

The Influence of Individual Characteristics, Human Resource Quality, Training Effectiveness on Career Development and Employee Performance in Pt Borwita Citra Prima



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ABSTRACT: Human resources are the main asset for organizations and agencies that are active planners and actors in various activities in the organization. This study aims to analyze the effect of individual characteristics, quality of human resources, and training effectiveness on career development and employee performance at PT Borwita Citra Prima. The object of this research is the employees of PT Borwita Citra Prima. The population in this study were all employees of PT Borwita Citra Prima, totaling 151 respondents and the number of samples. The sampling technique is a saturated sample of 151 respondents.

In calculating data processing, researchers use tools to test instruments in the form of measuring reliability and validity in the form of software, namely, SPSS version 13, and for data analysis and SEM (Structural Equation Modeling) hypothesis testing using AMOS (Analysis of Moment Structure) version 22.

The results showed that individual characteristics have a positive and significant effect on career development, the quality of human resources has a positive and significant effect on career development, the effectiveness of training has a positive and significant effect on career development, individual characteristics have a positive and significant effect on employee performance, the quality of human resources has a positive and significant effect on employee performance, the effectiveness of training has a positive and significant effect on employee performance. Suggestions for further research can provide coaching and mentoring related to employee career development.

KEYWORDS: Individual Characteristics, Human Resource Quality, Training Effectiveness, Career Development, Performance

INTRODUCTION

Along with the times, an organization must keep up with the rapid changes. Organizations are expected to be able to adjust and optimize so that organizational goals can be achieved. The source of the competitive advantage becomes crucial in providing service as an implementation of knowledge, abilities, and skills. Companies now really need a management system that can adapt to existing developments that are happening or will happen appropriately, directed, and using the most efficient costs possible. Therefore, the organization in a company no longer uses a closed system but must already use an open system, which must be able to respond to various changes both from the internal side and from external changes.

Human resources are the main asset for organizations that are active planners and actors in various activities in the organization. Human resources have thoughts, feelings, desires, status, and educational backgrounds whose mindset can be brought into an organizational environment. Human resources can survive because they have managerial competence, namely the ability to formulate company vision and strategy and direct other resources in realizing the vision and implementing company strategy (Azhad, et al. 2018 in Estiningari, et al. 2022: 3).

Currently, a problem that can be an obstacle in the company is the difficulty of improving employee performance and building human resources themselves. To improve employee performance, it must be supported by training courses obtained by employees to develop their competencies and skills. (Destia, 2021: 46) explains that performance is the way a person or group of people conduct an activity or task to produce a product. There are several ways to increase achievement motivation in organizations, one of which is by conducting training in organizations where the training is expected to increase the achievement motivation of members. The effectiveness of employee training is crucial, especially for developing human resources. Training and development of human resources in companies, organizations, educational institutions, or other institutions are carried out to improve the quality of employee performance.

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The phenomenon in the field shows that employee career development has not been fully optimized. This can be seen from employees who have worked for a long time and have good enough skills but have not received a promotion from the agency to occupy a better position. As there is confusion among employees, especially regarding career development, it is not going well or not following the expectations desired by employees, so researchers should further examine the related issues.

PT Borwita Citra Prima is a distributor and logistics company engaged in FMCG in Eastern Indonesia. PT Borwita Citra Prima is located at Jl. Raya Taman 48 A, Sepanjang Sidoarjo which was established in 1976. The company is a distributor of products that are recognized by many people such as P&G, Philips, Ceres, and others. PT Borwita Citra Prima has human resources that are managed to achieve organizational goals in realizing the company to be able to have high competitiveness with similar competitors, which must create a strategy to achieve high employee performance for the company's progress.

Employees are a very important role in all activities that occur at PT Borwita Citra Prima, both operational and managerial activities. The lack of effectiveness of training and explanations regarding career development in companies that are not proportional to the weight of work results in less optimal employee performance. As well as the individual characteristics of each employee indicate differences in employee performance levels. In addition, the quality of human resources sometimes causes problems due to employee indiscipline in terms of completing the work that has been given.

These problems indicate that individual characteristics, the quality of human resources, and the effectiveness of training affect employee performance. It can be shown that employee career development is crucial in terms of fixing the problem of low employee performance. Therefore, in this study, it is determined that individual characteristics, quality of human resources, and training effectiveness as independent variables, career development as an intervening variable, and employee performance as the dependent variable. Based on the background described above, researchers are motivated to prove and analyze the effect of individual characteristics, quality of human resources, and training effectiveness on career development and employee performance at PT Borwita Citra Prima.

LITERATURE REVIEW

Individual Characteristics

According to Teguh et al. in Aktarina (2022: 43), individual characteristics are special traits or characteristics that an employee has that can make him have a different ability from others to maintain and improve work in an organization.

According to Subyantoro in Semarabawa (2022: 196), indicators of individual characteristics consist of: (1) Ability, (2) Value, (3) Attitude, (4) Interest.

Quality of Human Resources

According to Harmein N in Sri Rahayu (2020: 210), human resources (HR) basically design, install, operate and maintain a system in an organization. The resources in an organization require good humans in terms of quality. In an organization, human resources are needed to have these soft and hard skills. In order for the quality of human resources obtained to meet the standards of a company, each stage of the process must be planned and controlled in accordance with the standards set by the company.

According to S.Martoyo in Riqza (2022: 22) indicators of the quality of human resources, namely: (1) Increased theoretical ability, (2) Technical ability, (3) Conceptual ability, (4) Moral improvement, (5) Technical skill improvement.

Training Effectiveness

According to Kaswan in Mastur (2022: 6), the effectiveness of training refers to the benefits obtained by the organization and trainees. The benefits for employees are that they can complete their duties and responsibilities appropriately, can complete their own work after attending training and can achieve the work targets set by the company. According to Mastur (2022: 4), effective training implementation can lift performance, improve enthusiasm at work as well to increase loyalty and commitment to the boarding school, be able to raise employee competence so that employees can complete their work quickly and accurately.

According to Mangkunegara in Mastur (2022: 6) indicators of training effectiveness are: (1) Targets and objectives, (2) Trainers, (3) Training materials, (4) Training methods, (5) Training participants.

Career Development

According to Rivai in Rozi (2021: 109), career development is a process of increasing individual work abilities achieved to achieve the desired career. Career development is highly expected by every employee because they will get the rights to what was previously obtained.

Pasaribu in Nursaumi (2022: 1332) indicators of career development are: (1) Work ability, (2) Exposure, (3) Organizational loyalty, (4) Mentors and sponsors, (5) Opportunities.

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Employee Performance

Suryani and John (2018: 6) explain that in an organization it cannot be achieved only from the internal side, but it has been proven that the achievement of organizational performance is influenced by many factors that play a role in creating the success or failure of the company or organization. Performance is a crucial factor to assess, so that from this assessment you can see an increase or decrease in the results of the employee's performance.

Suyadi et al., in Nurhasanah (2022: 248) explains that performance indicators are something that will be calculated and measured. The performance indicators are: (1) Effectiveness, (2) Responsibility (3) Discipline (4) Initiative.

HYPOTHESIS

Based on the formulation of the problem and the literature review, the research hypotheses are as following:

- H1: Individual characteristics have a positive and significant influence on career development.
- H2: The quality of human resources has a positive and significant influence on career development.
- H3: The effectiveness of training has a positive and significant effect on career development.
- H4: Individual characteristics have a positive and significant effect on employee performance.
- H5: The quality of human resources has a positive and significant effect on employee performance.
- H6: Training effectiveness has a positive and significant effect on employee performance.
- H7: Career development has a positive and significant influence on employee performance.

METHODOLOGY

This research is explanatory research, which will prove the causal relationship between variables with primary data sources, namely, employees of PT Borwita Citra Prima. The population in this study amounted to 151 employees, and the sampling technique used in this study was saturated sampling. Saturated sampling is a sampling technique in which all members of the population are used as samples. The sample of this study was 151 employees consisting of the Warehouse Department, Team sales, HRD, PPIC, and others. Data were collected using a questionnaire. In calculating data processing, researchers use tools to test instruments in the form of measuring reliability and validity in the form of software, namely, SPSS version 13, and for data analysis and SEM (Structural Equation Modeling) hypothesis testing using AMOS (Analysis of Moment Structure) version 22.

RESEARCH RESULTS

Instrument Reliability

A reliability test was used to determine the reliability or consistency of the variables used in the questionnaire. Instrument reliability testing is carried out by evaluating the Cronbach Alpha value generated in the test. According to Sugiyono (2016), an instrument meets good reliability requirements if the Cronbach alpha value is at least 0.60.

Table 5.1 Instrument Reliability Test Results

No.	Variable	No. of Items	Cronbach Alpha	Reliability
1.	Individual characteristics	10	0,730	Reliable
2.	Quality of human resources	10	0,818	Reliable
3.	Training effectiveness	10	0,812	Reliable
4.	Career development	10	0,770	Reliable
5.	Performance	8	0,784	Reliable

Source: (Survey, 2022)

Based on Table 5.1, the results of the reliability test on all variables resulted in a Cronbach's Alpha value greater than 0.60 so that the variables of Individual Characteristics, Human Resources Quality, Training Effectiveness, Career Development, and Employee Performance can be declared reliable or, in other words, a consistent measuring instrument for research data.

Construct Reliability

The reliability test is evaluated by looking at the calculation value of a variable said to be reliable if the reliability value is ≥ 0.70 (Imam Ghozali, 2016: 138). The calculation of construct reliability is not generated by the AMOS program so the value calculation is done manually with the formula: (Ghozali, 2017).

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$$\alpha = \frac{\sum(\lambda)^2}{\sum(\lambda)^2 + \sum \epsilon_j} \quad \begin{matrix} \lambda = \text{loading factor} \\ \epsilon = 1 - \lambda^2 \end{matrix}$$

Table 5.2 Calculation of Construct Reliability

Variabel	Indikator	λ	$\sum \lambda^2$	λ^2	$\epsilon = (1 - \lambda^2)$	$\sum(\epsilon)$	Construct Reliability
Individual characteristics	X1_1	0,746	6,574	0,557	0,443	2,315	0,740
	X1_2	0,560		0,314	0,686		
	X1_3	0,738		0,545	0,455		
	X1_4	0,520		0,270	0,730		
Quality of human resources	X2_1	0,648	8,532	0,420	0,580	3,285	0,827
	X2_2	0,576		0,332	0,668		
	X2_3	0,596		0,355	0,645		
	X2_4	0,583		0,340	0,660		
	X2_5	0,518		0,268	0,732		
Training effectiveness	X3_1	0,721	9,542	0,520	0,480	3,075	0,756
	X3_2	0,607		0,368	0,632		
	X3_3	0,592		0,350	0,650		
	X3_4	0,622		0,387	0,613		
	X3_5	0,547		0,299	0,701		
Career development	Z_1	0,666	11,049	0,444	0,556	2,788	0,799
	Z_2	0,698		0,487	0,513		
	Z_3	0,669		0,448	0,552		
	Z_4	0,635		0,403	0,597		
	Z_5	0,656		0,430	0,570		
Performance	Y_1	0,613	6,755	0,376	0,624	2,306	0,746
	Y_2	0,675		0,456	0,544		
	Y_3	0,697		0,486	0,514		
	Y_4	0,614		0,377	0,623		

Source: (Survey, 2022)

The results of the manual calculation of reliability have been carried out and the results show that the Individual Characteristics construct has a reliability of 0.827 (> 0.70), Human Resources Quality of 0.756 (> 0.70), Training Effectiveness of 0.756 (> 0.70), Career Development of 0.799 (> 0.70), and Employee Performance of 0.746 (> 0.70). This means that the reliability requirement of 0.70 has been exceeded by all constructs or variables involved in this equation model, which means that it has met the criteria for good reliability.

Structural Equation Model Analysis

The final results of the structural equation model regarding the effect of Individual Characteristics, Human Resource Quality, and training effectiveness on career development and employee performance are then compiled to see the results of the influence of these variables.

Table 5.3 Structural Model - Goodness of Fit

Parameter	Criteria	Test Result	Explanation
Chi-Square	DF = 213, $\chi^2 = 284,05$	234,96	Good
Probability	$\geq 0,05$	0,133	Good
GFI	$\geq 0,90$	0,881	Marginal
AGFI	$\geq 0,90$	0,845	Marginal
RMSEA	$\leq 0,08$	0,026	Good
RMR	$\leq 0,08$	0,016	Good
CFI	$\geq 0,94$	0,976	Good
TLI	$\geq 0,95$	0,972	Good

Source: (Survey, 2022)

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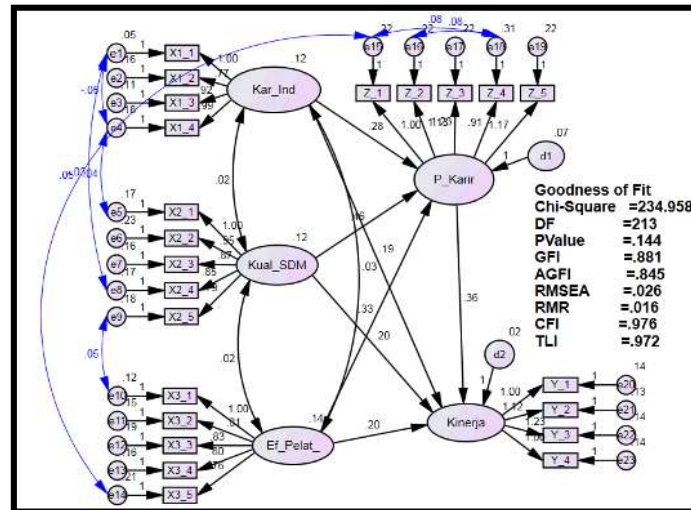


Figure 5.1 Structural Equation Model of the Influence of Individual Characteristics, Human Resource Quality, and Training Effectiveness on Career Development and Employee Performance

Source: (Survey, 2022)

In the CFA evaluation model, the structural equation model has undergone model modification. The results showed that it met the criteria for good Goodness of Fit. In the PValue coefficient value, the equation model is good ($P > 0.05$), RMSEA is good (< 0.08), CFI is good (> 0.95) and so on for other criteria.

Hypothesis Verification

With good goodness of criteria, then the output of the AMOS program can be interpreted to prove the hypothesis.

Table 5.4 Influence between Variables on the Structural Equation Model

Influence between Variables	Standardized Weight	S.E	C.R.	P	Significance
Ind_Char _→ Car_Dev	0,266	0,105	2,714	0,007	Significant
Qual_HR_→ Car_Dev	0,431	0,125	3,705	< 0,001	Significant
Trai_Eff_→ Car_Dev	0,345	0,102	3,263	0,001	Significant
Ind_Char _→ Performance	0,221	0,079	2,401	0,016	Significant
Qual_HR → Performance	0,237	0,097	2,094	0,036	Significant
Ef_Pelat_→ Performance	0,259	0,078	2,540	0,011	Significant
Car_Dev _→ Performance	0,457	0,121	3,020	0,003	Significant

Source: (Survey, 2022)

Calculation of the results of proving the hypothesis listed in Table 5.4 can be broken down as follows:

- 1) The results of data analysis calculations show that Individual Characteristics have an effect of 0.266 on Career Development. This effect is supported by a c.r of 2.714 ($c.r > 1.96$) and a significance value (pvalue) of 0.007 ($p < 0.05$). This means that individual characteristics have a positive and significant effect on career development. In other words, if there is an increase in the value of Individual Characteristics, Career Development will increase significantly.
- 2) The results of data analysis calculations show that the Quality of Human Resources has an effect of 0.431 on Career Development. This effect is supported by c.r of 3.705 ($c.r > 1.96$) and a significance value (pvalue) of < 0.001 ($p < 0.05$). This means that Human Resource Quality has a positive and significant effect on Career Development, or in other words, if there is an increase in the value of Human Resource Quality, Career Development will increase significantly.
- 3) The results of data analysis calculations show that the effectiveness of training has an effect of 0.345 on Career Development. This effect is supported by c.r of 3.263 ($c.r > 1.96$) and a significance value (pvalue) of 0.001 ($p < 0.05$). This means that Training Effectiveness has a positive and significant effect on Career Development, or in other words, if there is an increase in the value of Training Effectiveness, Career Development will increase significantly.

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- 4) The results of data analysis calculations show that Individual Characteristics have an effect of 0.221 on Employee Performance. This effect is supported by c.r of 2.401 (c.r> 1.96) and a significance value (pvalue) of 0.016 ($p < 0.05$). This means that Individual Characteristics have a positive and significant effect on Employee Performance, or in other words, if there is an increase in the value of Individual Characteristics, Employee Performance will increase significantly.
- 5) The results of the data analysis calculation show that the Quality of Human Resources has an effect of 0.237 on Employee Performance. This effect is supported by a c.r of 2.094 (c.r> 1.96) and a significance value (pvalue) of 0.036 ($p < 0.05$). This means that Human Resource Quality has a positive and significant effect on Employee Performance, or in other words, if there is an increase in the value of Human Resource Quality, Employee Performance will increase significantly.
- 6) The results of data analysis calculations show that the Effectiveness of Training has an effect of 0.259 on Employee Performance. This effect is supported by c.r of 2.540 (c.r> 1.96) and a significance value (pvalue) of 0.011 ($p < 0.05$). This means that the Effectiveness of Human Training has a positive and significant effect on Employee Performance, or in other words, if there is an increase in the value of Training Effectiveness, Employee Performance will increase significantly.
- 7) The results of data analysis calculations show that Career Development has an effect of 0.457 on Employee Performance. This effect is supported by c.r of 3.020 (c.r> 1.96) and a significance value (pvalue) of 0.003 ($p < 0.05$). This means that Career Development has a positive and significant effect on Employee Performance, or in other words, if there is an increase in the value of Career Development, Employee Performance will increase significantly.

DISCUSSIONS

Individual Characteristics have a positive and significant effect on Career Development

The results of hypothesis testing carried out using SEM show that the effect of individual characteristics on career development is positive and significant, so the research hypothesis, which states that individual characteristics have a positive and significant effect on career development at PT Borwita Citra Prima, can be accepted. Thus, it is proven that employees of PT Borwita Citra Prima play a crucial role in the career development of employees.

The results of testing the hypothesis of this study confirm the theory conducted by Endang in Qoiyim (2018: 14), which states that individual characteristics are the attitudes, interests and needs of a person used in the implementation of work. The ability of individuals to transact effectively will influence others to achieve certain goals that can be adjusted to the culture, environment, the situation faced by the individual.

The results of hypothesis testing confirm those conducted by Ni Luh Eka (2017: 138) that individual characteristics have a positive and significant effect on career development. This proves that individual characteristics will affect future employee career development. Human resources have their own character. Therefore, management in the company must know about individual behavior to be in line with organizational goals. These results are in line with the theory put forward by Thoha in Ni Lu (2017: 150) relating to individual characteristics, that individuals bring into the organizational order, abilities, beliefs, personal, and appreciation needs and other past experiences. These are all characteristics that individuals have and these characteristics will enter a new environment, namely, an organization that affects a person's career development.

Human Resource Quality has a positive and significant effect on Career Development

The results of hypothesis testing that have been carried out using SEM show that the effect of human resource quality on career development is positive and significant, so the research hypothesis which states that human resource quality has a positive and significant effect on career development at PT Borwita Citra Prima, can be accepted. Thus it is proven that employees of PT Borwita Citra Prima have a very important role in the quality of human resources.

The results of testing the hypothesis of this study confirm the theory conducted by Rahayu (2020: 210), who states that the quality of human resources in the organization is the key to organizational success, because human resources design, install, operate and maintain the integral system, be it input, process, or output. Humans as assets who will manage existing resources in the organization require good quality humans.

In order for the quality of human resources produced to meet the standards, each stage of the process must be planned and controlled in accordance with the standards and specifications that have been set according to the needs of the organization. In the organization will find various types of resources to achieve the goals of the organization/company.

Training Effectiveness has a positive and significant effect on Career Development

The results of hypothesis testing that have been carried out also using SEM show that the effect of training effectiveness on career development is positive and significant, so the research hypothesis which states that training effectiveness has a positive and

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significant effect on career development at PT Borwita Citra Prima, can be accepted. Thus, it is proven that employees of PT Borwita Citra Prima have a very important role in the effectiveness of training.

The results of testing the hypothesis of this study confirm the theory conducted by Candra (2016: 5841), which states that the effectiveness of training is essential to develop the competence of these employees. The effectiveness of training is influenced by various things either before, during, or after the training. Training that can produce the right and appropriate output will greatly affect employees in terms of career development.

The results of hypothesis testing confirm those conducted by Candra (2016: 5862) that the effectiveness of training has a positive and significant effect on career development. Companies are expected to pay more attention to and improve the implementation of training for employees. So that employees have better abilities and insights into the fields they are engaged in and can improve the career development they want as long as it is in accordance with established procedures.

Individual Characteristics have a positive and significant effect on Employee Performance

The results of hypothesis testing that have been carried out using SEM show that the effect of individual characteristics on career development is positive and significant, so the research hypothesis which states that individual characteristics have a positive and significant effect on employee performance at PT Borwita Citra Prima, can be accepted. Thus it is proven that employees of PT Borwita Citra Prima have a very important role in individual characteristics.

The results of testing the hypothesis of this study confirm the theory conducted by Sulistiowati (2022: 37), which states that the individual characteristics possessed by employees in the company will support good productivity, so that performance will increase. If performance increases, the organization will view and prioritize these employees to develop their careers. Good individual characteristics will also improve good performance, with good work experience, productive age, and work experience in performing their work. Organizations must be able to read what to do to improve employee performance with the characteristics possessed by each employee. Employees have different potentials so organizations are required to be able to understand the behavior of employees in their organization.

The results of hypothesis testing confirm those conducted by Desti (2019: 52) that individual characteristics have a positive and significant effect on employee performance. This proves that good quality human resources, having good behavior, being able to communicate flexibly, and being able to relate well between employees with each other will have an influence on improving employee performance.

Quality of Human Resources has a positive and significant effect on Employee Performance

The results of hypothesis testing that have been carried out using SEM show that the effect of human resource quality on employee performance is positive and significant, so the research hypothesis which states that human resource quality has a positive and significant effect on employee performance at PT Borwita Citra Prima, can be accepted. Thus, it is proven that employees of PT Borwita Citra Prima have a very important role in the quality of human resources.

The results of testing the hypothesis of this study confirm the theory conducted by Abdullah in Wida (2019: 50), which states that the quality of human resources will not be separated from professional work. So, work quality must be involved in the context of one's profession. Because the high quality of human resources is expected to grow professionally, organizations and codes of ethics will make it easier for employees to develop their careers. Therefore, organizations must pay more attention to the quality of human resources themselves.

The results of hypothesis testing confirm the research conducted by Wahyunanti, Tika, I, I Dewa Ketut Raka Ardiana, and Mohammad Ridwan Sihab (2018: 103) shows that individual characteristics have a significant and positive effect on Employee Performance. This proves that the quality of human resources is good, has good behavior, can communicate flexibly, and can relate well between employees with each other, which will have an influence in improving employee performance.

Training Effectiveness has a positive and significant effect on Employee Performance

The results of hypothesis testing that have been carried out using SEM show that the effect of training effectiveness on employee performance is positive and significant, so the research hypothesis which states that training effectiveness has a positive and significant effect on employee performance at PT Borwita Citra Prima, can be accepted. Thus it is proven that employees of PT Borwita Citra Prima have a very important role in the effectiveness of training.

The results of testing the hypothesis of this study confirm the theory conducted by Mastur (2022: 7), which states that the effectiveness of training is a determining factor in employee performance, the company must provide an understanding to all employees about the importance of training that must be followed as a medium to increase understanding and expertise and employee behavior. The material to be taught in training is tailored to the needs and expectations of employees so that the training that is followed can increase employee commitment and performance.

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The results of hypothesis testing confirm research conducted by Mastur (2022: 15) that the effectiveness of training has a positive and significant effect on employee performance. Thus, the company must emphasize to employees that the training carried out by the company will be able to have a very positive influence on achieving organizational goals.

Career Development has a positive and significant effect on Employee Performance

The results of hypothesis testing that have been carried out using SEM show that the effect of career development on employee performance is positive and significant, so the research hypothesis which states that career development has a positive and significant effect on employee performance at PT Borwita Citra Prima, can be accepted. Thus it is proven that employees of PT Borwita Citra Prima have a very important role in career development.

The results of testing the hypothesis of this study confirm the theory conducted by Rivai in Rozi (2019: 109), which states that career development is a process of increasing individual work abilities to achieve the desired career. Career development is highly expected by every employee because they will get the rights to what was previously obtained both material and non-material.

The results of hypothesis testing confirm research conducted by Rozi (2021: 117) that career development has a positive and significant effect on employee performance.

CONCLUSIONS

Based on the problem formulation, literature review, research results, and discussion described in the previous chapters, the results of this study can be concluded as follows:

- 1) Individual characteristics have a positive and significant influence on the career development of PT Borwita Citra Prima.
- 2) The quality of human resources has a positive and significant influence on career development at PT Borwita Citra Prima.
- 3) The effectiveness of training has a positive and significant influence on career development at PT Borwita Citra Prima.
- 4) Individual characteristics have a positive and significant effect on employee performance at PT Borwita Citra Prima.
- 5) The quality of human resources has a positive and significant influence on employee performance at PT Borwita Citra Prima.
- 6) Training effectiveness has a positive and significant effect on employee performance at PT Borwita Citra Prima.
- 7) Career development has a positive and significant influence on employee performance at PT Borwita Citra Prima.

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