



The Effect of Training and Career Development on Company Performance: A Systematic Literature Review

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Abstract

Company performance in the business era is something that needs to be considered in maintaining the continuity of a company. Training and career development are one of the variables that affect company performance. Therefore, this study will look at the effect of training and career development on employee performance based on literature review. In this study using article data that has been published in google scholar indexed journals from 2013-2023. This study uses a systematic literature review method in obtaining the expected results. Based on the results of the analysis obtained that training and career development have a role in improving employee performance. Training on employee performance has an important relationship. With training, employees can develop skills, as well as various kinds of new knowledge. Along with the training conducted by the company, the performance produced by employees will also increase which will affect the development of the company. Likewise, with career development in the company, it will trigger employee enthusiasm to work harder, motivate employees, and attract employees to work for a long time in the company. Based on the results of this study, it is hoped that it can be a reference for companies in improving employee performance. Of course, by paying attention to variables of training and career development.

Keywords: Training, career development, employee performance.

1. Introduction

In a turbulent business era and increasingly fierce competition, human resources are one of the most important assets of every organization. Employee performance plays a central role in determining the success and sustainability of a company. Human resources are one of the most important factors in a business because it is people who can control and manage business operations. People are supported by existing technology to manage and develop the business. The progress of a company's business and organization actually depends on the productivity of the workers in the company. If the company applies the right training, this will have an impact on employee performance resulting in high productivity (Daulay, 2021). Employee training is an effort to improve employees' skills, abilities, and knowledge to achieve organizational goals. This can involve various types of training, ranging from technical training to soft skills.

According to Kasmir (2019: 184), performance is the result of work and work behavior achieved when completing the tasks and responsibilities given within a certain period of time. The success of efforts to improve employee performance is directly related to the effectiveness of human resource management at the individual, organizational, and work group levels. The background of the influence of training and career development on employee performance at PT Unilever Indonesia is very relevant in the context of the tight FMCG (Fast-Moving Consumer Goods) industry. As one of the major players in this industry, PT Unilever Indonesia is always in fierce competition. To maintain its position and continue to grow, the company understands the importance of having employees who have the latest skills and knowledge.

PT Unilever Indonesia is a branch of Unilever, one of the largest consumer companies in the world, which focuses on the production and distribution of various FMCG (Fast-Moving Consumer Goods) products. Unilever Indonesia was founded in 1933, and has since become a major player in the FMCG industry in Indonesia. The company is widely

recognized for its diverse product portfolio that includes well-known brands such as Pepsodent, Rinso, Lux, Sunsilk, Lifebuoy, Wall's, and many more.

In an ever-evolving business environment, Unilever Indonesia needs to have employees who are able to grow with the company. Training and career development help the company identify internal talent and promote employees to higher positions. By facilitating employees' career journeys, the company creates opportunities to fill key positions with proven internal resources. At PT Unilever Indonesia, Tbk, BSD, Tangerang, several problems were found, namely the lack of employee knowledge about sales methods that are not updated, as well as the lack of openness and information about career development at PT Unilever Indonesia, Tbk.

Based on the above problems, it appears that the implementation of training and career development programs is still not optimal so that it is thought to have an impact on the performance of employees in the company. Training and career development are two important activities to improve employee performance. Therefore, this study was conducted to determine the effect of training and career development on the performance of employees of PT Unilever Indonesia, Tbk in order to create a maximum employee performance, and have open information related to career development at PT Unilever Indonesia, Tbk.

2. Materials and Methods

2.1. Scientific Article Data

In this study, using scientific articles that have been published from 2013-2023, a total of 10 periods. This research focuses on training, and career development on employee performance. This data collection uses publish and perish software, and data is collected through several sources of scientific articles indexed by google scholar, with keywords training, career development, and employee performance. then the maximum number of results selected is 1000 and the years start from 2013 - 2023.

2.2. Article Database Selection

Literature data is based on data collected through publish or perish software. This was done by removing literature that was not relevant to the study, such as articles that discussed the relationship between career development and job training and employee performance. To obtain a suitable database, a one-by-one check was made to collect published journals, proceedings, and doctoral thesis results written in English. After the selection process, duplicate literature data from Google Scholar was collected from 1000 search results, and then sorted according to topic into 911 articles used. To conduct the literature research, the data obtained was used to track the progress of research on training and career development as it relates to employee performance from 2013-2023. The process and search strategy used to obtain relevant and high-quality articles is depicted in the prism flow diagram in Figure 1.

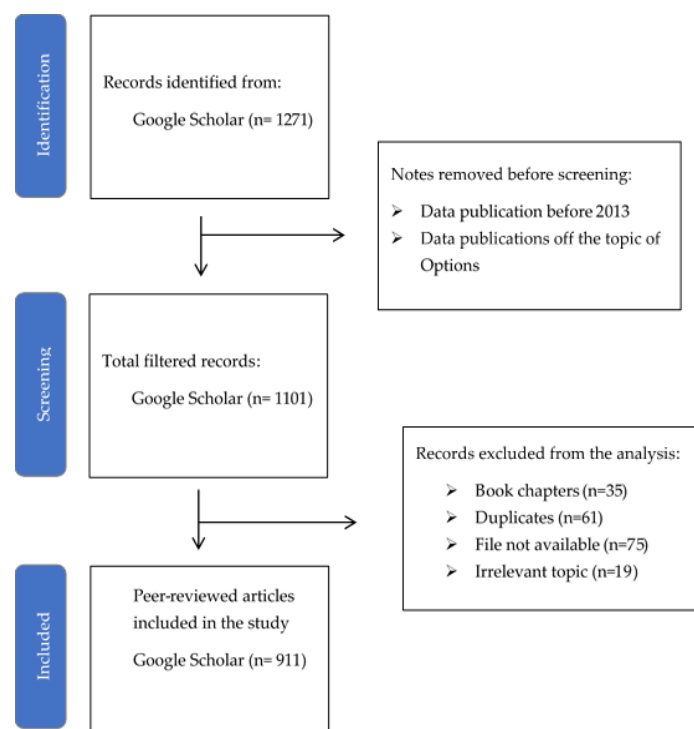


Figure 1: Prism Systematic Literature Review

Based on Figure 2a, it can be seen that the keyword "Training" has a relationship with Skill, Study, Development, Industry, and Knowledge. For example, for the keywords training and skill, which in a training in improving employees or employee competence needs to be given to employees. Next, for Development training it is related to developing employee potential, both personally and professionally. Study training is training that aims to increase employee knowledge about a particular field. Meanwhile, for industry training training that aims to increase employee knowledge about the industry in the company, the last is Knowledge training that increases employee knowledge in general.

In Figure 2b above, it can be seen that career development can have a positive effect on employee performance. Career development can improve employee skills and knowledge. Employees who have better skills and knowledge will be better able to complete their tasks more effectively and efficiently. Career development can increase employee motivation. Employees who have clear career goals will be more motivated to work hard and achieve their goals. Career development can increase employee commitment. Employees who feel that the company cares about their career development will be more committed to working for the company. In addition, career development will also add employee satisfaction at work, which in turn will add benefits to the company.

Based on Figure 2c, it can be seen that "employee performance has a relationship with role, knowledge, talent management, mediators and job. For example, to improve the quality and quantity of employee work results achieved in the implementation of their duties and responsibilities, the role played by employees in the organization can be determined by their position and position or corporate culture and values. then for knowledge the knowledge possessed by employees about their work, industry and company. employees who have extensive knowledge will be able to complete their work more effectively and efficiently. then for talent management is a process of managing employee talent. while the mediator is the person who mediates conflicts or disputes. then the job is the work done by employees.

There are several variables that affect company performance in the form of training and development. According to Suratman (2020), training is a systematic and planned process that aims to improve the knowledge, skills, understanding, and competence of individuals or groups within an organization. Training has an important role in human resource management (HR) and workforce development.

According to Farr & Brazil (2009), a crucial aspect of training is skill improvement. Training can assist employees in developing technical skills, functional knowledge, and understanding of relevant work processes. This can enhance employee performance as they become more capable of executing their tasks effectively.

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According to Elnaga, A., & Imran, A. (2013), training also plays a role in enhancing efficiency. Well-trained employees are more likely to work efficiently, having a better understanding of their tasks and the optimal ways to accomplish them. This reduces the likelihood of errors and improves overall productivity within the organization.

According to Naqvi, S. M. H., & Khan, M. A. (2013), training is also crucial for existing employees. Over time, changes in technology, policies, and industry practices occur. Continuous training can help employees update their knowledge and skills, keeping them relevant and prepared to face changes in their work environment.

According to Raziq, A., & Maulabakhsh, R. (2015), besides the direct benefits to employees and organizations, training also has a positive impact on workplace culture and employee morale. Employees feel valued when organizations invest time and resources to help them develop their skills. This can create a more positive work environment and contribute to good employee retention.

According to Bond, S., & McCracken, M. (2005), overall, training is a key element in HR management that can help organizations better achieve their goals. By developing employees' skills and knowledge, training can improve performance and efficiency, ensure employees remain relevant in a changing work environment, and create a positive work culture. Therefore, investing in training is a wise investment for organizations that want to remain competitive and succeed in an ever-evolving market.

According to Rothwell, W. J., Jackson, R. D., Ressler, C. L., Jones, M. C., & Brower, M. (2015), career development is a systematic and ongoing process that helps individuals plan, manage, and develop their careers. This process involves self-assessment, identification of career goals, and specific steps taken to achieve those goals.

According to McCarthy, A. M., & Garavan, T. N. (1999), by having a strong understanding of oneself, one can formulate career goals that are realistic and in line with their aspirations. Career development also involves introspection to identify what is important to a person in their career and how they want to develop in the future.

According to Hoekstra, H. A. (2011), Identifying career development opportunities is part of career development. This can include looking for training, courses, or special projects that can help a person gain the skills and experience necessary to achieve their career goals. Businesses often help by providing employee development programs, job rotation opportunities, or appropriate promotions.

According to Guskey, T. R. (2000), Career development also involves monitoring and evaluating one's progress in achieving their career goals. This can include regular reflection on what has been achieved and, if needed, adjustments

to career goals. This evaluation helps people to stay focused on their career development plan and ensures that they continue to move towards their vision

According to Clarke, M. (2013), if employees have the opportunity to progress in their careers, they are more likely to be more productive, more motivated, and more loyal to their company. They are also more likely to achieve better results in their work, which in turn improves the overall performance of the company.

According to Schein, E. H. (1996), career development becomes increasingly crucial in a rapidly changing business era. Employees need to adapt and grow with technological changes, policies, and industry trends. Career development helps individuals stay relevant in a dynamic work environment, making organizations equipped with employees ready to face new challenges. Therefore, career development is a vital component of successful human resource management.

According to Dugguh, S. I., & Dennis, A. (2014), employee performance is the work output achieved by individuals or groups within an organization. Employee performance can be measured through various methods, including quantitative and qualitative measures. Employee performance is not limited to work outcomes but also encompasses behavior, skills, and attitudes in the context of the job.

According to Bhagwat, R., & Sharma, M. K. (2007), various methods are used to assess performance, including quantitative measurements such as sales figures, production targets, or work productivity. However, qualitative evaluation is also included, encompassing elements like communication skills, collaboration, initiative, and the application of relevant knowledge.

According to Neely, A. (1999), performance evaluation involves measuring employees' achievements and aiding in their development. In this process, constructive feedback is provided to employees so they know where they excel and where they need improvement. Through fair and ongoing assessments, companies can identify strengths and weaknesses in their employees, provide necessary training or guidance, and plan appropriate career development.

According to Shahzad, F., Iqbal, Z., & Gulzar, M. (2013), employee performance is crucial for achieving organizational goals; high-performing employees tend to make a greater contribution to organizational success. Good performance also creates a positive and productive work culture, enhancing employee motivation and retention. On the other hand, poor performance can negatively impact productivity, customer satisfaction, and the company's image.

According to Bartel, A. P. (2004), in human resource management, performance evaluation is crucial as it aids in decision-making regarding promotions, rewards, or employee career development. It also ensures that employees feel valued and recognized for their efforts, which can enhance job satisfaction and their loyalty to the organization.

4. Conclusion

Based on the results of research conducted by researchers, training and career development have a positive influence on company performance. Training and career development can improve employees' knowledge, skills and attitudes, which in turn can improve productivity, work quality and job satisfaction. This can have a positive impact on overall company performance. If considered more specifically, training and career development can improve company performance in various ways such as, increasing employee productivity which in turn can increase company productivity. It can also help employees to improve the quality of their work and can help employees to feel more satisfied with their jobs.

However, keep in mind that the effect of training and career development on company performance can vary depending on several factors, such as the quality of training and career development will be more effective in improving company performance. Employee needs, training and career development must be tailored to the needs of employees in order to have a positive impact. Furthermore, training and career development is influenced by management support which is to ensure that training and career development can run smoothly and effectively. Therefore, it is important for companies to implement quality training and career development programs that are tailored to the needs of employees. This can help companies to improve employee performance and productivity, which in turn can have a positive impact on overall company performance.

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