

The Influence of Training and Career Development on Performance through the Competence of Employees of PT. Pertamina International Refinery RU VII Kasim Sorong West Papua

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Abstract

This study aims to analyze the effect of HR development practices in the form of training and development on employee competence, analyze the influence of HR development practices in the form of training and career development through organizational learning culture on employee competence, analyze the effect of competence on employee performance and analyze the effect of employee performance to turnover intention. Design/methodology/approach This study uses a quantitative approach sourced from primary and secondary data. The research population was 120 employees, the sample was determined using the Slovin formula, obtained by 92 respondents. Data analysis used validity and reliability test, classical assumption test, multiple linear regression analysis, Sobel test, simple regression and research hypothesis testing. Practical implications. This study recommends that the company PT. Pertamina International Refinery RU VII Kasim Sorong West Papua provides training and career development to each employee continuously so that it has an impact on increasing competence and performance. Originality/value. This study found that employee performance has a negative and significant effect on turnover intention, that is, if employee performance decreases, then employees will get turnover intention.

Keywords

Training; career development; organizational learning culture; competence; performance; turnover intention



I. Introduction

An advanced and developing company cannot be separated from the contribution of human resources (HR) as valuable capital for the company. Human Capital is currently a concern in facing the challenges of globalization and digitalization transformation which requires employees who are performing and competent in accordance with the organizational learning culture in developing trained human resources and having career paths that excel to avoid turnover intention in employees. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Responding to the above in relation to the problems faced by the company PT. Pertamina International Refinery RU VII Kasim Sorong, West Papua, currently shows that employee performance still needs to be improved to avoid turnover intentions. One of the considerations that need to be addressed in improving performance is increasing employee competence, improving HR development practices through organizational learning culture.

The phenomenon seen in PT. The Pertamina International refinery has 120 employees with 1 executive and 119 non-executive positions with the highest average age being 26-35 years with > 10 years experience. It can be seen that employees who work still need to improve their performance, both in terms of quantity or amount of work done every day, quality of work produced, efficient use of time, effectiveness of budget utilization and employee commitment to being responsible for the work mandated, in general still needs to be improved. achieve the expected percentage above 90 percent. Provisions for achieving maximum performance if the percentage of performance reaches 100 percent.

Achievement of performance that has not been maximized; it is necessary to apply a theory that is oriented to the achievement of work results. As the theory of results put forward by Rivai (2017) shows that performance appraisal is determined from the results achieved by employees in carrying out their duties or work responsibilities according to applicable standards or standards. This theory is relevant to the achievement of employee work results based on quantity, quality, efficiency, effectiveness and work commitment in an organization/company.

The occurrence of performance achievements that have not been maximized in avoiding employees for turnover intention, cannot be separated from the influence of the competencies possessed by employees. Considering that not all employees have the same competence at work, the output of the achievement of work results will certainly experience differences, and there is a tendency that these differences are not dominated by people who are competent in their field of work to improve employee performance. It can be seen that there are still employees who have personal character, self-concept, knowledge, skills and work motives that are still lacking and even need to be sent to school, attend training and internships from several companies that have advanced and developed in order to improve their competence. The average competence of employees at PT. Pertamina International refineries still need to be improved, so that the placement of employees is adjusted to their competence (the right man in the right place).

Responding to the phenomenon of employee competence that still needs improvement, the actualization of competency theory from Ruky (2017) everyone has the ability to carry out work or tasks in accordance with personal character, self-concept, knowledge, skills and work motives that are required to be possessed as competent people in their fields. This theory is relevant in an effort to improve employee performance, so every employee must have competence based on knowledge, skills and work mastery attitudes.

The occurrence of declining employee performance is inseparable from the competence of employees in carrying out human resource development practices. Where is known at PT. Pertamina International refineries, conducting training and career development activities that have been carried out so far have not been oriented towards strengthening organizational learning culture, still tend to be individual or certain groups that are not integrated. Therefore, a comprehensive understanding is needed from all employees to improve HR development through strengthening organizational learning culture, so that the achievement of employee competencies and performance is actualized. Currently, it is still found that there are employees who have not been included in various

technical, tactical and practical training, which are able to strengthen HR development in enhancing their careers.

Of the several employees who have attended the training, there are some who have forgotten or even no longer apply matters related to training activities, including forgetting the instructor's teaching, the cohesiveness of the participants in conducting the training, not fully mastering the materials, methods, objectives and targets of the training provided. ever followed. Therefore, it is necessary to give attitude to the management in an effort to develop human resources in order to include employees in various trainings that have an impact on increasing employee professionalism at work. So it is necessary to apply the standard theory of training from Bernardin and Russell (2019) the practice of human resource development as an introduction effort in developing the potential of someone who conducts training and career development to achieve the job performance he carries. Of course this theory is relevant for every employee to attend training and improve his career development.

Usually, employees who attend training are delegates or people who are chosen according to their considerations as instructors, participants, master the material, understand methods, actualize the goals and objectives of training in HR development practices. Meanwhile, employees who develop careers are opportunities from a process of pursuing the development and progress of the work they are engaged in in accordance with the assessment of the progress of the career program undertaken, the career process is gradually carried out and career assistance is provided for the success of career development. Of course, this research has relevance to career development theory according to Barnett and Bradley (2017) every career person wants to be able to develop his career in a programmed, processed, and assisted manner in accordance with the achievements of the monkeys achieved.

These considerations make the company must be able to implement an organizational learning culture which contains elements of cultural strengthening in the form of values, principles, ethical norms, rituals that encourage the formation of good work interactions and follow-up (feedback) of a job in accordance with practice. competency-oriented HR development and performance improvement. Currently, there is a phenomenon that shows the organizational learning culture at PT. Pertamina Internasional refineries are degraded with low work interaction and follow-up in responding to things that are rooted or entrenched as habits which contain values, principles, norms and rules that have been instilled by the previous founders, and this tends to be ignored causing the company to be slow in adopting and carry out regeneration that is more ready to organize progress and modernity in line with the development of the era. The theory that needs to be applied is the core theory of organizational learning culture from Spenser (2012) that every organization must learn from the founders of the organization who always instill continuous work interactions by following up on all the practice of cultural values that have been embedded in an organization.

II. Review of Literature

2.1 Basic

Management theory according to Eiji Ogawa (2021) management is planning, implementing, controlling and evaluating every activity carried out by a company or organization to set perfect targets according to the dynamics it faces. Luther Gullick (2021) suggests that management is knowledge systematically to understand why humans work in an organization to produce something useful.

Organizational theory is a theoretical basis that can be used to support this research to explain that an organization consists of human resources who behave in various structures, cultures and organizational environments that make up. Shafritz and Ott in Haryana (2020) organizational theory is a thought and concept that explains or predicts how organizations which consist of groups and individuals behave according to their structure, culture and environmental conditions. This theory is relevant to the importance of HR development as a culture in studying HR behavior as part of organizational learning. HR is required to behave in accordance with their self-development capabilities in developing their potential according to the training and career development applied to increase competence in improving their performance.

2.2 HR Development Practices

a. Training

Training as a means to encourage employees to work with optimal abilities, which is intended to improve the performance of these employees. The provision of training is intended to be able to meet the work standards that have been set by the company. Training can be defined as a planned effort to facilitate learning about work related knowledge, skills and behavior by employees. The definition of training according to experts, among others, Sedarmayanti (2018) training prepares people to do their current jobs and development prepares employees who need knowledge, skills and attitudes. Training is a process of systematically changing employee behavior to achieve organizational goals.

b. Career Development Career

Development is a process of increasing one's work ability which encourages an increase in performance in order to achieve the desired career (Ardana, 2017). Career development activities are supported by the company, the company expects feedback from employees in the form of performance. Performance is a result of work achieved by an employee in accordance with company standards. Performance will increase the benefits of both the company and employees. One of the benefits for employees is that they can increase their career experience and competence while working, while the benefits for the company are that it makes it easier for decision making.

2.3 Organizational Learning Culture Organizational

Learning culture is a pattern of basic assumptions that a group has found, determined, and developed through a learning process to deal with problems of external group adjustment (adaptation) and internal group integration (Schein, 2018). Organizational learning culture is a social control technique and regulates the running of the organization on the basis of shared values and beliefs, so that it becomes the norm of group work, and is operationally called work culture because it is a guideline and direction for employee work behavior (Chatab, 2017).

2.4 Yohny

(2017) competence is an individual's ability to carry out a job correctly and has advantages based on matters relating to knowledge, skills and attitudes. Spencer and Spencer (2017) competence are an individual's underlying characteristic related to a causal relationship or cause-and-effect implementation of effective and superior performance in a job or situation.

Klemp (2018) competence is a person's underlying characteristics that result in effective work and superior performance. Basically, every employee has characteristics or

has a character based on the abilities that must be mastered. And that too must go through stages and processes so that the competencies possessed can be useful in the world of work.

The benefits of competence according to Edison (2020) that competence is so important in the business world as a basis for recruitment (recruitment). Even some experts state that a high IQ does not necessarily guarantee success because the results of IQ are more in the "tendency". Goleam (2019) "intelligence" IQ 15 (Intelligence Quotient) is not everything in achieving success. The contribution of IQ in the success of one's life and career development only reach 20% while 80% is actually influenced by emotional intelligence (Emotional Quotient). Once the importance of this competency makes its development system for every company/organization that wants to be successful it is mandatory and must be carried out as widely as possible, especially in today's modern companies.

2.5 Performance

Performance is a very important and interesting part to pay attention to because it has proven to be very important in its benefits for achieving company goals (Dessler, 2018). A company wants its employees to have good performance in order to achieve work results that are in accordance with what is expected by the company. Performance problems in a company are always a problem that needs attention, this is related to all activities carried out in increasing the work productivity of its employees. Performance refers to a formal and structured system used to measure, assess, and influence job-related traits, behaviors and outcomes, including attendance levels. According to Wibowo (2019), performance comes from the word performance, some of which give an understanding of performance as a result of work, however, actually performance has a broader meaning, not just results, including how the work process takes place. According to Mangkunegara (2018) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

2.6 Turnover Intention

According to Robbins and Judge (2019), turnover intention is an act of permanent resignation carried out by employees either voluntarily or not voluntarily. Turnover can be in the form of resignation, transfer out of an organizational unit, dismissal or death of a member of the organization. Mobley (2018) defines turnover intention as the level or intensity of the desire to leave the company, there are many reasons that cause this turnover intention and one of them is the desire to get a better job. Dharma (2019), defines turnover intention as the degree of attitude tendency possessed by employees to look for a new job elsewhere or there is a plan to leave the company in the next three months, six months to come, one year to come, and two months later. next year.

III. Research Method

3.1 Type of Research

This type of research is quantitative survey in nature, namely analyzing facts and data that support the information needed to support research discussions, in solving and answering the main problems posed.

3.2 The Data and Data Sources

Used in this study are two types of data as follows:

1. Figures obtained from secondary data in the form of documents or scientific reports related to the problems discussed are called quantitative data.
2. Data that presents a description, a description of an observation in the field that is not in the form of numbers and then processed in order to support the explanation in the analysis, direct interviews with employees, *interviews*, and the results of the questionnaire is called Qualitative Data.

While the sources of research data used in processing data are taken from:

1. Data obtained from written materials, literature and other documents that support the problems discussed, called secondary data.
2. Data taken from direct interviews and questionnaires where the questionnaire is related to research is called primary data.

3.3 Conceptual Framework

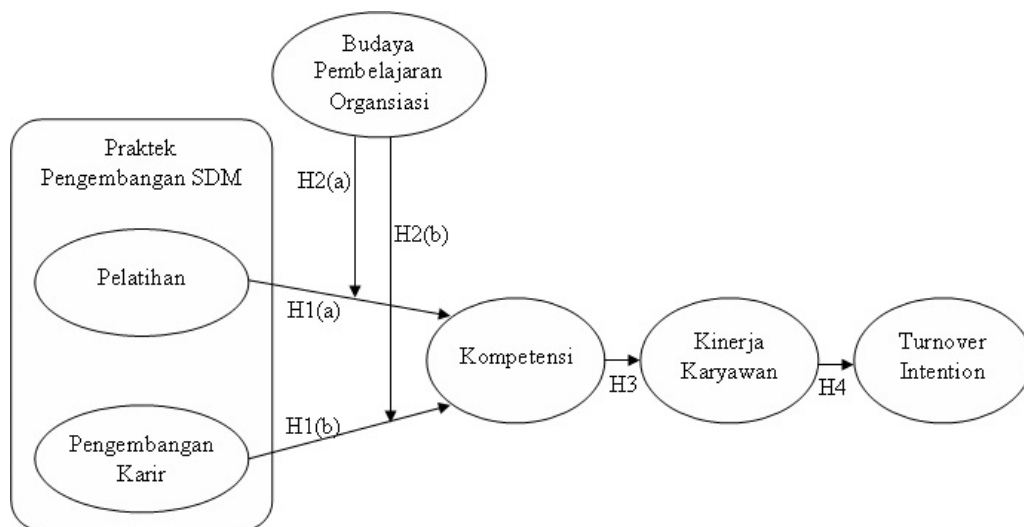


Figure 1. *Conceptual Framework*

3.4 Research Hypotheses

On the basis of the conceptual framework above, the following hypotheses can be formulated:

- H1(a) : The practice of HR development in the form of training has a positive and significant effect on employee competence.
- H1(b) : HR development practice in the form of career development has a positive and significant effect on employee competence.
- H2(a) : The practice of HR development in the form of training through organizational learning culture has a positive and significant effect on employee competence.
- H2(b) : HR development practice in the form of career development through organizational learning culture has a positive and significant effect on employee competence.
- H3 : Competence has a positive and significant effect on employee performance.
- H4 : Employee performance has a positive and significant effect on turnover intention.

IV. Result and Discussion

4.1 Validity and Reliability

Testing the validity of a questionnaire instrument can be used using the SPSS statistical method. The results of data processing, the results obtained that in general the average questionnaire instrument is very valid. This is indicated by the value of *r product moment r table* greater than 0.3 (positive). The provisions on the validity of an instrument have met the minimum *r* requirements of 0.3 as an instrument that is considered valid. For clarity, a summary of the validity test results can be seen in the validity test table.

Table 2. Validity and Reliability Test Results

of Research Instruments	Validity		Reliability	
	Pearson Correlation	Description	Cronbach's Alpha if Item Deleted	Description
X11	0.887	Valid	0.851	Reliable
X12	0.795	Valid	0.828	Reliable
X13	0.873	Valid	0.851	Reliable
X14	0.746	Valid	0.842	Reliable
X15	0.600	Valid	0.850	Reliable
X16	0.760	Valid	0.845	reliable
X21	0.878	Valid	0.838	–
X22	0.630	Valid	0.840	–
X23	0.657	Valid	0.857	–
X31	0.627	Valid	0.857	–
X32	0.635	Valid	–	–
X33	0.747	Valid	0.847	–
X34	0.827	Valid	0.843	–
X35	0.678	–	0.861	reliable
X36	0.864	–	0.796	–
Y11	0.789	–	0.639	0.858
Y12	0.677	–	0.639	0.858
Y13	0.882	–	0.616	Reliable
Y14	0.827	–	0.657	Reliable
Y15	0.678	–	0.857	Reliable
Y21	0.627	–	0.857	Reliable
Y22	0.635	–	–	Reliable
Y23	0.747	–	0.847	Reliable
Y24	0.827	Valid	0.843	–
Y25	0.678	Valid	0.648	Reliable
Y31	0.864	Valid	0.697	Reliable
Y32	0.789	Valid	0.667	Reliable
Y33	0.677	Valid	0.849	Reliable

Source: Data after processing, 2022

Based on the output above, it is known that the calculated *r* value (Pearson Correlation) of each research variable indicator shows that statements ranging from indicators X11 to X16, X21 to X23, X31 to X36, Y11 to Y15, Y21 to Y25, and Y31 to Y33, are valid because the calculated *r* value is greater than *r* table 0.30, which means the

effect of training, career development and organizational learning culture on competence, performance and turnover intention can be included for further testing.

To test the reliability is done by using the Reliability Coefficient (*Cronbach Alpha*) of at least 0.6. The results of the reliability test above, it is known that the Cronbach Alpha number for each variable instrument is the training variable (X1) with six indicators worth between 0.828 - 0.851. Furthermore, the career development variable (X2) with three indicators is worth between 0.838 to 0.858. Organizational learning culture variable (X3) with six indicators is worth between 0.796 to 0.861. The competency variable (Y1) with five indicators is worth between 0.616 to 0.858. The performance variable (Y2) with five indicators is worth between 0.648 to 857 and the turnover intention variable (Y3) with three indicators is worth 0.667 to 0.849. The overall Cronbach Alpha value is greater than the nominal value, which is 0.6. Therefore, it is concluded that the research instrument on the effect of training, career development and organizational learning culture on competence, performance and turnover intention can be said to be *reliable* or reliable.

4.2 Classical Assumption Test

Before describing the results of multiple linear regression analysis, the classical assumptions used are interpreted:

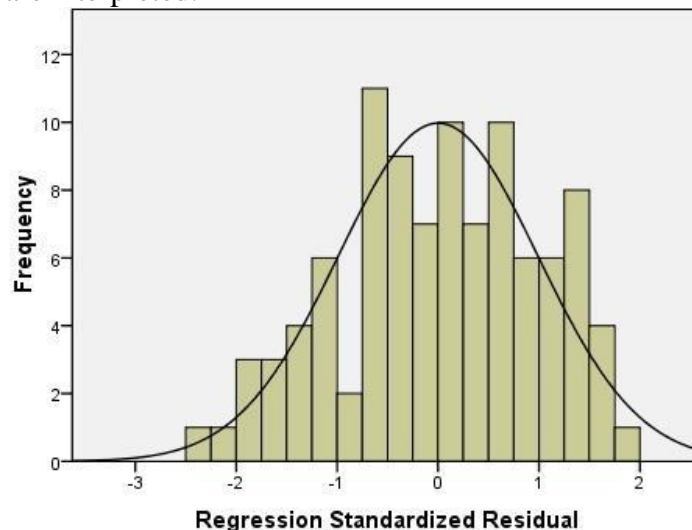


Figure 2. Residual Normality

The histogram image above shows the assumption of normality in multiple linear regression which is normally distributed. This is shown from the histogram graph facing up. Selanjutnya ditunjukkan diagram normal probability plot:

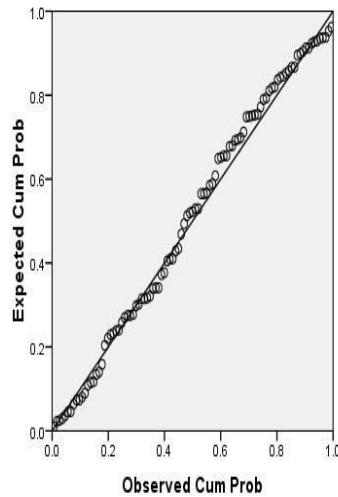


Figure 3. Normal PP Plot

The above display shows a normal distribution for training, career development and organizational learning culture on competence, performance and turnover intention, because the plots are parallel to follow a straight line. Furthermore, heteroscedasticity is determined from the scatter diagram between the dependent variable and the residual variable, as shown:

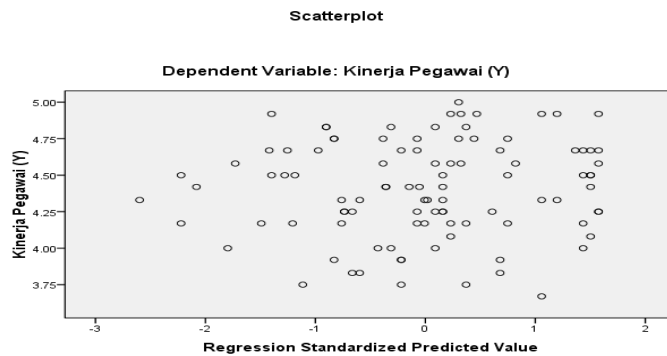


Figure 4. Residual

Scatter Heteroscedasticity above shows there are symptoms of heteroscedasticity because the plot spreads upward which forms a certain pattern, which shows the variables of training, career development and organizational learning culture that has a positive influence on competence, performance and turnover intention, which shows that the classical assumptions for multiple linear regression analysis have been met.

4.3 Multiple Linear Regression Analysis

a. The of Career Development and Training on Employee Competencies

Multiple linear regression analysis was used in this study with the aim of proving the hypothesis regarding training and career development on employee competencies. Statistical calculations in multiple linear regression analysis used in this study were using the IBM SPSS for Windows version 25 computer program. The complete results of data processing using the SPSS program are in the appendix and are further explained in Table 3 below:

Table 3. Analysis Results Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.187	.000		.336 12,444	Training
(X1)	.841	.722	3,234,000	.816	.000
Career Development (X2)	.901	.290	4.742	.269	a

Dependent Variable: Competence (Y1)

The regression equation model that can be written from these results in the form of a regression equation as follows:

$$Y1 = 4.187 + 0.841X1 + 0.901X2$$

The regression equation can be explained as follows:

- A constant of 4.187 has meaning if the independent variable is training (X1) and career development (X2) there is no change, then the competency value is 4.187 which means it has increased.
- The regression coefficient of the training variable (X1) has a positive direction in its influence on employee competence. The coefficient value of 0.841 indicates that if there is an increase in the value of one unit in the X1 variable and other variables are fixed, then Y1 or employee competence will increase by 0.814.
- The regression coefficient of career development variable (X2) has a positive direction in its influence on employee competence. The coefficient value of 0.901 indicates that if there is an increase in the value of one unit in the X2 variable and other variables are fixed, then Y1 or employee competence will increase by 0.901.

b. Training and Career Development through Organizational Learning Culture on Employee Competence

Analysis of the effect of training and career development through organizational learning culture on employee performance, statistical calculations are calculated using the *Sobel Test of Mediation*, as follows:

1. Training through organizational learning culture on employee competence

Results	
Indirect Effect ($a \cdot b$) =	3.772
Sobel's SE = $\sqrt{[(a \cdot SEb)^2 + (b \cdot SEa)^2]}$ =	1.251
Z = Indirect Effect ÷ Sobel's SE =	3.015
p =	0.003
Standardized Indirect Effect = $(\beta_a \cdot \beta_b)$ =	0.452
Portion of $(X \rightarrow Y)$ due to M = $(c - c')/c$ =	100.0%

Training through learning culture organization has a positive and significant effect on employee competence of 3.772 (p-value = 0.003 or less than 0.05). This shows organizational learning culture to be a variable that is able to mediate the indirect effect of training on employee competence.

2. Career development through organizational learning culture on employee competence

Results	
Indirect Effect ($a \cdot b$) =	3.521
Sobel's SE = $\sqrt{[(a \cdot SE_b)^2 + (b \cdot SE_a)^2]}$ =	1.161
Z = Indirect Effect ÷ Sobel's SE =	3.032
p =	0.002
Standardized Indirect Effect = ($\beta_a \cdot \beta_b$) =	0.400
Portion of (X → Y) due to M = $(c - c')/c$ =	100.0%

Career development through organizational learning culture has a positive and significant effect on employee competence by 3,521 (p-value = 0.002 or less than 0.05). This shows organizational learning culture to be a variable that is able to mediate the indirect effect of career development on employee competence.

4.4 The Competence on Employee Performance

Results of the Simple Regression Equation analysis based on data processing using SPSS 26 can be seen in the table below:

Table 4. Simple Regression Analysis
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.247	7.261		000	1,097
Competence (Y1)	.143	a	6,382,000	1.796	.915

Dependent Variable: Performance (Y2)

Source: Primary data after processing, 2022.

Based on data analysis, the results of the regression equation are as follows:

$$Y2 = 1.796 + 0.915Y1$$

The regression equation above shows the relationship between the independent variable and the dependent variable partially, so from this equation, it can be concluded that the constant value is 1.796, meaning that if there is no change in the competency variable, it is 0 then the performance is 1.796 units. The value of the competency regression coefficient is 0.915, meaning that if the competency variable (Y1) is increased by 1%, then the performance increases by 0.915. This shows that the competency variable (Y1) contributes positively to performance (Y2), so the higher the competence shown by the employee, the higher the performance.

4.5. Employee Performance on Turnover Intention

The results of the Simple Regression Equation analysis based on data processing using SPSS 26 can be seen in the table below:

**Table 5. Simple Regression Analysis
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.837	7.372		.254	.000
Performance (Y2)	-.310	-.147	-.363	-2.110	.038

a. Dependent Variable: Turnover Intention (Y3)

Source: Primary data after processing, 2022.

Based on data analysis, the results of the regression equation are as follows:

$$Y3 = 1.837 + 0.310Y1$$

The regression equation above shows the relationship between the independent variable and the dependent variable partially, so from this equation it can be concluded that the constant value is 1.837, meaning that if there is no change in the performance variable, it is 0 then turnover intention is 1.837 units. The value of the performance regression coefficient is 0.310, meaning that if the performance variable (Y2) is increased by 1%, then turnover intention will increase by 0.310. This shows that the performance variable (Y2) has a negative contribution to turnover intention (Y3), so that the lower the performance shown by employees, it gives an influence on the occurrence of turnover intention in employees.

4.6. Hypothesis

Testing Test the research hypotheses for each influence between variables as follows:

1. a. The test results obtained that the t value for the competency variable shows the $t_{count} = 3.234$ while the t_{table} for n92 is 1,984, so that $t_{count} > t_{table}$ ($3.234 > 1.984$) thus there is an influence between training on employee competence. The significance value is 0.000, then $0.000 < 0.05$, indicating that hypothesis 1(a) which reads "HR development practice in the form of training has a positive and significant impact on employee competence" is accepted.
- b. The test results obtained that the t-value for the career development variable shows the $t_{count} = 4.742$ while the t_{table} for n92 is 1.984, so $t_{count} > t_{table}$ ($4.742 > 1.984$) thus there is an influence between training on employee competence. The significance value is 0.000, then $0.000 < 0.05$, indicating that hypothesis 1(b) which reads "HR development practice in the form of career development has a positive and significant impact on employee competence" is accepted.
2. a. The results of the Sobel test showed an indirect effect of 3,772 with a significance value of 0.003, then $0.003 < 0.05$, indicating that hypothesis 2(a) which reads "HR development practice in the form of training through organizational learning culture has a positive and significant effect on employee competence" is accepted.
b. The Sobel test results show an indirect effect of 3,521 with a significance value of 0.002, then $0.002 < 0.05$, indicating that hypothesis 2(a) which reads "HR development practice in the form of career development through organizational learning culture has a positive and significant effect on employee competence" is accepted.
3. The test results obtained that the t value for the competency variable shows the $t_{count} = 6382$ while the t_{table} for n92 is 1,984, so that $t_{count} > t_{table}$ ($6,382 > 1,984$) thus there is

an influence between competence on employee performance. The significance value is 0.000, then $0.000 < 0.05$, indicating that hypothesis 3 which reads "competence has a positive and significant effect on employee performance" is accepted.

4. The test results obtained that the t value for the performance variable shows the $t_{\text{table}} = -2.110$ while the t_{value} for n_{92} is 1.984, so that $t_{\text{count}} > t_{\text{table}}$ ($-2.110 > 1.984$) thus there is an influence between performance on employee turnover intention. The significance value is 0.038, then $0.038 < 0.05$, indicating that hypothesis 4 which reads "employee performance has a positive and significant effect on employee performance" is rejected, because the resulting effect is negative, which means that if employee performance decreases, it is likely that employees will turn over intention.

4.7. Discussion

There are four hypotheses proposed in this discussion, and from the four hypotheses there is one hypothesis that is rejected, namely the fourth hypothesis, that the results of performance research have a negative and significant effect on turnover intention. This shows that every employee must improve their performance, so that employees have responsibility for their main tasks and functions to produce performance that is in accordance with quantity, quality, efficiency, effectiveness and is committed to their work. Looking at the findings that show a negative effect, it means that decreased employee performance contributes significantly to turnover intention, in this case the employee will resign, be transferred to another work unit or be dismissed.

The importance of improving employee performance can not be separated from the competencies possessed by employees which can be seen from the personal character shown, self-concept in carrying out main duties and functions, knowledge of the field of work occupied, skilled in completing authorized tasks and having a work motive to advance the company. For this reason, HR development practices are needed through employee training and career development. Every employee is given the opportunity to take part in training organized by the company by providing reliable instructors, suitable participants to be included in the training, so that they can master the material and understand the methods being taught, so that they can be actualized in the implementation of the main tasks and functions, which makes the training right on target. Employees are also given the opportunity to develop their careers in accordance with the career program they follow, the career process they go through and are given career assistance. Apart from all that, the implementation of organizational learning culture is very important for every employee. Organizational learning culture is able to mediate human resource development through understanding values, principles, ethics, norms, interactions and follow-ups that have an impact on increasing employee competence.

Previous studies relevant to this research include Garaika (2020) and Rama and Parle (2021). The results of previous studies show that there is an influence between the practice of HR development based on training and career development on competence. The practice of HR development (training and career development) through organizational learning culture on competencies is relevant to research conducted by Asmar (2020), Muhammad Kasmin (2018), Rama and Parle (2021). The results of previous studies indicate that there is an indirect effect on the variables of HR development practice through organizational learning culture on competence. Competence on employee performance is relevant to research conducted by Asmar (2020), Arbain (2020), Garaika (2020) and Rama and Parle (2021). The results of previous studies show that there is an influence of competence on employee performance.

V. Conclusion

The results showed that the practice of HR development in the form of training had a positive and significant effect on employee competence. Proving that every employee who is included in the training contributes to the improvement of his competence. The practice of HR development in the form of career development has a positive and significant impact on employee competence. Shows that every employee is given the opportunity to develop his career affecting the increase in competence. The practice of HR development in the form of training and career development through organizational learning culture has a positive and significant effect on employee competence. The training and career development that employees participate in contributes to competency improvement and cannot be separated from the implementation of the organizational learning culture. Furthermore, competence has a positive and significant effect on employee performance. This proves that every employee who demonstrates competence at work contributes to increased performance. Employee performance has a negative and significant effect on turnover intention. Shows that if employee performance decreases, it is likely that employees will make turnover intentions.

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