

**THE INFLUENCE OF EDUCATION LEVEL, TRAINING, AND PERFORMANCE  
APPRAISAL TOWARDS CAREER DEVELOPMENT  
(STUDY: PT. ANGKASA PURA 1 MANADO)**

**PENGARUH TINGKAT PENDIDIKAN, PELATIHAN, DAN PENILAIAN KINERJA TERHADAP  
PENGEMBANGAN KARIR  
(STUDI : PT. ANGKASA PURA 1 MANADO)**

by  
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**Abstract:** Career development is a condition that indicates the status of a person improvement in an organization in a career path that has established within the organization concern. There are several factors that can make employee achieve their career development include education level, training, and performance appraisal. The objective of the study is to know the influence of education level, training, and performance appraisal towards career development at PT. Angkasa Pura 1 Manado. Data was analyzed quantitatively and through use of statistical package for social scientists (SPSS). The research method that used in this research is ordinal regression analysis using random sampling with the sample of the respondents is 58 samples of all the employees at PT. Angkasa Pura 1 Manado. The result of this study shown that education level and training have no significant influence towards career development, and performance appraisal has significant influence towards career development. To management of company, researcher suggests to keep enhancing the performance appraisal and more consider the background of education and improve training program for better human resource.

**Keywords:** *education level, training, performance appraisal, career development*

**Abstrak:** Pengembangan karir adalah suatu kondisi yang menunjukkan status perbaikan orang dalam suatu organisasi dalam jalur karir yang telah ditetapkan dalam organisasi. Ada beberapa faktor yang dapat membuat karyawan mencapai pengembangan karir mereka termasuk tingkat pendidikan, pelatihan, dan penilaian kinerja. Tujuan penelitian untuk mengetahui pengaruh tingkat pendidikan, pelatihan, dan penilaian kinerja terhadap pengembangan karir di PT. Angkasa Pura 1 Manado. Data dianalisis secara kuantitatif dan melalui penggunaan statistical package for social scientists (SPSS). Metode penelitian yang digunakan adalah analisis regresi ordinal menggunakan random sampling dengan sampel responden adalah 58 sampel dari semua karyawan di PT. Angkasa Pura 1 Manado. Hasil penelitian menunjukkan bahwa tingkat pendidikan dan pelatihan tidak memiliki pengaruh signifikan terhadap pengembangan karir, dan penilaian kinerja memiliki pengaruh yang signifikan terhadap pengembangan karir. Untuk manajemen perusahaan, peneliti menyarankan untuk terus meningkatkan penilaian kinerja dan lebih mempertimbangkan latar belakang pendidikan dan meningkatkan program pelatihan untuk sumber daya manusia yang lebih baik.

**Kata kunci:** *tingkat pendidikan, pelatihan, penilaian kinerja, pengembangan karir*

## INTRODUCTION

### Research Background

Human resources play an important role in the success of a company resource given a good determinant of the company's activities planning, organizing, and decision making. Human resource managers should be able to provide an effective workforce for the organization while giving great attention to the expectations and needs of employees concerned. This is because that in addition to being a tool for the achievement of organizational goals, employees are human beings with rights and desires that cannot be ignored. Therefore, with regard to the demands of organizations to constantly developing, the employee is a factor in organizational development and quality improvement should be designed carefully. Every organization should be able to develop itself in order to be competitive. To have a sound basis, all aspects and resources contained in organization are the factors that require full attention of management. At PT. Angkasa Pura 1 Manado has been concern of their employee's career to be better in order to achieve its vision and mission. For example PT. Angkasa Pura 1 Manado need to improve the ability of employee by holding training program as a supporter of employee's career. The researcher choose PT. Angkasa Pura 1 Manado as the object of the research because as one of state owned enterprise, it also the only one company in the field of airport management, undertaking a broad range of airport services for passengers and airlines in Indonesia.

State owned enterprise is a public company that contributes to the economic development/income countries, pioneering business activities and supporting government policy in the field of economics and development. In addition it is also a tool for seeking profits. Thus, the function and role of this very large state-owned enterprises in maintaining the economic stability of the country and can influence government policy, including the country's political environment that operate in infrastructure field. Career development is basically required for private companies and government due to career development oriented business challenges in the future in the face competitors. Career development is one of the activities of human resource management that should be conducted as a formal activity and integrated with other human resource activities. Why is career development important to organization? Besides being the key of increasing employee engagement, it also important to attract top talent, job satisfaction, retaining employees/reducing turnover, productivity and financial returns.

In order to fulfill the development of employees, organization should supporting their career development with several requirements that influence it, they are level education of employees, training to improve work quality of employees in each field, and performance appraisal to evaluate every completed work. Therefore, based on the overall description in the previous paragraphs, researcher is interested to do research on how education level, training, and performance appraisal influence career development of employee at PT. Angkasa Pura 1 Manado.

### Research Objectives

The objectives of this research are to know the influence of :

1. Education level towards career development at PT. Angkasa Pura 1 Manado
2. Training towards career development at PT. Angkasa Pura 1 Manado
3. Performance appraisal towards career development at PT. Angkasa Pura 1 Manado
4. Education level, training, and performance appraisal to career development at PT. Angkasa Pura 1 Manado simultaneously.

## THEORETICAL REVIEW

### Human Resource Management

Human resource management is the policies and practices involved in carrying out the people or human resource aspects of management position, including recruiting, screening, training rewarding and appraising (Dessler and Tan, 2009:4). Human resource management is a strategic and coherent approach to the management of an organization's most values assets; the people working there who individually and collectively contribute to the achievement of its objectives (Amstrong, 2006:3).

**Career Development**

Handoko (2000: 123) revealed that career development is personal improvements do to achieve a career plan. Career development opportunities are an essential part of employee engagement. In fact, key driver analyses consistently show that career development is the second most impactful way of increasing employee engagement, after recognition Conrad (2013).

**Education Level**

Brameld (2000:2) examined that education is thus a far broader process than which that occurs in schools. It is an essential social activity by which communities continue to exist. Employee development programs should be drafted carefully and be guided education or education in general is a business that is deliberately organized and carried out systematically and continuously in a specified period of time in accordance with the levels in order to deliver, grow, and gain knowledge, attitudes, values, skills or skills desired (Saranani, 2015).

**Training**

Training is a narrower concept and usually involves planned instructional activities, or other developmental activities and processes (Harrison, 2005:5). Training is a part of human resource development, along with the other human resources activities such as recruitment, selection and compensation. In order to implement the right training methods, the training specialist should be aware of the pros and cons and effectiveness of each training method. Beside for evaluating training effectiveness, measurement should be done according to the models (Ahammad, 2013)

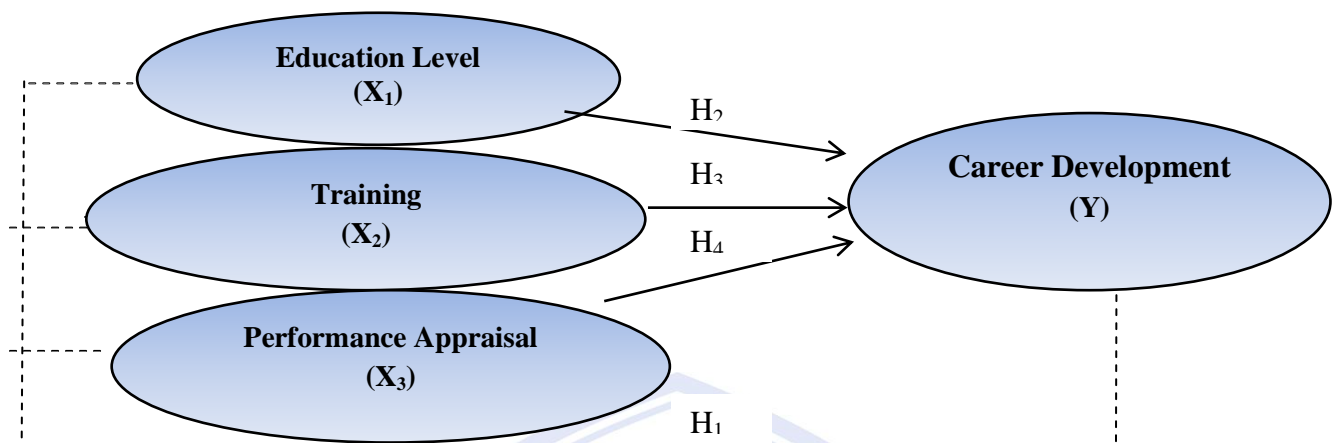
**Performance Appraisal**

Performance appraisal is a process that is carried out to enable both the individual and the organization to analyze, examine and evaluate the performance of specified objectives over a period of time. This process can take up formal and informal forms (McCourt 2003:209). Performance appraisal is a formal structured system of measuring and evaluating an employee's job related behaviors and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee organization and society all benefit (Singh, Sharma and Cheema, 2011).

**Previous Research**

Ayres (2006) Education and Opportunity as Influences on Career Development: Findings from a Preliminary Study in Eastern Australian Tourism, from the study it can be conclude that higher education is becoming increasingly important for employees in the tourism industry. Saranani (2015) Effect of Education and Training to Performance Mediated Career Development Inspectorate City Employees Kendari, the result shows that education and training for staff have significant direct influence to career development. Education and training have no direct influence on the performance of staff through career development. Rande et all (2015) Factors Affecting the Career Development of Employees in Secretariat Office of City Samarinda found that performance appraisal is influence career development.

## Conceptual Framework



**Figure 1. The Conceptual Framework**

*Source: Data Processed, 2016*

## Research Hypothesis

- H<sub>1</sub>: Education level, training, performance appraisal have influence on career development of PT. Angkasa Pura 1 employee simultaneously.
- H<sub>2</sub>: Education Level has partial influence on career development of PT. Angkasa Pura 1 employee.
- H<sub>3</sub>: Training has partial influence on career development of PT. Angkasa Pura 1 employee.
- H<sub>4</sub>: Performance Appraisal has partial influence to career development of PT. Angkasa Pura 1 employee.

## RESEARCH METHOD

### Type of Research

This research is causal type of research where it will investigate the influence of education level, training, and performance appraisal on career development, partially and simultaneously

### Place and Time of Research

This research is conducted in Manado, North Sulawesi, Indonesia. This research will be held during October 2015-January 2016.

### Population and Sample

The population of this research refers to all employees of PT. Angkasa Pura 1 Manado total 133 people. The sample of this research is 58 employees that is calculated using the Slovin formula.

### Data Collection Method

Sekaran and Bougie (2009:183) stated that the primary data obtained directly from the source, taken and recorded for the first time. The researcher obtains primary data from results of survey and questionnaires.

### Operational Definition and Measurement of Research Variables

1. Education level (variable X<sub>1</sub>). Education is the exposure to new knowledge, concepts and ideas in a relatively programmed way. It is normally aimed at increasing knowledge, or modifying attitudes and beliefs.
2. Training (variable X<sub>2</sub>). Training is a planned process to modify attitude, knowledge or skill behavior through learning experience to achieve effective performance in an activity or range of activities.
3. Performance appraisal (Variable X<sub>3</sub>). Performance appraisal is evaluating employee's current and/or past performance relative to their performance standards.

4. Career development (Variable Y). Career development is a condition that indicates the status of a person improvement in an organization in a career path that has established within the organization concern.

### Data Analysis Method

#### Validity and Reliability Test

Validity is evidence that the instrument, technique, or process used to measure a concept does indeed measure the intended concept (Sekaran and Bougie 2009:449) to analyze the validity of questionnaire, Pearson Product Moment is used. An instrument measure is valid if the instrument measure what should be measured. Reliability is a test to the consistency and stability of the measuring instrument (Sekaran and Bogie 2009:444). The higher of the coefficient prove the better of measuring instrument.

#### Ordinal Regression Analysis

Ordinal regression method is used to model the relationship between response (outcome) variables and a set of explanatory variables, which can be either categorical or numerical (Sentas, Angelis, Stamelos & Bleris, 2004). Once gathered the data from place of research, the next step to analyze data and solving problem using Ordinal Regression Method, it also to test the hypotheses that have been stated. The data then inserted into the statistical tools SPSS 22. This method has been chosen to measure the influence of education level, training, and performance appraisal towards career development at PT. Angkasa Pura 1 Manado.

## RESULT AND DISCUSSION

### Result

#### Validity and Reliability

The value of Corrected Item - Total Correlation with SPSS 22 of the indicators are all above the acceptance limit 0.3, therefore the research instrument is valid. The Reliability test is done by looking at the *Cronbach Alfa* value, in this research the value of Cronbach Alfa for education level is 0.725, training is 0.623, performance appraisal is 0.680, and career development is 0.747 which is above the acceptance limit of 0.6, therefore the research instrument is reliable.

#### Ordinal Regression Analysis

Ordinal Regression model is used to determine the influence of several independent variables on a dependent variable.

#### Model Fitting Information

**Table 1. Model Fitting Information**

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	226,746			
Final	188,927	37,819	3	,000

Link function: Logit.

Source: Data processed 2016

Model fitting information, -2 log Likelihood shows that without put independent variable (intercept only) its value 226,746. However with put dependent variable (final) there is decreasing value become 188,927. This value changing is chi-square value 37,819 and significance of actual level 5% (sig.0,00).

#### Goodness of fit test

This table contains Pearson's chi-square statistic for the model. These statistics are intended to test whether the observed data are consistent with the fitted model :

**Table 2. Goodness-of-Fit**

	Chi-Square	df	Sig.
Pearson	343,768	397	,975
Deviance	184,768	397	1,000

Link function: Logit.

Source: Data processed 2016

Goodness-of Fit shows the fit test model with data. Pearson value of 343,768 with significance 0,975 ( $> 0,005$ ) and Deviance value 184,768 with significance 1,000 ( $> 0,005$ ). It means model fits the empirical data or model fit for use.

### Pseudo R-square

**Table 3. Pseudo R-Square**

Cox and Snell	,479
Nagelkerke	,488
McFadden	,164

Link function: Logit.

Source: Data process 2016

Pseudo R-Square shows how big independent variable (education level, training, and performance appraisal) be able to explain dependent variable (career development). These values as does the coefficient of determination in the regression. Cox and Snell value 0,479 (47,9%), Nagelkerke value 0,488 (48,8%) and McFadden 0,164 (16,4%).

### Parameter Estimate

Parameter estimate is the core of the output, telling us specifically about the influence or relationship between explanatory variables and the outcome.

**Table 4. Parameter Estimates**

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[Y = 16]	20,955	5,097	16,899	1	,000	10,964	30,946
	[Y = 18]	22,026	5,124	18,482	1	,000	11,984	32,068
	[Y = 19]	23,523	5,206	20,420	1	,000	13,320	33,726
	[Y = 20]	25,634	5,379	22,710	1	,000	15,091	36,177
	[Y = 21]	26,313	5,433	23,453	1	,000	15,664	36,963
	[Y = 22]	27,287	5,505	24,574	1	,000	16,499	38,076
	[Y = 23]	28,300	5,559	25,920	1	,000	17,406	39,195
	[Y = 24]	30,119	5,632	28,597	1	,000	19,080	41,158
Location	X1=Education Level	,146	,116	1,574	1	,210	-,082	,373
	X2=Training	,077	,143	,295	1	,587	-,202	,357
	X3=Performance Appraisal	1,004	,183	29,965	1	,000	,644	1,363

Link function: Logit.

Source: Data processed 2016

Parameter Estimates above have to notice the Wald value and significance value. Variable X1 (Education Level) has Wald value 1,574 with sig. 0,210 ( $>0,005$ ), variable X2 (Training) has Wald value 0,295 with sig. 0,587 ( $>0,005$ ) and variable X3 (Performance Appraisal) has Wald value 29,965 with sig. 0,000 ( $<0,005$ ). It shows variable education level and training does not significantly influence career development, whereas variable performance appraisal significantly influence career development.

## Test of Parallel Lines

**Table 5. Test of Parallel Lines<sup>a</sup>**

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	188,927			
General	165,561 <sup>b</sup>	23,366 <sup>c</sup>	21	,325

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

Link function: Logit.

Source: Data processed 2016

Table test of parallel lines is used for testing assumption that every category has same parameter or relationship between independent variable with logit is equal with all logit equation. Due significance value 0,325 ( $> 0,005$ ), then  $H_0$  accept that resulting model have equal parameter, so that selection of link function is fitted.

## Discussion

From the result of ordinal regression each coefficient shows a positive result, than every one point increase in education level, training and performance appraisal will cause an increase in career development. The term of career development is used to describe the ability to work of the employee. From this data analysis, we know that performance appraisal have the significant influence on career development. Meanwhile, education level and training is not significantly influence career development. Previous research by Rande et al (2015) also found that performance appraisal is influence career development.

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the result of analyzing and discussing, then four conclusions can be purposed as follow:

1. All the variables (education level, training, and performance appraisal) give simultaneous influence on employee's career development.
2. The education level variable does not give significant partial influence on career development of employee.
3. The training variable does not give significant partial influence on career development of employee.
4. The performance appraisal variable gives significant partial influence on career development of employee

### Recommendation

Therefore, recommendations given are: To the future research, it is suggested that the future research try to add another variable, because based on the R square the percentage of this research is 48,8% and for the 52,2% is influence by another variables that not included in this research. For company, the result of this research recommended to keep enhancing performance appraisal, because that variable have most significant influence to career development. For education level and training that has not significant influence to career development, so the company has to consider the background of education and improve the training program. So the company could have better human resource, moreover they can have more highly educated and more influence and useful to employee's better performance to run the company.

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