotation, and positions as assistants.
- b. Outside the Workplace (off the job). Off-the-job training techniques can be effective because they give individuals the opportunity to get away from work and concentrate only on what has to be learned. On-the-job training methods are: in-class and degree courses, human relations training, sabbatical or sabbatical, and outdoor training.

#### Definition and Benefits of Employee Development

Development has a broader scope in an effort to improve and enhance knowledge, abilities, attitudes and personality traits. So, development is more emphasized on increasing the ability to do work in the future, which is done through an integrated approach with other activities to change work behavior.

According to Mathis and Jackson (2012), "development is an effort to improve the ability of employees to face various assignments". According to Sunyoto (2012), "development is the preparation of individuals to take on different or higher responsibilities within the organization". Development usually deals with the increased intellectual or emotional abilities needed to get things done better. Employee development programs should be carefully structured and based on scientific methods and guided by the skills the company needs today and for the future. Development should aim to improve the technical, theoretical, conceptual and moral abilities of employees so that their work performance is good and achieves optimal results.

#### Types and Methods of Employee Development

Hasibuan (2012), states that the types of employee development are:

- a. Informal development. Informal development, namely employees on their own desires and efforts to train and develop themselves by studying literature books that have to do with work or position.

b. Formal development. Formal development means that employees are assigned by the company to attend education or training, both those carried out by the company and those carried out by educational or training institutions.

The development method applied by each company is different, this is according to the needs of its employees. If the development method provided by the company to employees is in accordance with the demands of the job, then productivity will increase so that the targets set can be achieved.

According to Hasibuan (2012), there are two types of employee development methods, namely:

1. Development methods in the workplace, namely:
  - a. Job Rotation, which is a method intended by changing positions from one position or type of position to another will add or enrich experiences and be able to recognize various variations of the problems faced.
  - b. The assignment committee, which assigns promising employees to a special assignment committee that can provide employees with experience and help them to understand personality traits, problems, and activity processes that exist in the organization.
  - c. Tiered Job Training, which is to provide training to employees according to their respective positions.
  - d. Internship, which is similar to an internship, but this program is only temporary in nature which gives individuals experience in certain jobs.
  - e. Task Field Training, namely the training method provided to employees in accordance with the field of work / assignment given to increase employee skills.
2. Development methods outside the workplace, namely:
  - a. Discussion, which involves all participants to be active in the discussion / problem solving being discussed. It is hoped that the participants in this discussion can develop leadership, cooperation and effective communication.
  - b. Comparative Study, which contains the concept as an activity to review and evaluate an object or other place, especially regarding aspects of the advantages that have a development orientation, or also known as the concept of learning in different locations and environments for business expansion.
  - c. Multiple Technic, namely mixed training that is intended to overcome the deficiencies that exist in other techniques and achieve high training effectiveness.
  - d. Role Playing, where each participant is given the opportunity to play a role or more and at the end of the game all participants are asked to assess the role they have played so that their weaknesses and strengths can be found.

### **Definition of Work Performance**

Job performance shows the individual performance of the workforce, which is every result of the business or activity carried out by every employee in a company. In a company, employees always demand to improve their work performance, so that company goals can be achieved properly. Mangkunegara (2013) defines work performance as the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Meanwhile, Hasibuan (2012) states that work performance is a result of work achieved by a person in carrying out tasks assigned to employees based on skills, experience, sincerity and time.

Work performance will be achieved if it is supported by individual attributes, work efforts and organizational support. Individual attributes that determine the capacity to grind. Individual attributes include individual factors (abilities and skills, educational

background), and psychological factors include perception, attitude, personality, learning and motivation. Work effort is related to the desire to achieve something. Organizational support, including resources, leadership, work environment, organizational structure and job design.

Job Performance Appraisal Method.

According to Sunyoto (2012), the work performance appraisal consists of 5 (five) methods, namely:

1. Rating scale. Performance appraisal of employees based on the characteristics and characteristics of the type of work and determining its parameters.
2. Checklist. Assessments conducted to reduce the burden are assessed, by requesting a brief report on the behavior related to the employee's job.
3. Field review method. Employee performance appraisal to achieve a more standard assessor. In this case, the expert representative from the personnel department came down to assist the assessor in the assessment.
4. Tests and observations of work performance. This is intended to test employee skills and knowledge that an employee needs to have in carrying out his duties.
5. Group evaluation methods. Job performance appraisal with the aim of evaluating employees' knowledge and abilities and abilities of employees in various kinds of work for decision making.

Factors Affecting Job Performance

According to Simanjuntak (2015), employee work performance is influenced by 3 factors, namely:

- a. Individual competence. Individual competence is the ability and skills to do work. Each person's competence is influenced by several factors, namely ability, education and training, work experience, motivation and work ethic.
- b. Organizational support. Employee job performance also depends on organizational support in the form of organizing, providing work facilities and infrastructure, working conditions and working conditions.
- c. Management support. The company's performance and the performance of each person are also very dependent on the managerial ability of the management or leaders, in company activities, to foster motivation and mobilize all employees to work optimally.

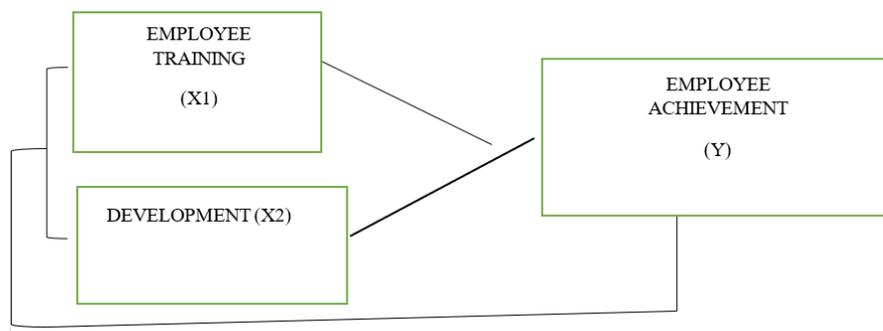
Mangkunegara (2013) argues that the factors that influence work achievement include: (1) Ability, and (2) Motivation Factors.

Other factors that affect work performance include: (a) Effectiveness and Efficiency, (b) Authority and Responsibility, (c) Discipline, and (d) Initiative.

Performance Indicators

According to Riani (2011), indicators of work performance are: (1) Work results, (b) Knowledge,

- (3) Creativity, (4) Cooperation, (5) Trustworthiness, and (6) Initiative



**Figur 1:** Theoretical Framework

Hyphotesis:

1. There is Effect Employee Training toward Employee Achievement
2. There is Effect Employee Development toward Employee Achievement
3. There is Effect Employee Training and Development toward Employee Achievement

### RESEARCH METHODS

This research was conducted at PT Pacific Medan Industry. The variables in this study use independent variables, namely training and employee development and the dependent variable, namely work performance. The population in this study were all employees of the palm oil millat PT Pacific Medan Industry as many as 108 people. The sample is part of the population. To determine the size of the study sample from this population, the Slovin formula can be used (Sunyoto, 2013), namely:

$$\begin{aligned}
 n &= \frac{N}{1+Ne^2} \\
 &= \frac{108}{1 + Ne^2} \\
 &= \frac{108}{1+(108 \times 0,05^2)} \\
 &= 85 \text{ People}
 \end{aligned}$$

The sampling technique was simple random sampling. The data collection techniques used were questionnaires and documentation. The data analysis technique used is descriptive analysis and multiple linear regression analysis.

### Descriptive Analysis

Descriptive analysis was conducted to determine the frequency and percentage values obtained from each alternative answer given by each respondent in the research questionnaire. The description of the answer assessment score of each variable in this study is as follows:

**Table 2:** The answer of Responses Employee Training Variable

Responden Answer									
SS		S		CS		TS		STS	
F	%	F	%	F	%	F	%	F	%
27	31.8	24	28.2	11	12.9	18	21.2	5	5.9
28	32.9	27	31.8	17	20.0	8	9.4	5	5.9
26	30.6	30	35.3	19	22.4	10	11.8	0	0.0
26	30.6	26	30.6	12	14.1	17	20.0	4	4.7
24	28.2	31	36.5	18	21.2	12	14.1	0	0.0
26	30.6	31	36.5	15	17.6	13	15.3	0	0.0

28	32.9	30	35.3	18	21.2	9	10.6	0	0.0
26	30.6	26	30.6	14	16.5	13	15.3	6	7.1
26	30.6	26	30.6	13	15.3	12	14.1	8	9.4
27	31.8	27	31.8	14	16.5	11	12.9	6	7.1
25	29.4	25	29.4	17	20.0	14	16.5	4	4.7
28	32.9	24	28.2	15	17.6	12	14.1	6	7.1
25	29.4	28	32.9	16	18.8	10	11.8	6	7.1
19	22.4	29	34.1	14	16.5	17	20.0	6	7.1
<b>361</b>	<b>424.7</b>	<b>384</b>	<b>451.8</b>	<b>213</b>	<b>250.6</b>	<b>176</b>	<b>207.1</b>	<b>56</b>	<b>65.9</b>
	<b>30.3</b>		<b>32.3</b>		<b>17.9</b>		<b>14.8</b>		<b>4.7</b>

Source: Research 2020

Based on table 1.1 it can be seen that the respondents who chose the answer strongly agree were as much as 30.3%; respondents who chose the agreed answer were as much as 32.3%; respondents who chose fairly agreeable answers were 17.9%; 14.8% of respondents who chose to disagree and respondents who chose to strongly disagree were 4.7%. Of the total respondents' answers, 62.6% of respondents who chose the answer strongly agree and the answer agrees where the percentage of the answers is between the assessment scores between 60 to 69. This shows that the training at PT Pacific Medan Industry is categorized as quite good, while from the overall respondents' answers, 19.5% of respondents chose the answers to disagree and strongly disagree. This shows that there are still weaknesses at PT Pacific Medan Industry is related to the problems, namely the lack of continuous coaching from the leadership of the employees, the employees are not trying to expand their experience, and the lack of ability of employees in challenging job positions.

Description of the answer assessment score of the employee development variable Dimensions of employee development variables include: coaching, task committee, job rotation, and the position of assistant. The answers of the 85 respondents for each questionnaire statement will be described in the tables below:

**Table 3 :** The answer of Responses Development Variable

Response Answer									
SS		S		CS		TS		STS	
F	%	F	%	F	%	F	%	F	%
32	37.6	29	34.1	5	5.9	13	15.3	6	7.1
32	37.6	30	35.3	12	14.1	6	7.1	5	5.9
33	38.8	25	29.4	10	11.8	13	15.3	4	4.7
31	36.5	36	42.4	8	9.4	6	7.1	4	4.7
34	40.0	36	42.4	9	10.6	6	7.1	0	0.0
32	37.6	34	40.0	12	14.1	7	8.2	0	0.0
35	41.2	34	40.0	7	8.2	5	5.9	4	4.7
31	36.5	29	34.1	8	9.4	12	14.1	5	5.9
30	35.3	33	38.8	14	16.5	8	9.4	0	0.0
<b>322</b>	<b>378.8</b>	<b>317</b>	<b>372.9</b>	<b>96</b>	<b>112.9</b>	<b>81</b>	<b>95.3</b>	<b>34</b>	<b>40.0</b>
	<b>37.9</b>		<b>37.3</b>		<b>11.3</b>		<b>9.5</b>		<b>4.0</b>

Source: Research 2020

Based on table 3 it can be seen that the respondents who chose the answer strongly agree were as many as 37.9%; respondents who chose the agreed answer were as much as 37.3%; respondents who chose the answer quite agree were as much as 11.3%; respondents who chose the answer disagree were as much as 9.5% and the respondents who chose the answer strongly disagree were as much as 4.0%. From all respondents' answers, there were 75.2% of respondents who chose the answer strongly agree and the answer agreed where the percentage of the answers was between the assessment scores between 70 and 79. This shows that the organizational culture at PT Pacific Medan Industry is categorized as good, while from all respondents' answers, there were 13.4% of respondents who chose to disagree and strongly disagree. This shows that there are still weaknesses at PT Pacific Medan Industry is

related to the problem, namely the lack of desire of employees in development techniques, employees are less able to provide feedback to the leadership, and employees are less willing to position in the organization.

Description of the answer assessment score of the employee performance variable. Dimensions of employee performance variables include: work results, knowledge, creativity, cooperation, trustworthiness, and initiative. The answers of the 85 respondents for each questionnaire statement will be described in the tables below:

**Table 4 :** The answer of Responses Employee Performance Variable

Response Answer									
SS		S		CS		TS		STS	
F	%	F	%	F	%	F	%	F	%
29	34.1	27	31.8	16	18.8	8	9.4	5	5.9
30	35.3	27	31.8	12	14.1	9	10.6	7	8.2
31	36.5	31	36.5	10	11.8	10	11.8	3	3.5
31	36.5	36	42.4	8	9.4	6	7.1	4	4.7
30	35.3	26	30.6	13	15.3	10	11.8	6	7.1
32	37.6	28	32.9	13	15.3	9	10.6	3	3.5
31	36.5	31	36.5	13	15.3	7	8.2	3	3.5
34	40.0	32	37.6	10	11.8	5	5.9	4	4.7
31	36.5	31	36.5	10	11.8	9	10.6	4	4.7
31	36.5	29	34.1	10	11.8	11	12.9	4	4.7
32	37.6	30	35.3	8	9.4	12	14.1	3	3.5
32	37.6	31	36.5	12	14.1	8	9.4	2	2.4
<b>374</b>	<b>440.0</b>	<b>359</b>	<b>422.4</b>	<b>135</b>	<b>158.8</b>	<b>104</b>	<b>122.4</b>	<b>48</b>	<b>56.5</b>
	<b>36.7</b>		<b>35.2</b>		<b>13.2</b>		<b>10.2</b>		<b>4.7</b>

Source: Research 2020.

Based on table 4, it can be seen that the respondents who chose the answer strongly agree were as many as 36.7%; respondents who chose the agreed answer were as much as 35.2%; respondents who chose fairly agreeable answers were as much as 13.2%; respondents who chose the answer disagree were as much as 10.2% and the respondents who chose the answer strongly disagree were as much as 4.2%. From all respondents' answers, there were 71.9% of respondents who chose the answer strongly agree and the answer agreed where the percentage of the answers was between the assessment score between 70 to 79. This shows that the work performance at PT Pacific Medan Industry is categorized as good, while from all respondents' answers, 14.9% of respondents chose the answer to disagree and strongly disagree. This shows that there are still weaknesses at PT Pacific Medan Industry is related to the problem, namely employees are less able to provide new ideas in the company, employees are less aware of the completion of work tasks and employees are less enthusiastic in carrying out work tasks.

**Table 5 Normality test**

The results of the normality test for training variables, employee development variables and employee performance variables are as follows:

**Table 5. Normality Test Results for training variables, employee development variables and employee performance variables**  
**One-Sample Kolmogorov-Smirnov Test**

		Training	Development	Emp. Perform.
	N	85	85	85
Normal Parameters <sup>a,b</sup>	Mean	23,7734	19,3396	38,7753

	Std. Deviation	7,2234	5,9152	15,8243
Most Extreme Differences	Absolute	,619	,817	,451
	Positive	,433	,345	,364
	Negative	-, 619	-,817	-,512
Test Statistic		, 619	, 817	, 512
Asymp. Sig. (2-tailed)		,311 <sup>c</sup>	,223 <sup>c</sup>	,410 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source: Research 2020

Based on table 5 shows that the p value Sig or the significance value of the training variable is 0.311; the p value Sig or the significance value of the employee development variable is 0.223; and the p value Sig or the significance value of the employee work performance variable is 0.410 where all the p value Sig or the resulting significance value is > 0.05, it can be concluded that the data tested in this study were normally distributed.

### Multicollinearity Test

The multicollinearity test results from IBM SPSS Statistics 22.0 for the influence between training variables, employee development variables and employee performance variables are as follows:

**Table 6.** Multicollinearity Test Results for Influence among training variables, employee development variables and employee performance variables

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11,442	2,975		3,846	,003		
	Training	,586	,094	,311	6,219	,001	,155	2,844
	Development	,322	,112	,140	2,864	,001	,163	2,844

a. Dependent Variable: Employee Performance

Source: Research 2020

Based on table 6, it shows that the tolerance value from the multicollinearity test results for the training variable is 0.155 and the employee development variable is 0.163. The VIF value of the multicollinearity test results for the training variable and employee development variables is 2.844 where the resulting tolerance value is > 0.10 and the resulting VIF value is < 10, it can be concluded that multicollinearity does not occur or there is no correlation between the independent variables. namely training and employee development in the regression model in this study.

### Multiple Linear Regression Analysis

The results of multiple linear regression analysis for the influence between training variables, employee development variables and employee performance variables are as follows:

**Table 7.** Results of Multiple Linear Regression Analysis for training variables, employee development variables and employee performance variables

#### Coefficients<sup>a</sup>

Model	B	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		Std. Error	Beta		

1	(Constant)	11,442	2,975		3,846	,003
	Training	,586	,094	,311	6,219	,001
	Development	,322	,112	,140	2,864	,001

a. Dependent Variable: Employee Performance

Source: Research 2020

Based on table 7 shows that the coefficient a is 11.442; the coefficient of b1 is 0.586; and the coefficient of b2 is 0.322. The coefficient a is the value of the employee work performance variable if the training variable variable price (X1), the employee development variable (X2) = 0, while the b coefficient is the regression coefficient value of the work performance variable on the training variable variable, the employee development variable. Based on the results of the calculation of multiple linear regression analysis, the following equation is obtained:

**Table 8. The Equation of Multiple Linear Regression Analysis for the influence between training variables, employee development variables and employee performance variables**

		Multiple Linier Regression
A	11,442	$Y = 11,442 + 0,586.X_1 + 0,322.X_2 + \epsilon$
b <sub>1</sub>	0,586	
b <sub>2</sub>	0,322	

Source: Research 2020

Based on table 8, it can be seen that the value of component a or a constant of 11.442 is the value of Y if the value of X1 and the value of X2 = 0; the value of the b1 component or the regression coefficient for the training variable of 0.586 indicates that the training variable has a unidirectional relationship with the employee work performance variable, which means that the more training applied by the company leadership, the employee work performance will increase, conversely the less training is applied by the company. company leadership, then the employee's work performance will decrease. The value of the component b2 or the regression coefficient for the employee development variable of 0.322 indicates that the employee development variable has a direct relationship with the employee performance variable, which means that the more employee development in the company, the employee work performance increases, conversely the less employee development in the company. then the employee's work performance is decreasing.

Based on the results of the calculation of the significance test in the multiple linear regression analysis, it is known that the p value of Sig or the significance value of the influence between the training variables on the employee work performance variable is 0.001 where the p value Sig or the resulting significance value is <0.05, then It can be concluded that the regression effect between the training variables on the employee work performance variable in this study is significant, while the p value sig or the significance value of the influence between the employee development variables on the employee work performance variable is 0.001 where the p value sig The resulting significance is <0.05, it can be concluded that the regression of the influence between employee development variables on employee performance variables in this study is significant.

### Multiple Linear Correlation Coefficient Test

The results of the multiple linear correlation coefficient test for the effect between training variables, employee development variables and employee performance variables are as follows:

**Table 9.** Multiple Linear Correlation Coefficient Test Results for the Influence Between Training Variables, Employee Development Variables and Employee Performance Variables

Model Summary

**Model Summary**

Model	R	R Square	Adjusted RSquare	Std. Error of theEstimate
1	,868 <sup>a</sup>	,753	,727	6,1208

a. Predictors: (Constant), Training, TrainingSource: Research 2020

**Table 10.** Results of Interpretation of Multiple Linear Correlation Coefficient Test for the Influence Between Training Variables, Employee Development Variables and Employee Performance Variables

Variabel Relationship	Korelasi		
	F-Test	IntervalKoefisien	RelationRate
Ry <sub>x1x2</sub>	0,868	0,800 - 1,000	Very Strong

Source: Research 2020

Based on table 10, it can be seen that the results of the multiple linear correlation coefficient test for the influence between the training variable and the employee development variable on the employee work performance variable are 0.868 which is in the coefficient interval between 0.800 - 1,000 with a very strong level of relationship. This means that the training variable and employee development variables have a very strong influence on the work performance of employees at PT Pacific Medan Industry

**Partial Hypothesis Test or t test**

The results of the partial hypothesis test or t test for the influence between training variables, employee development variables and employee performance variables are as follows:

**Table 11.** Results of Partial Hypothesis Test or T Test for the Influence between Training Variables, Employee Development Variables and Employee Performance Variables Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,442	2,975		3,846	,003
	Training	,586	,094	,311	6,219	,001
	Development	,322	,112	,140	2,864	,001

a. Dependent Variable: Employee Performance

Source: Research 2020

Based on table 11 the results of the partial hypothesis test or t test for the training variable t count is 6.219 while the t table is 1.66, this means tcount > ttable (6.219 > 1.66), meaning that training has a positive and significant effect on employee work performance at PT Pacific Medan Industry For the employee development variable t count is 2.864, while the t table is 1.66 (df = 85 - 3, df = 82) with an error rate of 5%, this means that t count > t table (2.864 > 1.66) which means that employee development has positive and significant influence on employee performance at PT Pacific Medan Industry

**Simultaneous Hypothesis Test or F Test**

The results of simultaneous hypothesis testing or F test for the influence between training variables, employee development variables and employee performance variables are as follows:

**Table 12.** Simultaneous Hypothesis Test Results or F-Test for the Influence Between Training Variables, Employee Development Variables and Employee Performance Variables

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	654,112	2	185,396	125,335	,000 <sup>b</sup>
	Residual	198,773	83	16,442		
	Total	852,885	85			

a. Dependent Variable: Employee Performance.

b. Predictors: (Constant), Training, Development

Source: Research 2020

Based on table 12, it can be seen that the Fcount resulting from simultaneous hypothesis testing or the F test for the influence between training variables, employee development variables together on employee work performance variables is 125.335, while Ftable is 3.11 (df = n - k, df = 85 - 3, df = 82) with an error rate of 5%, this means Fcount > Ftable (125.335 > 3.11) which means that training, employee development has a positive and significant impact on employee performance at PT Pacific Medan Industry

Calculation of the coefficient of determination

The results of the calculation of the coefficient of determination for the contribution between the training variable and the employee development variable on the employee performance variable (Y) are as follows:

**Table 13.** Calculation Results of the Determination Coefficient for Contribution between Training Variables, Employee Development Variables and Employee Performance  
**Variables Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,868 <sup>a</sup>	,753	,727	6,1208

a. Predictors: (Constant), Pelatihan dan Pengembangan Karyawan  
 Source: Research 2020

Based on table 13, it can be seen that the calculation of the coefficient of determination for the contribution between training and employee development variables to the employee performance variable is 0.753 or 75.3%. This shows that the contribution of the training variable and the employee development variable to increasing the employee work performance variable is 0.753 or 75.3%, while the remaining 0.247 or 24.7% is influenced by other variables not examined in this study, such as work motivation, work culture, work discipline, and so on.

## DISCUSSION

### Effect of Training on Employee Performance

According to Hasibuan (2012) defines that training is a process that includes a series of actions that are carried out deliberately in the form of providing assistance to the workforce provided by training professionals in a unit of time which aims to improve the work ability of participants in certain fields of work in order to improve effectiveness and productivity in an organization. This is supported by the respondents' overall answers to the statement from the training variable which states that 62.6% of the respondents who choose the answer strongly agree and agree, where the percentage of the answers is between the assessment scores between 60 and 69. This shows that the training at PT Pacific Medan Industry is categorized as quite good, while from the overall respondents' answers, 19.5% of respondents chose the answers to disagree and strongly disagree. This shows that there are still weaknesses at PT Pacific Medan Industry is related to the problems, namely the lack of continuous coaching from the leadership of the employees, the employees are not trying to expand their experience, and the lack of ability of employees in challenging job positions. Based on the results of partial hypothesis testing or t test, it can be concluded that training has a positive and significant effect on employee performance at PT. Pacific Medan Industri.

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

According to Sunyoto (2012), "development is the preparation of individuals to take on different or higher responsibilities within the organization". Development usually deals with the increased intellectual or emotional abilities needed to get things done better. The more frequent employee development is carried out, the work performance will increase. This is supported by the overall answers of the respondents for the statement of the employee development variable which states that 75.2% of respondents who choose the answer strongly agree and the answer agrees where the percentage of the answers is between the assessment scores between 70 and 79. This shows that at PT. Pacific Medan Industri is categorized as good, while from all respondents' answers, there were 13.4% of respondents who chose to disagree and strongly disagree. This shows that there are still weaknesses at PT Pacific Medan Industry is related to the problem, namely the lack of desire of employees in development techniques, employees are less able to provide feedback to the leadership, and employees are less willing to position in the organization. Based on the results of partial hypothesis testing or the t test above, it can be concluded that employee development has a positive and significant effect on employee performance at PT Pacific Medan Industry.

**The Effect of Employee Training and Development on Employee Performance**

According to Baharuddin Aris (2012) have effect between Employee Training and Development toward Employee Performance influence with a positive direction and the largest contribution comes from training. Usually training refers to developing work skills that can be used immediately. Employee development programs should be carefully structured and based on scientific methods and guided by the skills the company needs today and for the future. Development should aim to improve the technical, theoretical, conceptual and moral capabilities of employees so that their work performance is good and achieves optimal results. According Tarigan Based on multiple linear regression tests, partial and simultaneous hypothesis testing shows that training and development have a positive and significant effect on employee performance. The contribution of training and development in influencing employee performance was 44.8%.

This shows that achievement employee work at PT Pacific Medan Industry is categorized as good, while from all respondents' answers, 14.9% of respondents chose the answer to disagree and strongly disagree. This shows that there are still weaknesses at PT Pacific Medan Industry is related to the problem, namely employees are less able to provide new ideas in the company, employees are less aware of the completion of work tasks and employees are less enthusiastic in carrying out work tasks. Based on the results of simultaneous hypothesis testing or the F test for the effect between training variables and employee development variables together on employee job performance variables is 125.335, while the F-table generated from simultaneous hypothesis testing or F-test for the influence between training variables and variables Simultaneous employee development on the employee performance variable is 3.11 ( $df = n - k$ ,  $df = 85 - 3$ ,  $df = 82$ ) with an error rate of 5%. This means that  $F_{count} > F_{table}$  ( $125.335 > 3.11$ ), which means that employee training and development has a positive and significant impact on employee performance at PT Pacific Medan Industry.

**CONCLUSIONS AND SUGGESTION****Conclusion**

Based on the results of descriptive analysis, the training variable is in the fairly good category, while employee development and work performance are in the good category at PT Pacific Medan Industry. Based on the results of partial hypothesis testing or t test, for the training variable on employee work performance where  $t_{count} > t_{table}$ , which means that training has a positive and significant effect on employee work performance PT Pacific Medan Industry For employee development variables on employee work performance where  $t_{count} > t_{table}$ , which means employee development has a positive and significant impact on employee performance at

PT Pacific Medan Industry. Based on the results of simultaneous hypothesis testing or F test for training and employee development on employee performance where  $F_{count} > F_{table}$  means that employee training and development has a positive and significant effect on employee performance at PT Pacific Medan Industry. The results of the calculation of the coefficient of determination show that the contribution between the training and employee development variables to the employee performance variable is 0.753 or 75.3%. This shows that the contribution of the employee training and development variables to increasing the employee work performance variable is 0.753 or 75.3%, while the remaining 0.247 or 24.7% is influenced by other variables not examined in this study, such as work motivation, work culture, work discipline, and so on.

### Suggestion

For the training variable, the leadership is expected to be able to provide continuous coaching for employees, by providing continuous guidance in doing work. Employees must strive to broaden the experience. For employee development, that is, employees must have a desire in development techniques, employees must be able to provide feedback to the leadership, by discussing work matters that are still constrained. For work performance, employees must try to provide new ideas within the company, for example: the production sector, by providing input on the optimal use of resources, the field of product marketing by providing ideas about new prospective customers.

### REFERENCES

- Badeni. 2014. *Kepemimpinan dan Perilaku Organisasi*, Penerbit Alfabeta, Bandung.
- Baharuddin Aris, Taher Alhabsji, Hamidah Nayati Utami. 2012. *pengaruh pelatihan, kompensasi dan disiplin kerja terhadap prestasi kerja karyawan (Studi Pada Kantor PT. PLN (Persero) Area Pelayanan dan Jaringan Malang)*. *Profit Jurnal* 2012 P ISSN 1978-743X. E ISSN 2338-4654
- Bernardin, H.J., and Russell, Joyce E.A., 2011. *Human Resource Management*, Fifth Edition, Publisher McGraw-Hill Irwin, Boston.
- Dessler, Gary, 2013. *Human Resources Management*, Ninth Edition, Prentice Hall International Inc. Upper Saddle River, New Jersey, USA.
- Ghozali, Imam, 2013. *Aplikasi Analisis Multivariate dengan Program IBM SPSS21*, Edisi Ketujuh, Penerbit Universitas Diponegoro, Semarang.
- Gibson, James L. et al. 2012. *Organizations Behavior, Structure, Processes*, Fourteenth Edition, Publisher McGraw-Hill Irwin, New York.
- Hasibuan, Malayu S.P., 2012. *Manajemen Sumber Daya Manusia*, Edisi Revisi, Cetakan Kelima Belas, Penerbit PT. Bumi Aksara, Jakarta.
- Kasmadi., dan Sunariah, Nia S., 2014. *Panduan Modern Penelitian Kuantitatif*, Cetakan Kedua, Penerbit CV. Alfabeta, Bandung.
- Mangkunegara, A.A.A.P., 2011. *Manajemen Sumber Daya Manusia Perusahaan*, Cetakan Kesepuluh, Penerbit PT. Remaja Rosdakarya, Bandung.
- Mathis, Robert L., and Jackson, John H., 2011. *Human Resource Management*, Thirteenth Edition, Publisher South-Western Cengage Learning, United States of America.
- Moekijat, 2015 *Administrasi Kepegawaian Negara Indonesia*, Cetakan Kesatua, Jakarta: CV. Bandar Maju.
- Tarigan Feberpin Erganta, Kristanty Marina Natalia Nadapdap. 2019. *Pengaruh Pelatihan dan Pengembangan terhadap prestasi kerja karyawan (studi empiris pada karyawan Bank Tabungan Negara)*. *Jurnal Ilmu Manajemen METHONOMIX* p-ISSN:2622 -5204 Volume 1 Nomor 2 (2018-2019) e-ISSN:2622 -5190
- Riani, Asri Laksmi, 2011. *Budaya Organisasi*, Edisi Pertama, Cetakan Pertama, Yogyakarta: Graha Ilmu.

- Riduwan, 2012. Belajar Mudah Penelitian untuk Guru, Karyawan, dan Peneliti Pemula, Penerbit CV. Alfabeta, Bandung.
- Robbins, Stephen P., and Coulter, Mary., 2012. *Management*, Eleventh Edition, Publisher Prentice Hall, New Jersey.
- Robert L. Mathis dan John H. Jackson, 2012. *Human Resource Management*. Penerjemah : Diana Angelica, Edisi Kesepuluh, Penerbit Salemba Empat, Jakarta.
- Sedarmayanti, 2009. Manajemen Sumber Daya Manusia, Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil, Refika Aditama, Bandung.
- Sinambela Lijan Polatak, 2016. Manajemen Sumber Daya Manusia, Penerbit PT. Bumi Aksara, Jakarta.
- Sugiyono, 2015. Metode Penelitian Administrasi dilengkapi dengan Metode R&D, Cetakan Kedua Puluh Dua, Penerbit CV. Alfabeta, Bandung.
- Sutrisno, Edy, 2013. Manajemen Sumber Daya Manusia, Edisi Pertama, Cetakan Pertama, Jakarta: Prenada Media Group.
- Sunyoto, Danang. 2013. Manajemen Sumber Daya Manusia. Edisi Pertama, Yogyakarta: Caps.
- Wibowo, 2011. Manajemen Kinerja. Penerbit Raja Grafindo Persada. Jakarta.

