



THE EFFECT OF JOB TRAINING AND CAREER DEVELOPMENT ON PERFORMANCE (A STUDY ON THE EMERGENCY UNIT OF DR. SOEKARDJO REGIONAL HOSPITAL TASIKMALAYA)

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Abstract. This study aims to examine the influence of job training and career development on the performance of nursing staff in the Emergency Room (ER) of RSUD dr. Soekardjo, Tasikmalaya. Employing a quantitative research method, the study collected primary data through questionnaires distributed to 30 nursing respondents in the ER. Partial Least Squares Structural Equation Modeling (PLS-SEM) was utilized to analyze the data. Results show that career development has a significant positive effect on nursing performance, while job training does not have a statistically significant impact. Although respondents rated job training positively in terms of improving knowledge and skills, its direct effect on performance was not evident, suggesting that other factors such as career growth and motivation may play stronger roles. This research highlights the importance of structured career development programs alongside training to enhance nursing performance in hospital emergency settings. The findings provide theoretical enrichment in human resource management and practical recommendations to improve healthcare services quality through targeted HR interventions.

Keywords: Job Training; Career Development; Performance, PLS-SEM.

1. Introduction

According to the World Health Organization (WHO), one of the major challenges in the global health sector is the shortage of medical workers, particularly nursing staff, with a projected deficit of 11 million by 2030, especially in low- and middle-income countries. This condition is exacerbated by limited funding for education and training, as well as a mismatch between competencies and the needs of field services. WHO emphasizes that education and training play a vital role in improving service quality, reducing errors, and supporting the career development of health workers. In Australia, the government together with stakeholders has implemented the National Medical Workforce Strategy 2021–2031 as an effort to balance service demands with the occupational safety of health workers through structured career development.

However, in Indonesia, the implementation of training and career development for nursing staff is still uneven and not a priority, leading to persistent public complaints about healthcare services. The Central Statistics Agency (BPS, 2024) recorded that the unmet need for health services remains at 4-8% in several provinces, indicating problems in the availability and performance of health workers. Performance is a crucial factor in the success of public service organizations, as explained by Robbins and Judge (2019) that performance is the result of work that meets established standards, both in quantity and quality. From an HR perspective, training and career development are systematic processes to enhance employee knowledge and skills (Hosen et al., 2024), as well as to provide motivation through learning opportunities and competency improvement (Wanjiru & Ombui, 2021).

This condition indicates a research gap, evident from the lack of integration between continuous training and a clear career development system in Indonesian hospitals. Most global research acknowledges that training and career development are crucial components in

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enhancing physician skills. However, most of this research has been conducted in large hospitals, universities, or countries with more advanced HR systems. In Indonesia, particularly in regional hospitals, there is still limited research integrating the impact of training and career development on nurse performance. At dr. Soekardjo General Hospital in Tasikmalaya City, the results of the Community Satisfaction Survey (SKM) show fluctuating service scores over the past five years: 84 (2021), dropping to 74.93 (2022), rising to 79.01 (2023) and 82.46 (2024), but decreasing again to 78.44 in Semester I of 2025. This situation demonstrates the need for improved human resource management, including quality training and career development as a foundation for enhancing the performance of nursing staff (Saraswati, 2025).

Based on the facts and data above, this phenomenon is one of the reasons why it is important to conduct research on job training and career development for healthcare workers in regional hospitals, particularly at Dr. Soekardjo Regional Hospital in Tasikmalaya City. Quality job training and career development are fundamental aspects in the development and growth of nursing staff, helping institutions operate effectively and efficiently and in accordance with high standards (Alshraa et al., 2024). Furthermore, ongoing training initiatives can improve the competence and performance of healthcare providers in public health settings (Alsaqer et al., 2025). The research findings can serve as a reference in evaluating and creating more effective, measurable, and appropriate training policies and programs that meet the needs of nursing staff.

Job training for nursing staff at Dr. Soekardjo Regional Hospital, Tasikmalaya City, has not been implemented evenly and sustainably. This is evident in the fact that many nursing staff still lack the latest skills to meet service standards. This situation impacts the quality of patient care, as reflected in the results of the Public Satisfaction Survey (SKM) over the past five years, which showed a decline in service scores, particularly in the Emergency Room. How does job training affect the performance of nursing staff in the Emergency Room at Dr. Soekardjo Regional Hospital, Tasikmalaya City?

There are indications of systemic problems in human resource management that have the potential to create career uncertainty and undermine the work motivation of nursing staff. This problem is based on management's efficiency policy, namely the non-renewal of the employment contracts of 56 non-civil servant employees. This decision, driven by the discovery of a labor surplus from a workload study and declining income/constraints on BPJS claims, directly creates uncertainty about the future of work, a crucial dimension of career development. How does career development affect the performance of nursing staff in the Emergency Room and Mitra Batik 4 Room at Dr. Soekardjo Regional Hospital, Tasikmalaya City?

Theoretically, this research is expected to enrich scientific studies in the field of Human Resource Management, particularly regarding training and career development of nursing staff in hospitals, as well as strengthen the application of learning and development, career development, and human capital theories in the healthcare sector. Practically, this study provides recommendations for improving the quality of hospital services through appropriate training strategies and sustainable career development. Furthermore, the research findings can inform healthcare workers about the importance of improving competency in supporting performance and inform policymakers' considerations in efforts to improve the quality of healthcare services, particularly in regional hospitals.

According to Bintoro & Daryanto (2017), training is often used to bridge the gap between the predicted and actual performance of new employees. Therefore, management hires employees who require training to perform at a standard level and improve their skills. Having technical skills alone is no longer sufficient in this ever-changing digital era. Therefore, today's

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professionals need to develop a set of key skills that can help them stay relevant and successful in a dynamic career landscape (Febrianty, 2024).

1.1 Job Training

There is a theory explaining Job Training, namely the Learning & Development theory developed by Kirkpatrick (1975). It explains that training should be evaluated through four interconnected levels: participant reactions after training, improvements in knowledge and skills acquired during training, behavioral changes in actual work, and the achievement of results that impact organizational performance. Through this approach, training effectiveness can be measured not only by participant satisfaction but also by the extent to which the training changes work behavior and contributes directly to improved performance.

1.2 Career Development

A continuous process called career development helps individuals plan, build, and advance their careers in a purposeful manner. Super (1980) explains that social roles, life experiences, and career stages influence their career development. An organization can facilitate career development by providing clear career paths, performance appraisals, and structural support. Effective career development has the potential to increase employee motivation, commitment, and productivity. Super illustrates the relationship between age and career development through the concept of the Life-Career Rainbow, which encompasses five main stages of career development: growth, exploration, establishment, maintenance, and disengagement. Each stage has developmental tasks related to career selection, strengthening, and maintenance. According to (Sinambela, 2019), career development is the development of individuals to achieve their desired career plans. Meanwhile, according to (Anggoro, 2023), career development is a step a company can take to address the demands and tasks required of employees. The goal of this development is to improve the skills and abilities of existing employees so they can advance to higher levels within the organization (Rosita, 2024). This is so that employees can work effectively in the context of their careers (Lie, 2022).

1.3 Performance

The theory that discusses performance is the Human Capital Theory: "A Theoretical and Empirical Analysis, with Special Reference to Education" proposed by Becker (1964). This theory explains that people are valuable assets in organizations that can be improved through investments in education, training, work experience, and health. These investments can improve individual abilities, skills, and productivity, resulting in better work contributions to the organization. This theory asserts that the higher the quality of human resources, the higher the performance achieved in carrying out assigned tasks and obligations.

1.4 Research Framework

This research framework is designed to explain the relationship between the independent variables, namely Job Training (X_1) and Career Development (X_2), with the dependent variable, namely Performance (Y). This framework is built on the basis of theory and empirical findings from previous studies. In general, improving the quality of employee work can be achieved through job training. Job training for employees is very important to be carried out continuously so that companies can get qualified employees who are able to carry out their duties well. This is in line with the opinion of (Rusby, 2017), training is part of an educational process, the purpose of which is to improve a person's specific abilities or skills. By continuously improving skills and abilities, employees are required to seek paths for

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promotion or career development to achieve their desired goals. With good career development, employee performance will increase.

According to (Sinambela, 2019), career development is a series of activities to prepare an individual for planned career advancement. The importance of career development is closely related to performance. If a person's career runs smoothly and progresses, it will positively affect employee performance. According to (Fatmawati, 2020), performance is the company's process in evaluating or assessing employee work performance. This is evident in the study "The Effect of Training and Career Development on Employee Performance at South Tangerang City General Hospital" (Akbari & Tumanggor, 2025), which demonstrated that both variables had a positive and significant impact on hospital employee performance. This aligns with this study, which will explore the impact of job training and career development on performance, specifically for nursing staff in the Emergency Department at Dr. Soekardjo Regional General Hospital in Tasikmalaya City. Based on the explanation above, it can be concluded that job training and career development influence on performance.

2. Methods

This study employed a quantitative approach grounded in the philosophy of positivism, aiming to test the formulated hypotheses. The research was conducted at RSUD dr. Soekardjo Tasikmalaya City, with the unit of analysis being nurses. The sample consisted of 30 respondents, selected using a census technique to ensure that all participants met the criteria relevant to the research objectives. The study utilized both primary and secondary data. Primary data were obtained through questionnaires and interviews with nurses, while secondary data were collected from hospital documents, reports, and literature related to hospital management and human resource development.

The variables examined in this study included Job Training (X_1) and Career Development (X_2) as independent variables, and Performance (Y) as the dependent variable. Data were measured using a Likert scale (1–5) and analyzed using the Partial Least Squares – Structural Equation Modeling (PLS-SEM) method to determine the significance and strength of relationships among variables. This method was chosen because it is suitable for analyzing the relationship between latent constructs and validating that the indicators used truly represent the construct (outer model). Several methodological factors determined the use of PLS-SEM in this study. First and foremost, this research model involves two independent constructs and multiple indicators, requiring an approach capable of addressing model complexity. Second, the relatively small sample size ($n = 30$) aligns with the characteristics of PLS-SEM, which does not require a large sample size. Third, PLS-SEM is more suitable for use in cases where the research objectives are exploratory and predictive. This is particularly true for assessing the relationships between latent variables and their strength of influence on performance. Therefore, this method is considered optimal for answering the research hypotheses. Descriptive statistical analysis was also applied to describe respondent characteristics and variable tendencies.

In PLS-SEM, there are explanations and provisions, namely assessing Convergent Validity or the measured construct, indicated by a loading factor ≥ 0.7 ; Construct reliability using Cronbach's Alpha and Composite Reliability (ρ_c / ρ_a) is at a value (≥ 0.7); Average Variance Extracted (AVE): Assessing convergent validity, $AVE \geq 0.5$ indicates that the indicator sufficiently loads the measured construct; Path Coefficient (β) indicates the magnitude of the influence of the independent variable on the dependent; The coefficient of determination (R^2) assesses how much the independent variable explains the dependent variable; Path significance test (t-statistics / p-value) using bootstrapping this value is used to assess the significance of the influence between variables ($p < 0.05 \rightarrow$ significant).

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In addition, this study employed a Fishbone Diagram (Ishikawa) to identify the main root causes potentially affecting nurse performance, such as insufficient training, unclear career development paths, limited facilities, and workload imbalances. This analytical tool helped visualize the relationships among various factors contributing to nursing performance outcomes.

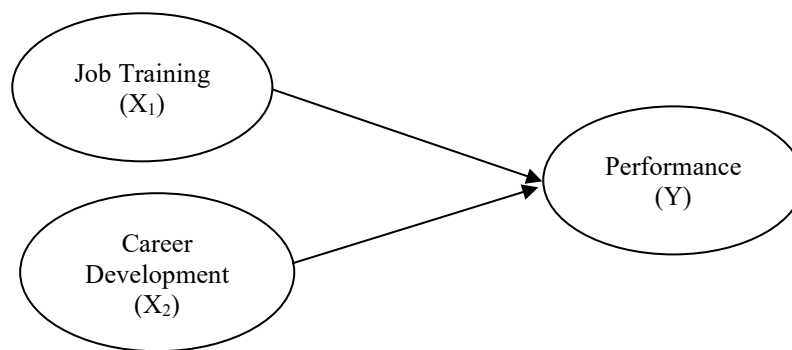


Fig 1. Research Model

3. Results and Discussion

This study was conducted in accordance with ethical research standards. Before completing the questionnaire, each participant was given an explanation of the purpose, procedures, and benefits of the study. All participation was voluntary, and participants were free to refuse or discontinue participation at any time without consequence. All data was kept confidential and used for academic purposes only; no personal information was disclosed. The management of Dr. Soekardjo Regional General Hospital in Tasikmalaya, the institution where the study took place, provided approval for data collection. Therefore, this study met ethical requirements for social and health research. The Outer Model Test is conducted to assess the validity of the indicators against the constructs measured using outer loadings.

Respondent characteristics show that most nurses are in the productive age range. Most respondents come from the 36–40 age group, with 11 people (37%), followed by 10 people (33%), and 6 people (20%) from the 41–45 age group. Only 3 people (10%) are from the age group above 45 years. Viewed from gender, most respondents are male (22 people, 73%), while 8 people, 27% are female. Most respondents are General Nurses (18 people, 60%), then Implementing Nurses (9 people, 30%), and Skilled Nurses 3 people, 10%.

In this study, the latest criteria from Hair et al. (2021) were used to evaluate the measurement model. These criteria state that an indicator is considered valid if it has a factor value of at least 0.70; conversely, a value between 0.40 and 0.70 can still be considered if its removal decreases the construct's reliability. A construct is considered to have good internal consistency if it meets the requirements for Composite Reliability (CR) of at least 0.70 and Cronbach's Alpha of at least 0.70. Furthermore, convergent validity is assessed if the Average Variance Extracted (AVE) value is at least 0.50. Furthermore, the Heterotrait–Monotrait Ratio (HTMT) value, which must be below 0.85 to 0.90, can be used to ensure discriminant validity. Before the internal analysis of the model is conducted, all of these criteria are used to ensure that the indicators used actually accurately represent the construct.

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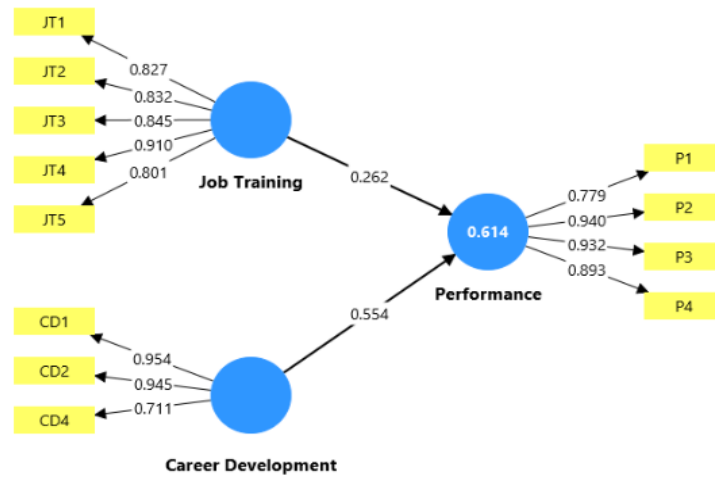


Fig 2. Outer Loadings

In the diagram above, CD3 has a score of 0.394; CD5 has a score of 0.443; and P5 has a score of 0.535, indicating an invalid (≤ 0.70), so it was eliminated. Construct reliability was tested using Cronbach's Alpha, Composite Reliability (ρ_C), and (ρ_A). Criteria: Cronbach's Alpha ≥ 0.70 ; Composite Reliability ≥ 0.70 Hair et al. (2021).

Table 1. Construct Reliability

Variable	Cronbach's Alpha	ρ_A	ρ_C
JT	0,909	0,911	0,937
CD	0,899	0,903	0,925
P	0,854	0,960	0,908

Convergent validity was tested using Average Variance Extracted (AVE). Criteria: AVE ≥ 0.50 . All three variables are valid and show values above 0.50. PK 0.789; Pkar 0.712; K 0.770. The inner model is used to test the relationship between variables using the path coefficient, t-statistics, and p-value. These values are used to assess the significance of the influence between variables ($p < 0.05 \rightarrow$ significant).

Table 2. Inner Model

Variable	Path Coefficient	T-statistics	P-value
Job Training $\rightarrow$ Performance	0,262	1,081	0,280
Career Development $\rightarrow$ Performance	0,554	2,374	0,018

R^2 Performance = 0.614 $\rightarrow$ 61.4% of the performance variation is explained by X1 & X2. The job training provided was considered good (average score 4.5–4.8) but did not have a significant impact on performance improvement. This is because the training has not been fully implemented in the dynamic ED work environment. Career development has a positive and significant impact on performance. A clear career path, feedback, and organizational support encourage nurses to be more motivated and productive. These results support the Human Capital and Life Career Rainbow (Super) theory, which emphasizes the importance of career development for workforce productivity.

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A t-statistic value < 1.96 and a p-value > 0.05 indicate that the effect of JT on performance is insignificant. In other words, the on-the-job training provided to ER nurses does not directly improve their performance. This may be because the training only increases knowledge, while other factors such as career development or experience are more important in determining the nurses' actual performance. In conclusion, on-the-job training does not have a significant effect on performance.

A t-statistic value > 1.96 and a p-value < 0.05 indicate that the effect of CD on performance is significant. This means that nurses who receive clearer career development opportunities tend to have higher motivation, skills, and performance. This finding is consistent with the Life Career Rainbow (Super) theory, which states that career development drives work engagement and productivity. In conclusion, career development has a significant effect on performance.

The results of the study indicate a positive influence of job training and career development on surgery in the emergency room of Dr. Soekardjo Regional General Hospital. PLS-SEM analysis showed that both independent variables significantly contributed to nurse performance as the dependent variable. Based on the results of the structural model (inner model), job training (X1) had a positive influence on nurse performance (Y) with a path coefficient of 0.262. This indicates that increasing the effectiveness of job training, for example through relevant materials, trainer competence, and effective service methods, will impact nurse performance.

Although its influence is relatively smaller than career development, training remains an important factor in improving nurses' technical skills in the emergency room. Meanwhile, career development (X2) had a stronger positive influence on nurse performance with a path coefficient of 0.554. These results indicate that nurses with clear career plans, high motivation to improve their skills, and support from their institutions/companies tend to perform better. In addition, intrinsic motivation and self-development efforts play a major role in strengthening the quality and effectiveness of nurses' work.

4. Conclusion

The analysis results indicate that job training does not significantly impact nurse performance. Career development has been shown to have a positive and significant impact on nurse performance. Together, job training and career development contributed 61.4% to the improvement in nurse performance. The remaining 38.6% was influenced by factors outside this study, such as self-motivation, job satisfaction, work environment, role conflict, and other personal factors that also influence nurse performance in the field. For future research, it is recommended to include other variables that may influence nurse performance, such as job motivation, job satisfaction, job fatigue, job stress, or organizational environmental factors. This study could also be expanded to include not only the emergency department but also other service units within the hospital, so that the results are more comprehensive and comparable across units.

Overall, the job training and career development variables explained 61.4% of the variation in nurse performance ($R^2 = 0.614$), while the remainder was influenced by factors outside the research model. These results confirm that career development has a dominant influence. Although training did not have a significant effect, job training remains important as a support for nurses' technical competence. This study reinforces the finding that a combination of effective training and planned career development, both individually and institutionally, contributes significantly to nurse performance, both in terms of productivity and improving service quality. Implementing appropriate training programs and ongoing career

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development support is an appropriate strategy for hospitals to optimize nursing performance, particularly for nursing staff in emergency units/ERs.

This research has practical implications for the management of Dr. Soekardjo Regional General Hospital, particularly the nursing and human resource units. The hospital should improve the quality and relevance of training to better align with the dynamic needs of the ER, including the implementation of supervision, coaching, and post-training evaluation to ensure transfer of learning, even though training has not significantly affected performance. However, significant career development requires clearer, more open, and measurable career paths to encourage nurses to be more committed and remain in the workplace. Furthermore, the education and training (Diklat) unit should create programs based on competency needs analysis to ensure that training and career development are aligned to improve performance and the quality of nursing services.

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