

**THE INFLUENCE OF EDUCATION AND TRAINING PROGRAMS  
ON EMPLOYEES CAREER PATH AT PT. PELINDO (PERSERO)  
REGIONAL 4 MAKASSAR**

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***Abstract***

*Education and training programs play a crucial role in enhancing employee performance and contributing to organizational success. These programs facilitate the acquisition of new knowledge, industry best practices, and the development of relevant skills. The purpose of this research is to examine the influence of education and training programs on employee career paths at PT. Pelindo (Persero) Regional 4 Makassar. The study population consists of 100 permanent employees at PT. Pelindo (Persero) Regional 4 Makassar, and a cluster sampling technique was used to select a sample of 50 employees. The data was processed using SPSS 26. The research findings indicate a positive influence between the Education and Training Program variable (X) and the Employee Career Path variable (Y). This relationship is represented by the simple regression equation  $Y = 5.744 + 1.038X$ , and it is supported by a significant t-statistic value of 7.719, which surpasses the t-table value of 2.011, with a significance value of  $0.000 < 0.05$ . The R Square value of 0.554 demonstrates that the education and training program variables contributed to 55.4% of the variance in employee career paths, while the remaining 44.6% was influenced by other unexamined variables. In conclusion, the Education and Training Program has a positive and significant effect on the Employee Career Path at PT. Pelindo (Persero) Regional 4 Makassar. It is crucial for organizations to invest in comprehensive education and training initiatives to foster employee growth and advancement in their careers.*

**Keywords:** Career Path, Education and Training Programs, Employee, PT Pelindo (Persero) Regional 4 Makassar

## **1. INTRODUCTION**

One of the most crucial factors determining the success of an organization in achieving its planned goals is the effective management of its human resources (Simamora, 2015). Employees play a pivotal role in any company and it is essential to improve their quality by enhancing their education, knowledge, skills, insights, and work discipline. This enables employees to develop and progress within the organization, ultimately reaching their desired positions and goals. Productive human resources are those who can effectively apply their knowledge (Hasibuan, 2014).

Education and training are vital efforts to develop employees' intellectual abilities and personalities (Lestari & Sriathi, 2013). Both new and existing employees undergo these programs to enhance their skills and capabilities, leading to increased efficiency and effectiveness in achieving work targets. Moreover, these initiatives are essential in supporting the overall competence of employees to meet the company's objectives.

PT. Pelindo (Persero) Regional 4 Makassar has designed education and training programs based on the company's strategic plan (*renstra*), learning need analysis (LNA), and training need analysis (TNA) to boost the competence of their workforce. Although the training was halted in 2020-2021 due to the pandemic, it is set to resume in 2022 to foster talent development, enhance skills, and improve employee competency.

A career path represents a series of jobs or positions an employee holds during their working life to achieve their career goals. It illustrates the growth and progress of an individual within an organization, reflecting an increase in their status and responsibilities (Sutrisno, 2010). Several factors influence employees' career paths, with education and training playing a significant role as human resources are the cornerstone of an organization's success. The implementation of employee education and training aims to augment their knowledge, skills, and overall performance in the workplace.

PT Pelindo (Persero) Regional 4 has a hierarchical structure of employee positions, ranging from high-level managerial roles, such as Senior Manager (SM) and Assistant Senior Manager (ASM), to supervisory positions like Manager and Supervisor. Additionally, functional positions encompass supervisory staff (PBJ-PR, PBJ-SS), information technology roles, and auditors who execute their duties based on direction from superiors. Therefore, education and training programs are indispensable in shaping worker performance and facilitating their career advancement.

The purpose of this study is to examine the impact of education and training programs on career paths at PT Pelindo (Persero) Regional 4 Makassar. By investigating this relationship, the organization can further enhance its employee development initiatives and foster a more competent and successful workforce.

## **2. LITERATURE REVIEW**

### **2.1. Education and Training Program**

Education and training programs play a crucial role in equipping individuals with the knowledge and skills required to excel in their chosen fields. These programs vary in terms of duration, content, and delivery methods. It is essential to conduct thorough research on the reputation and accreditation of the institution or organization offering the program. Additionally, factors such as cost, time commitment, curriculum, and opportunities for practical experience or internships should be considered when selecting an education or training program.

According to Candra & Ardana (2016), employee education and training are essential job requirements to enhance proficiency in various skills, expertise, and knowledge related to specific work activities. These programs enable employees to execute their work effectively and fulfill the company's expectations. For optimal employee development, it is imperative to implement well-structured education and training initiatives.

### **2.2. Career Path**

A career path refers to the sequence of jobs, roles, and positions that an individual pursues throughout their professional life. It embodies the trajectory of a person's career, encompassing growth and advancement from entry-level positions to higher-level roles within a specific field or industry.

As defined by Tan Foong-ming (2008), a career path involves an individual's development through work experiences and various positions in one or more organizations. It is a planned and organized effort to strike a balance between an individual's career aspirations and the workforce requirements of an organization.

Typically, a career path involves a series of steps and milestones that individuals aim to achieve as they gain experience, develop skills, and pursue their professional objectives. These milestones may include promotions, transfers, transitions to different departments or organizations, and even shifts to other industries or professions.

In essence, a career path serves as a guide for individuals to navigate their professional journey, make intentional choices, and work towards achieving their long-term career goals (Choi et al., 2012). Continuous learning, skill development, networking, and adaptability are crucial elements in staying relevant and successful in the ever-changing world of work. By embracing these aspects, individuals can proactively shape their careers and chart a path towards personal and professional fulfillment.

### 3. RESEARCH METHOD

This research was conducted at PT Pelindo (Persero) Regional 4 Makassar, situated at Soekarno Street No. 1, Makassar, and the study duration spanned four months. The population for this study comprised all the employees of PT Pelindo (Persero) Regional 4 Makassar, and they were considered as the sample as well.

A quantitative approach was adopted for this research since the data collected consisted of numerical values, which were analyzed using statistical procedures. The sampling technique employed was cluster sampling, and data was gathered through questionnaires, interviews, and documentation. The data analysis methods employed in this study included: validity test, reliability test, simple linear regression analysis test, coefficient of determination (R<sup>2</sup>), and T hypothesis test.

### 4. RESULTS AND DISCUSSION

#### 4.1. Research Results

##### 4.1.1. Simple Linear Regression Test

**Table 1. Simple Linear Regression Test Result**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,744	3,465		1658	.104
	Education and Training Program	1038	.134	.744	7,719	.000

a. Dependent Variable: Employee Career Path

Source: Data processed in 2023.

Based on the results of data processing, the resulting simple linear regression equation is as follows:

$$Y = a + bX$$

$$Y = 5.744 + 1.038$$

This simple linear regression equation can be interpreted as follows:

- 1) The constant value is 5,744. Explaining that the consistent value of the employee career path variable is 5,744.
- 2) The value of the regression coefficient of variable X is 1.038. Explains that if the education and training programs experience an increase of 1% then this will have an impact on the career paths of employees at PT. Pelindo (Persero) Regional 4 Makassar produced 1,038. The regression coefficient is positive, so it can be interpreted that the effect of variable X on variable Y is positive.

#### 4.1.2. Coefficient of Determination (R<sup>2</sup>)

**Table 2. Coefficient of Determination (R<sup>2</sup>)**

Summary models				
Mode	R	R Square	Adjusted R Square	Std. Error the Estimate
1	.744 <sup>a</sup>	.554	.545	2.20648
a. Predictors: (Constant), Education and Training Programs				

Source: Data processed in 2023.

Based on the results of the correlation coefficient (R) of 0.744 in the coefficient interval between 0.60 – 0.799 which means that the relationship between the education and training program variable (X) and the Employee Career Path variable (Y) has a strong level of relationship. Meanwhile, the coefficient of determination (R square) column yielded 0.554 explaining that education and training programs can affect employee career paths by 55.4% while the remaining 44.6% is influenced by other variables not examined in this study.

#### 4.1.3. Hypothesis Test (T Test)

The T table values produced in this study are as follows:

$$T \text{ table} = (a / 2 ; n - k - 1)$$

$$= (0.05 / 2 ; 50 - 1 - 1)$$

$$= (0.025 ; 48)$$

$$= 2,011$$

**Table 3. Hypothesis Testing Result**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,744	3,465		1658	.104
	Education and Training Program	1038	.134	.744	7,719	.000

a. Dependent Variable: Employee Career Path

Source: Data processed in 2023

Based on the results of hypothesis testing that has been done where the resulting t-statistic value is  $7,719 > t$ -table value of 2,011 with the resulting significance value of  $0.000 < 0.05$ , it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted explaining that education and training programs have a significant influence on PT. Pelindo (Persero) Regional 4 Makassar.

#### 4.2. Discussion

The research results indicate that the influence of education and training programs at PT. Pelindo (Persero) Regional 4 Makassar falls into the "very high" category, with a classification score of 168. This high influence is attributed to indicators related to the skills of instructors in effectively conveying program materials that are easy for employees to understand during training. The dominant indicator for the education and training program variable is the motivation provided by instructors, which encourages employees to practice the subjects taught. This motivation plays a significant role in fostering employee development and growth within the organization (Muardi et al., 2022). Happy, satisfied workers are more productive and more likely to stick around when they believe their employers value them (Patrick & Kumar, 2011).

Regarding the career path of employees at PT. Pelindo (Persero) Regional 4 Makassar, the influence is also classified as "very high," with a score of 167. This classification is influenced by indicators such as employee performance, which determines their progress within the company, and the support received from superiors for promotion. The dominant indicator for the employee career path variable is the effort employees put into their work to receive appreciation from superiors. This indicates that employees are driven to excel in their roles to gain recognition and advancement opportunities.

The questionnaire results reveal that the lowest score in the education and training program variable is related to employees' perception that they did not experience a significant increase in knowledge and skills on the job after participating in the training programs. On the other hand, for the employee career path variable, the lowest score is related to employees feeling that the company is not being fair in assessing their work performance.

Based on the data analysis using simple linear regression, the research found a positive correlation between education and training programs (X) and employee career paths (Y) with a regression coefficient (r) of 0.744 and a coefficient of determination (R Square) of 0.554. This indicates a strong positive effect of education and training

programs on employee career paths at PT. Pelindo (Pesero) Regional 4 Makassar. The t hypothesis test confirms the significance of this effect, as the calculated t-value for the education and training program variable exceeds the critical t-table value, and the significance value is smaller than the research significance level.

Based on the analysis results, it can be concluded that the education and training program variable has a positive and significant effect on employee career paths at PT. Pelindo (Pesero) Regional 4 Makassar, thus supporting the research hypothesis. It is essential to acknowledge that several factors influence employee career paths, including superiors' attitudes, work experience, education, achievements, and loyalty to the organization. The results of this study indicate that education and training program activities, both training and non-training, play a significant role in shaping employee career paths at PT. Pelindo (Pesero) Regional 4 Makassar.

## 5. CONCLUSION

Based on the data analysis and in-depth discussion concerning the influence of education and training programs on the career paths of employees at PT. Pelindo (Pesero) Regional 4 Makassar Branch, it can be concluded that there exists a positive and substantial impact on employee career paths. The research findings revealed that the education and training program variable scored the lowest on the indicator related to employees' perception of increased knowledge after attending training sessions. However, the highest score was achieved in the skill indicator, underscoring the importance of proficient instructors who can effectively deliver comprehensible training.

Similarly, the career path variable showcased its lowest score in the aspect of the company's evaluation of the work assigned to employees. Conversely, the highest score was obtained in the indicator reflecting employee achievements, which significantly influences their career progression within the organization.

To bolster the career paths of employees, PT. Pelindo (Pesero) Regional 4 Makassar Branch should place great emphasis on the quality of education and training programs related to employee work. This entails enhancing methods, facilities, and ensuring instructors can adeptly communicate course materials to enable employees to apply their newfound knowledge effectively, thereby aiding the company in achieving its targets.

Furthermore, promoting employee career paths necessitates fair evaluations of the work assigned, even when maximum targets have not been reached. Implementing policies aligned with company standards will enable employees to perform their tasks in line with established procedures, fostering continued career growth based on their performance.

In conclusion, by investing in comprehensive and effective education and training programs and promoting a fair and supportive work environment, PT. Pelindo (Pesero) Regional 4 Makassar can pave the way for significant improvements in employee career paths. A motivated and skilled workforce will emerge, contributing to the overall success and prosperity of the organization.



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