



Effect of Competency-Based Training and Career Planning on Employee Performance at PT PLN (Persero) UP3 Palopo, Indonesia

Mutia Nurfadila. Aris^{1*}; Indra Kusdianto²; Altri Wahida³

^{1,2,3} Department of Management, Faculty of Economics and Business, Muhammadiyah University of Palopo

*Corresponding Author: mutianurfadila1411@gmail.com

How to Cite :

Aris, M. N., Kusdianto, I.,; Wahida, A. (2026). Effect of Competency-Based Training and Career Planning on Employee Performance at PT PLN (Persero) UP3 Palopo, Indonesia. *Bima Journal : Business, Management and Accounting Journal*, 7 (1) 374-386. DOI: <https://doi.org/10.37638/bima.7.1.374-386>

ARTICLE HISTORY

Received [15 December 2025]

Revised [02 February 2026]

Accepted [22 April 2026]

KEYWORDS

Competency-based training;
Career planning; Employee
performance.

ABSTRACT

Purpose: This study aims to analyze the effect of competency-based training and career planning on employee performance at PT PLN (Persero) UP3 Palopo. **Methodology:** The research method used is a quantitative approach with data collection techniques through questionnaires to 52 respondents selected from 119 employees. Data analysis uses validity and reliability tests, multiple linear regression, t-tests, and f-tests. **Results:** The results of this study indicate that competency-based training and career planning have a positive and significant effect on employee performance both partially and simultaneously. **Findings:** The findings confirm that both competency-based training and career planning serve as critical drivers in enhancing employee performance within the state-owned electricity sector. **Novelty & Originality:** The novelty of this study lies in the simultaneous examination of competency-based training and career planning within the specific context of a regional service unit of a state-owned electricity company in Palopo, an organizational setting that has received limited empirical attention in prior research. Its originality emerges from the integrated analysis of these two human resource development variables as complementary rather than independent factors, offering a holistic perspective on performance improvement strategies in the Indonesian state-owned enterprise sector. **Conclusions:** The implications of this study show the importance of companies in improving the quality of training and providing clear career planning to improve employee performance. The study concludes that investing in structured training programs and transparent career development pathways is essential for optimizing workforce productivity and achieving organizational goals. **Type of Paper:** This paper is an empirical research paper.

This is an open access article
under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license .



INTRODUCTION

Human resources are crucial for starting and building a business. Within an organization, human resources play a key role, determining the success of the business by utilizing other factors of production. If a company lacks sufficient human resources, it will not be able to grow and achieve its desired goals. Conversely, if human resources are not supported by other factors, they will not be able to provide maximum benefits to the company. (Andini et al. 2024) .

Population growth is a key indicator in evaluating the success of an organization, including PT. PLN (Persero). In general, employee performance at PLN Palopo is influenced by several factors, such as workload, company support, and individual capabilities. In PLN's annual report, the

company emphasizes the importance of improving performance and efficiency in providing services to the public. This requires a qualified, professional workforce capable of adapting to technological developments and ever-changing regulations. However, several issues remain in the work environment, such as a mismatch between employee capabilities and expected tasks, resulting in less than optimal work results.

Competency-Based Training (PBK) is a form of training that emphasizes improving work skills in accordance with applicable industry standards. The main objective of Competency-Based Training is to improve participants' knowledge, skills, and work attitudes so that they not only understand theory but are also able to apply it in their daily work. Based on Minister of Manpower and Transmigration Regulation Number 8 of 2014, PBK is structured, taking into account national and international work competency standards. The PBK program has been implemented by various companies, including state-owned enterprises such as PLN, to ensure the readiness and professionalism of the workforce. However, the implementation of PBK at PLN still faces several obstacles, including a suboptimal evaluation process for training results and training materials that are not fully aligned with field needs. Furthermore, the limited number of highly competent trainers also hinders training optimization. These conditions result in training results not fully having a real impact on improving employee capabilities and performance.

Problems in the appropriate implementation of Competency-Based Training (PBK) at PLN. This finding aligns with research by Aminah (2020), which shows that competency-based training in state-owned enterprises is often ineffective due to a lack of in-depth training needs analysis. The study also found that training not linked to career development tends to have no significant impact on employee morale and performance.

Besides training, another factor influencing employee performance is career planning. Career planning is a systematic process that helps employees determine short- and long-term work goals based on their abilities, interests, and the opportunities available within the organization. In the modern era, career planning is no longer solely an individual responsibility but also an integral part of an organization's workforce management strategy. Through effective career planning, employees will be more motivated, loyal, and prepared to face various challenges within the organization.

In PLN, career planning is crucial because it helps develop a professional and competitive workforce. Through a talent pool and performance management system, PLN strives to identify and develop employee potential to align with the company's needs. However, survey results in several areas indicate that some employees still lack a clear understanding of their career paths, leading to low work morale and a mismatch between their current positions and their skills.

This issue aligns with research by Wulandari (2021), which states that unclear career paths within an organization can reduce work enthusiasm and hinder productivity. The study also confirms that unorganized career planning can lead to uncertainty and lower productivity, particularly in public service sectors such as state-owned enterprises.

Based on the problems discussed previously, the researcher wants to conduct research with the title: "The Effect of Competency-Based Training and Career Planning on Employee Performance at PT. PLN (Persero) UP3 Palopo."

The problem discussed in this study is to determine how much influence competency-based training and career planning have on employee performance at PT. PLN (Persero) UP3 Palopo, both partially and simultaneously.

Based on this background, this study aims to analyze the influence of competency-based training and career planning on employee performance at PT. PLN (Persero) UP3 Palopo, both individually and in combination. The results of this study are expected to provide useful empirical research materials that support the development of human resource management science, particularly in understanding how competency-based training and career planning impact employee performance.

Competency-based training

Competency-Based Training (CBT) is a type of job training aimed at improving employees' abilities, skills, and work attitudes to meet workplace standards. According to Rahima (2025) , Competency-Based Training ensures that training content aligns with job requirements and expected competency standards.

According to (Octhanantha, Musadieg, and Mukzam 2017) , competency-based training is a way of teaching and training someone specifically so that their abilities and skills improve, so that their work results can achieve predetermined performance standards.

According to Monica and Candradewini (2025) , competency-based training is a form of job training conducted specifically, with the results or abilities of participants tailored to their existing performance. This training focuses on the process, with the assumption that if a job is performed according to specified standards, the results will be optimal. Thus, through competency-based training, individual work abilities are specifically considered based on their knowledge, skills, and attitudes.

Based on the previous research opinions above, it can be concluded that competency-based training is a learning process specifically designed to improve a person's abilities, skills, and work attitudes according to the standards required in the job. This training emphasizes the suitability between the material provided and the demands of the world of work, so that the results achieved can reflect the expected performance targets. By focusing on the process and results of work, competency-based training ensures that a person has relevant competencies and is able to work effectively according to predetermined standards. The indicators of competency-based training according to (DianaYusup et al. 2024) , namely; 1. Knowledge, 2. Skills, 3. Attitudes and Behavior, 4. Work Ethics and Commitment, 5. Flexibility and Adaptability.

Career planning

Career planning is a long-term, planned approach to one's future. It encompasses what one wants to achieve and how to achieve it. According to Maharani (2023) , career planning is a person's effort to better understand their abilities, interests, values, opportunities, obstacles, choices, and potential impacts on their life. The goal is to identify appropriate career goals and develop an appropriate plan to achieve them.

According to (Nuraini 2022) , career planning is the process by which a person selects the career goals they wish to achieve and determines how to achieve them. To achieve these goals, a person needs to identify and establish strategies during the planning process. During this process, individuals gain a better understanding of their potential, such as interests, talents, motivation, knowledge, and other strengths, which can serve as the basis for determining appropriate career goals.

According to (Lestari, Falah, and Muslimin 2023) , career planning is how an employee understands and takes steps to achieve their career goals. In general, career planning is considered crucial to achieving these goals, as the understanding gained through the planning process serves as a guide for evaluation.

Based on the opinions of previous research, it can be concluded that career planning is an important process carried out by someone to choose career goals and determine the right steps to achieve them. This process involves understanding one's potential, such as interests, talents, motivation, knowledge, and strengths, so that someone can determine the appropriate career direction. Career planning also helps someone in avoiding choosing an inappropriate career path and becomes a guide in evaluating and developing oneself in order to achieve career goals optimally. The indicators of career planning according to (Aldi Alfathur Rachman et al. 2025) , include; 1. Skills, 2. Training, and 3. Self-Confidence.

Employee performance

Employee performance is a crucial factor in helping an organization achieve its success. Performance refers to the results an individual achieves within a specific timeframe, according to

predetermined standards. An employee's performance can be influenced by various factors, such as personal abilities, effort, and organizational support. Furthermore, the goal of employee performance is to help the organization achieve its stated goals and achieve success through optimal work outcomes. According to Maulana and Yusuf (2024) , employee performance is "the results of work achieved within a specific timeframe."

According to (Dewi 2024) , employee performance is the result of the work done by someone in carrying out the tasks assigned to them, which is based on ability, experience, enthusiasm and time spent.

According to (Pulungan, Musri, and Bangun 2025) , employee performance is the result of good work and the ability of individuals in the company to carry out their duties well based on the pressure or work given by the company.

Based on the opinions of previous researchers, it can be concluded that employee performance depends on the work done within a certain period of time. This performance is influenced by a person's ability, experience, work enthusiasm, and ability to complete tasks under pressure. Performance also shows how well an employee can carry out their tasks effectively in accordance with the company's goals and expectations. The indicators of employee performance according to (Saudale et al. 2024) are: 1. Quality of work results, 2. Quantity of work, 3. Responsibility for work, 4. Ability to work together in a team, 5. Initiative and creativity at work.

Research hypothesis

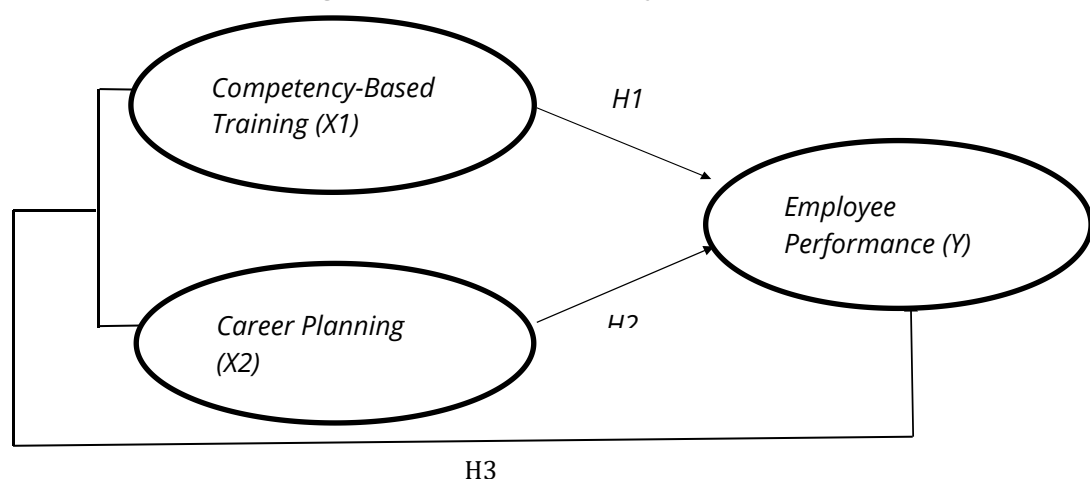
Based on the literature review concluded above, the following hypothesis can be put forward:

H1: It is suspected that competency-based training has an impact on employee performance at PT. PLN (Persero) UP3 Palopo.

H2: It is suspected that career planning has an impact on employee performance at PT. PLN (Persero) UP3 Palopo.

H3: It is suspected that competency-based training and career planning have an impact on employee performance at PT. PLN (Persero) UP3 Palopo.

Figure 1. Framework Analysis



METHOD

Analysis Method

Time and Location of Research

The time used in this research began when the research permit was issued and lasted approximately three months. One month was spent on data collection, while the next two months were used for data processing, including writing the thesis or research report and the guidance

process that occurred during the research. The location of this research is at PT. PLN (Persero) UP3 Palopo, which is located at Jalan Andi Kambo No. 70, Salekoe Village, Wara Timur District, Palopo City, South Sulawesi Province, with the postal code 91911.

Research Population

A population is a generalized area, consisting of objects or subjects that have certain characteristics and traits determined by the researcher to be studied and then conclusions drawn (Suriani, Risnita, and Jailani 2023) . This study uses a quantitative method with an associative approach. The population in this study is all permanent employees of PT. PLN (Persero) UP3 Palopo, which totals 119 people.

Research Sample

A sample is a subset or representative group with characteristics that represent the entire population. Since the population in this study was 119, 52 respondents were selected as the sample. This selection was conducted using the simple random sampling method. This method allows all members of the population to have an equal chance of being selected. Selection is random and does not take into account individual characteristics.

Data collection technique

Questionnaire

A questionnaire is a tool or instrument used to collect data or information from respondents by asking a series of written questions in a structured manner. Its primary purpose is to gather accurate and truthful data regarding opinions, perceptions, attitudes, or specific characteristics, so that it can be used in conducting research, evaluating something, or making decisions.

Documentation

Data was collected using documentation techniques. Documentation is a method of collecting data by obtaining various documents, such as organizational structures.

Literature

The data used to support this research was collected directly, such as from journals and books related to the research. Additionally, data was also collected from online media (websites).

Table 1 Questionnaire Return Rate

Questionnaire Return	Rate
The questionnaire has been distributed.	52
The questionnaire has been distributed.	52
Incompletely filled out questionnaire	0
questionnaires that can be processed	52

Source: Data Processed, 2025

RESULTS AND DISCUSSION

RESULTS

Validity test

Each question and the total number of items in the Competency-Based Training (X1), Career Planning (X2), and Employee Performance (Y) variables were tested for validity to ensure how well each question item was able to measure the intended construct or variable accurately.

Table 2. Validity Test of Competency-Based Training Variables (X1)

Statement	r-count	r-table	Condition	Information
P1	0.893	0.273	r-count > r-table	Valid
P2	0.907	0.273	r-count > r-table	Valid
P3	0.908	0.273	r-count > r-table	Valid
P4	0.900	0.273	r-count > r-table	Valid
P5	0.856	0.273	r-count > r-table	Valid

Source: Data Processed SPSS 27, 2025

Based on table 2, it states that the validity value of the competency-based training variable (X1) was tested using 52 respondents with a significance level of 0.05. From the validity test, an r-table value of 0.273 was obtained as a benchmark from the product moment table. A statement item or instrument is said to be valid if its validity value is greater than 0.273. All 5 statement items in the competency-based training variable (X1) are considered valid and can be used as measuring tools in research, because the results of the analysis show that the validity value of each instrument in the competency-based training variable (X1) in Table 1 exceeds $r\text{-table} = 0.273$.

Table 3. Validity Test of Career Planning Variable (X2)

Statement	r-count	r-table	Condition	Information
P1	0.861	0.273	r-count > r-table	Valid
P2	0.841	0.273	r-count > r-table	Valid
P3	0.792	0.273	r-count > r-table	Valid
P4	0.937	0.273	r-count > r-table	Valid
P5	0.835	0.273	r-count > r-table	Valid
P6	0.842	0.273	r-count > r-table	Valid

Source: Data Processed SPSS 27, 2025

Based on table 3, it explains that by testing the data using 52 respondents and a significance level of 0.05, the validity value is compared with the r-table value of Product Moment, which is 0.273. A statement item or instrument is considered valid if the analysis result is greater than 0.273. From the results of the validity analysis, 6 statement items or instruments in the career planning variable (X2) show that the value is above the r-table (0.273), as seen in Table 3. Therefore, all instruments in the career planning variable (X2) are considered valid and can be used to measure the assessment variables.

Table 4. Validity Test of Employee Performance Variable (Y)

Statement	r-count	r-table	Condition	Information
P1	0.788	0.273	r-count > r-table	Valid
P2	0.762	0.273	r-count > r-table	Valid
P3	0.838	0.273	r-count > r-table	Valid
P4	0.863	0.273	r-count > r-table	Valid
P5	0.758	0.273	r-count > r-table	Valid
P6	0.829	0.273	r-count > r-table	Valid

Source: Data Processed SPSS 27, 2025

Based on table 4, it explains that by testing data from 52 respondents using a significance level of 0.05, a validity value was obtained for the employee performance variable (Y) with an r-table of 0.273. A statement or instrument item is considered valid if its validity value is greater than 0.273. Based on the results of the analysis, all items from 6 statements or instruments on the employee performance variable (Y) are considered valid and can be used as measuring tools in research, because the validity results of all instruments on the employee performance variable (Y) contained in Table 4 show a value greater than r-table = 0.273.

Reliability Test

Reliability is a way of assessing how well a tool, particularly a questionnaire, can produce consistent and stable results. It indicates the extent to which respondents' answers remain consistent when answering different questions designed to measure the same variable or construct.

Table 5. Reliability Test

No.	Variables	r-alpha	Reliability Value	Information
1.	Competency-based training	0.936	0.60	Reliable
2.	Career planning	0.922	0.60	Reliable
3.	Employee performance	0.892	0.60	Reliable

Source: Data Processed SPSS 27, 2025

How to make decisions:

If $r\alpha > 0.60$, then it is reliable.

If $r\alpha < 0.60$, then it is not reliable.

Table 5 shows the results of the questionnaire reliability test using Cronbach's Alpha. The results indicate that the questionnaire has quite good reliability, as the Cronbach's Alpha value is greater than 0.60.

Multiple Linear Regression Test

Multiple linear regression methods were used to analyze the data collected in the study. This model explains the relationship between competency-based training and career planning as influencing factors and employee performance as a measured outcome. The estimated equation for this model is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Information :

Y = Employee Performance
 X1 = Competency Based Training
 X2 = Career Planning
 α (alpha) = Regression Constant
 β_1, β_2 = Regression Coefficient
 e (epsilon) = Standard Error

The following table displays the information obtained from the research results, which were then processed and made into a calculation model using the SPSS version 27 application.

Table 6. multiple linear regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
(Constant)		8,256	2,718		3,037	,004
Competency Based Training		,286	,132	,270	2,159	,036
1 Career Planning		,426	,108	,493	3,944	,000
a. Dependent Variable: Employee Performance						

a. Dependent Variable: Employee Performance

Source: Data Processed SPSS 27, 2025

The estimation results of the model can be displayed in the table above as follows:

Employee performance (Y) = 8.256 + Competency-based training (X1) 0.286 + Career planning (X2) 0.426

The interpretation in this model is:

1. The constant value (a) is 8.256. This means that if there is no competency-based training (X1) and career planning (X2), the employee performance value will remain at 8.256.
2. The coefficient of the Competency-Based Training variable (b1) is 0.286. This means that if the Competency-Based Training variable increases by one unit, then Employee Performance will increase by 0.286 units, as long as other variables remain unchanged. The significance value of 0.036, (<) of 0.05, indicates that the Competency-Based Training variable has a positive and significant impact on Employee Performance.
3. The coefficient of the Career Planning variable (b2) is 0.426. This means that if the Career Planning variable increases by one unit, then Employee Performance will increase by 0.426 units, as long as other variables remain unchanged. A significance value of 0.000, (<) of 0.05, indicates that the Career Planning variable also has a positive and significant impact on Employee Performance.

Coefficient of Determination Test

Based on the data obtained from the processed results, and entered into the calculation model using the SPSS 27 application, it can be seen in the following table:

Table 7. Coefficient of Determination Test

Summary Model				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,679 ^a	,461	,439	1.81058

a. Predictors: (Constant), Competency-Based Training, Career Planning

Source: Data Processed SPSS 27, 2025

Based on Table 7, the Adjusted R Square value was 0.439 or 43.9%. Thus, the competency-based training and career planning variables had an impact on employee performance of 43.9%, while the remaining 56.1% (100% - 56.1%) still needs to be explained by other factors not included in this research model.

Hypothesis Testing

T-Statistic Test

Based on the results of the estimated model, it appears that the independent variables influence employee performance. Using a t-test, we can determine the impact of each variable individually.

Table 8. T-Statistic Test

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	8,256	2,718		3,037	,004
	Competency Based Training	,286	,132	,270	2,159	,036
	Career Planning	,426	,108	,493	3,944	,000

a. Dependent Variable: Employee Performance

Source: Data Processed SPSS 27, 2025

Based on Table 8, the t-test results show that the competency-based training variable (X1) has a t-value of 2.159 and a significance level of 0.036. Because the significance level is less than 0.05, this variable is statistically significant. Meanwhile, the career planning variable (X2) has a t-value of 3.944 and a significance level of 0.000. Because this significance level is also below 0.05, this variable is also statistically significant. Thus, it can be concluded that both independent variables, namely competency-based training (X1) and career planning (X2), have a significant effect on employee performance.

F-Statistic Test

The F-statistic test was used in this study to determine whether a set of independent variables collectively have a significant effect on the dependent variable. This test was performed by comparing the sig value with the alpha significance level, which has a 95% confidence interval and an a value of 0.05.

Table 9 F-Statistic Test

		ANOVA ^a				Sig.
Model		Sum of Squares	df	Mean Square	F	
1	Regression	137,427	2	68,713	20,961	,000 ^b
	Residual	160,631	49	3,278		
	Total	298,058	51			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Competency-Based Training, Career Planning

Source: Data Processed SPSS 27, 2025

Based on Table 9, the results of the hypothesis test using the F test show that the significance value obtained is 0.000 ^b. This value is smaller than the alpha (α) value of 0.05. Thus, it can be concluded that there is an influence of competency-based training (X1) and career planning (X2) on employee performance (Y) at PLN (Persero) UP3 Palopo.

DISCUSSION

The Effect of Competency-Based Training (X1) on Employee Performance (Y)

Based on the t-test results, the Competency-Based Training variable has a t-value of 2.159 and a significance value of 0.036, which is less than 0.05. This indicates that competency-based training

has a positive and significant impact on employee performance. This means that the better the training provided by the company, the better the employee's work performance. Training tailored to job duties can improve employees' technical abilities, knowledge, and skills, enabling them to work more effectively and productively.

This finding aligns with human resource management theory, which states that training is crucial for increasing work productivity. Through training, companies can ensure that employees have the skills necessary to achieve high levels of performance.

The Influence of Career Planning on Employee Performance.

Based on the t-test results, the career planning variable has a t-value of 3.944 and a significance value of 0.000, which is lower than 0.05. This indicates that career planning has a positive and significant impact on employee performance. Therefore, the clearer and more focused the career planning offered by the company, the higher the enthusiasm and work results demonstrated by employees. Good career planning provides guidance on the path of personal development for employees, so they feel valued and have hope for future growth. Thus, employees are motivated to work more optimally to achieve company targets.

The findings of this study align with Wahyuni's (2021) research, which showed that career planning has a positive and significant impact on employee performance. These results are also supported by the theory proposed by Dessler (2016), who explains that career planning is a structured process that helps employees achieve their goals, thereby increasing individual motivation and work performance.

The Impact of Competency-Based Training and Career Planning on Employee Performance

The F-test results obtained an F-value of 20.961 and a significance level of 0.000. This means that simultaneously, competency-based training and career planning have a positive and significant impact on employee performance. These results indicate that the combination of competency improvement through training and clear career planning can create more professional, motivated, and performance-oriented employees. Training provides technical skills and knowledge, while career planning provides direction and encouragement to work better. Thus, these two things complement each other and contribute significantly to improving employee performance at PLN (Persero) UP3 Palopo.

These findings align with research by Lestari and Hidayat (2020), which found that training and career planning together significantly impact employee performance. These findings also support Hasibuan's (2017) theory, which explains that training and career planning are essential components of human resource management, playing a role in improving employee skills, work enthusiasm, and performance.

CONCLUSION

The results of this study conclude that competency-based training and career planning have a positive and significant impact on employee performance at PT PLN (Persero) UP3 Palopo. The company should continue to improve its training programs and provide clear career planning to increase employee productivity and work quality.

REFERENCE

- Agusta, Andri, Muhlis Ruslan, and Sukmawati Mardjuni. 2025. "Analysis of Work Competence and Training Through Work Motivation on Employee Performance at PT PLN (Persero) UP3 Kendari." *Indonesian Journal of Business and Management* 7 (2): 224–33. <https://doi.org/10.35965/jbm.v7i2.5297>.
- Akilie, Addina Hayati, Siti Medira, Address : Subdistrict, Lubuk Begalung, Padang City, West Sumatra, and Author Correspondence. 2024. "The Influence of Career Development and HR Planning

- on Employee Performance Through Work Motivation as an Intervening Variable at the Brama Kumbara West Pasaman Palm Oil Platform Lutfia Putra Indonesia University YPTK Padang Chintya Ones Charli University," no. 2, 18–32. <https://doi.org/10.56910/jumbiwira.v3i2>.
- Wahida, A. (2019). The Influence of Person Environment Fit and Organization Fit on Employee Performance at PT. Bank Sulselbar Palopo Branch. *Journal of Management, STIE Muhammadiyah Palopo*, 4 (2).
- Aldi Alfathur Rachman, Achmad Fauzi, Dian Sudiantini, and Tyna Yunita. 2025. "The Influence Career Planning and Employee Engagement Towards Career Development Through Job Satisfaction as a Mediating Variable at PT. Inkote Indonesia." *Efficiency: Journal of Research and Development of Management Science* 1 (2): 36–62. <https://doi.org/10.63217/efisiensi.v1i2.131>.
- Wahida, A. (2019). The Influence of Role Conflict and Work Environment on the Performance of Female Employees at PT. Bank BRI Palopo Branch. *Equilibrium: Scientific Journal of Economics, Management and Accounting*, 8 (1).
- Andini, A.putri, Ilham Tahier, Nurlela, Natasyah, Mutai Nurfadilah Aris, Tia Juliawati, Ririn Anita, and Harmi. 2024. "Understanding Human Resources and Development According to 7 Experts." *Research Fair Unisri* 8 (1): 21–31.
- Ardini, Fadhila Malasari, and Mila Rosmila. 2021. "Career Planning Profile of Guidance and Counseling Students at Mathlaul Anwar University." *Jurnal Selaras: Guidance and Counseling and Educational Psychology Studies* 4 (1): 9–16. <https://doi.org/10.33541/jsvol2iss1pp1>.
- Ayu, Sekar, Noviani Putri, Wahyu Hidayat, Robetmi Jumpakita Pinem, Department of Business Administration, and Diponegoro University. 2022. "THE EFFECT OF TRAINING AND COMPETENCE ON THE PERFORMANCE OF FACTORY EMPLOYEES OF PT. INDONESIA STEEL TUBE WORKS Introduction" 11 (3): 483–91.
- Dewi, Novita. 2024. "The Influence of Career Development and Work Environment on Employee Performance at PT Graha Mitra Lestarindo in South Jakarta." *ASIK Journal: Journal of Administration, Business, Management Science & Education* 2 (1): 39–48. <https://doi.org/10.59639/asik.v2i1.48>.
- DianaYusup, Pemi, Recky, Kartika Nuradina, and Detya Wiryany. 2024. "The Effect of Job Training and Competence on Employee Performance at PT. Balimukti Shoes Factory." *Jurnal Economica* 12 (2): 327–36.
- Hamid, Muhammad Nawal, Mohammad Benny Alexandri, and Margo Purnomo. 2024. "The Effect of Job Training on Employee Performance with Employee Competence as a Mediating Variable in the Production Department of a Mining Company in Indonesia." *J-MAS (Journal of Management and Science)* 9 (2): 1222. <https://doi.org/10.33087/jmas.v9i2.1920>.
- Hutagalung, Simanjuntak &. 2019. "Journal of Management Economics." *Pegem Egitim ve Ogretim Dergisi* 6 (2): 6–7.
- Ismiati, Nanik, Ngasbun Egar, and Soedjono Soedjono. 2024. "Competency-Based Training Management of the UPTD Job Training Center of the Department of Industry and Manpower." *Journal of Learning Innovation in Schools* 5 (2): 826–35. <https://doi.org/10.51874/jips.v5i2.283>.
- Ja, Muhammad, Pompong B Setiadi, and Sri Rahayu. 2023. "Setiadi et Al" 05 (04): 10892–900.
- Kasan, Irpan A. 2022. "Analysis of Factors Influencing Career Planning in Class X of Sma Negeri 1 Tilamuta." *Mahakam Education Center : Journal of Elementary School Education and Learning* 7 (2): 83–89. <https://doi.org/10.24903/pm.v7i2.1111>.
- Kristanto, Marintan Saragih, and Desmi Triyanti Purba. 2024. "The Influence of Human Resource Planning, Employee Recruitment and Selection on Employee Performance at PT. Sumber Aksara Mas." *Management: Journal of Economics* 6 (1): 55–66. <https://doi.org/10.36985/qn79b341>.
- Kusdianto, I, and S Samsinar. 2023. "The Influence of Digital Technology Utilization and Leadership Style on Village Apparatus Performance, Malangke District." *SEIKO: Journal of ...* 5 (2): 62–67. <https://doi.org/10.37531/sejaman.v6i1.3765>.
- Kusdianto, I. (2025). The Impact of Training and Career Development on Employee Retention at

- the North Wara Health Center. *Al-Kharaj: Journal of Islamic Economics and Business* , 7 (1).
- Lestari, Dwi, Syaikhul Falah, and Ulfah Rizky Muslimin. 2023. "3 1,2,3" 13 (2): 257–76.
- Maharani, Amalina. 2023. "Career Planning Analysis of Experience and Ability (Literature Review of Human Resource Management)." *Journal of Humanities, Islamic Economics and Muamalah* 1 (1): 56–67. <https://doi.org/10.38035/jhesm.v1i1.5>.
- Maulana, Rega, and M. Ali Yusuf. 2024. "The Influence of Work Discipline, Teamwork, and Compensation on the Performance of Millennial Generation Employees in Manufacturing Companies" *Plastic.* *ACADEMIC: Humanist Student Journal* 4 (3): 860–70. <https://doi.org/10.37481/jmh.v4i3.986>.
- Monica, Grace, and Candradewini Candradewini. 2025. "Competency-Based Training for Junior Web Programmers at the Cirebon City Manpower Office." *JANE: Journal of Public Administration* 16 (2): 152–61.
- Mulyadi, Rajib, Tetra Hidayati, and Siti Maria. 2018. "The Influence of Career Planning, Training, and Career Development on Employee Performance." *Performance* 15 (1): 29. <https://doi.org/10.29264/jkin.v15i1.1999>.
- Nuraini, Fadillah. 2022. "Career Guidance Services: A Strategy to Strengthen Career Planning for Students." *Assertive: Islamic Counseling Journal* 1 (1): 1–13. <https://ejournal.uinsaizu.ac.id/index.php/assertive/article/view/7021>.
- Octhanantha, Archie, Mochammad Al Musadieq, and Mochammad Djudi Mukzam. 2017. "A Study on Frontliner Employees of PT. Bank Mandiri (Persero) Tbk. Tangerang Bintaro Area." *Business Administration* 51 (2): 126–34. <https://media.neliti.com/media/publications/189973-ID-pengaruh-hasil-pelatihan-berbasis-kompet.pdf>.
- Pulungan, Arnita Br, M Ali Musri, and Nirwana Br Bangun. 2025. "YUME : Journal of Management "The Influence of Work Environment on Employee Performance Through Work Discipline as an Intervening Variable" 8 (1): 437–45.
- Rahayu, Solikah Furi, Sri Nuringwahyu, and Dadang Krisdianto. 2020. "The Influence of Career Planning and Career Development on Employee Performance (Case Study on Employees of PT. Fifgroup Batu Branch)." *Jiagabi* 9 (2): 253–60.
- Rahima, Phyta. 2025. "The Influence of Competency-Based Training on the Development of Human Resources of Employees in the General Bureau of the Regional Secretariat of West Nusa Tenggara Province," 392–99.
- Reskiputri, Tatit Diansari, and Ela Fatmawati. 2022. "Analysis of Career Planning and Work Motivation on Employee Performance at PT Mitratani Dua Tujuh Jember." *Indonesian Journal of Management and Business* 8 (1): 49–56. <https://doi.org/10.32528/jmbi.v8i1.7503>.
- Saputra, Ilham, and Hayatul Khairul Rahmat. 2024. "Employee Performance Evaluation in a Company : A Literature Review." *Journal of Current Research in Management, Policy, and Social Studies* 1 (1): 21.
- Saudale, Ivon Debora, Ni Putu Nursiani, Debryana Y Salean, and Tarsisius Timuneno. 2024. "The Influence of Career Development and Work Discipline on Employee Performance at PT. Pln (Persero) Up3 Kupang." *GLORY Journal of Economics and Social Sciences* 5 (1): 79–90. <https://doi.org/10.35508/glory.v5i1.12740>.
- Suriani, Nidia, Risnita, and M. Syahran Jailani. 2023. "The Concept of Population and Sampling and Participant Selection from the Perspective of Educational Scientific Research." *IHSAN Journal : Journal of Islamic Education* 1 (2): 24–36. <https://doi.org/10.61104/ihsan.v1i2.55>.
- Utami, Nunung Nurastuti. 2022. "Comparative Analysis of the Effectiveness of Competency-Based Job Training Program Implementation in the Regional Job Training Technical Implementation Unit of the Pasuruan Regency Manpower Office." *Journal of Administration and Business* 16 (2): 120–27. <http://jurnal.polinema.ac.id/index.php/adbis/article/view/1742%0Ahttp://jurnal.polinema.ac.id/index.php/adbis/article/download/1742/1332>.