

## COMPETENCY AS A MEDIATING VARIABLE IN THE EFFECT OF JOB TRAINING AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE

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### Abstract:

**Background:** If a business consistently considers each team member's performance, it may keep expanding. Because a company's quality is the primary factor that determines its potential to succeed.

**Purpose:** With competency serving as a moderating variable, this study intends to investigate how career growth and on-the-job training affect team member performance at PT. FIF Group Selong Branch.

**Design/methodology/approach:** A questionnaire was given to each team member of the PT. FIF Group Selong Branch is gathering data. With 33 employees, the sample method employed a census sampling strategy. Partial Least Squares-Structural Equation Modeling (PLS-SEM) was used to examine the data.

**Findings/Results:** According to the study, career growth has no discernible impact on PT employees' performance, but job training and competency have a significant impact. FIF Organization. Competence can mitigate the impact of career growth and on-the-job training on PT employees' performance. FIF Group Selong Branch

**Conclusion:** This study serves as an assessment tool for organizational management, enabling workers to be creative in their work processes and encouraging them to try new things when completing tasks.

**Originality/value (State of the art):** This study can serve as an assessment tool for management in the service industry, encouraging them to focus more on areas such as job training, team member career development, and competency in order to help the business achieve its goals as effectively as possible.

**Keywords:** job training, career development, competency, employee performance, moderating variable

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## INTRODUCTION

Since a company's success is primarily determined by the quality of its workforce, it can continue to expand if it consistently monitors each team member's performance. Today, every business is changing as a result of the ongoing advancements in service development (Verhoef et al. 2021, in Sahetapy & Jesajas, 2023). Given the fierce competition in the modern business world, it is imperative to maximize each team member's potential at work in order to achieve the best possible business outcomes (Baiti et al. 2020). To accomplish the company's objectives, leaders need to have plans that work. R contributes to the advancement of businesses, thus they need to be well-versed in it (Suwandi & Suhakim, 2023). Because the environment is changing so rapidly, employees must be able to identify and learn about the impact of these changes on their organizations and take appropriate action to address the situation. The function of HR management in each organization is not just to fulfill administrative needs, but also to help develop the potential of human resources to be innovative and creative (Saputri & Wibowo, 2023).

The caliber of an organization's collective and individual performance determines its capacity to carry out its objectives. Performance is a comparison of a team member's achievements with the work plan that has been prepared (Hendi et al. 2019). Since achieving this performance goal will have a significant impact on the business and its continued existence, it must be the company's top priority. Performance is the amount and quality of work that employees produce (Fithri & Sari, 2015). In general, performance refers to the value difference between the input and the output. The performance of team members is essential; employees' maximum productivity levels are the main cause of any company's success. In order to have a competitive and high-performing organization, work productivity is essential (Ramayanti et al. 2020). The goal of initial training is to increase team members' capacity to fulfill organizational demands. On the other hand, additional training is intended to help workers advance to a greater level of proficiency in their field or acquire new skills when they transition into a different field (Wulandari & Putriyanti, 2020).

PT. IF is one of the service business institutions that is growing rapidly. The effectiveness of workers in this industry is crucial to giving clients high-quality

service. However, the problem that often arises is the company's lack of attention, so performance improvement is not optimal. As a result, employees do not have adequate abilities to provide quality services, which negatively impacts customer satisfaction and company productivity (Mulyadi et al. 2018).

One company that specializes in finance distribution is PT. Federal International Finance (FIF). Depending on the demands of the client, financing options include microbusiness, multiproduct, multipurpose, new motorcycles, and Hajj & Umrah. In comparison to 2022, IF's net profit increased by 25.8%, or Rp 944.4 billion, or IDR 750.8 billion, in 2023, indicating positive performance growth. One of PT. F's branch offices is located on Jalan Prof. M. Yamin No. 28, Selong, East Lombok Regency, NTB. IF has also been successful as a healthy distribution company, with a non-performing credit level (NPF) of 1%, making PT. IF a healthy company (<https://fifgroup.co.id/2023>). If the Selong Branch can meet its business goals, dependable employees will be required to run operations. This business can hire a number of workers that are qualified for their positions and fit the company's skill requirements.

An organization's capacity to execute its activities effectively depends on how well it performs on an individual and institutional level. Once this performance goal is reached, it will significantly impact the business and its continued existence, and must be the organization's top priority. Performance is the amount and caliber of work employees produce (Fithri & Sari, 2015). Numerous elements impact workplace productivity, such as how training is provided, the organizational culture, team member competency, motivation, and other elements that the company must consider carefully. These aspects must be effectively managed in order to meet organizational objectives. Performance generally refers to the value difference between the input and the result. Team member productivity is essential to every business's success and the foundation of all successful operations. According to Ramayanti et al. (2020), work productivity is crucial in determining an organization's competitiveness and effectiveness.

In order to achieve company success, team member training programs are a factor that can influence team member performance. Companies must utilize training programs to overcome the differences between their

employees' abilities and the organization's needs. AIN creates better and maximum team member performance to support the company's success (Neza & Rivai, 2020). Training must be carried out systematically to improve employees' knowledge, skills, and attitudes through a learning process so that they can better carry out their functions and duties, which benefits employees and the company. Employees who receive proper training will be able to comprehend and perform all of the responsibilities that are expected of them. Nsen & colleagues, 2023). Employees must receive training to ensure they can perform specific responsibilities within the company and follow all company policies. Additionally, training helps the workforce become more competent than it was previously and elevates the affected individuals to a higher status (Kosali, 2023). However, development that is, the succession of roles that a person assumes while performing their job also plays a role in determining team member performance and improving work performance its pr. Its goal is to enable them to give their all to achieve organizational goals. 2020; Tanjung & Syahputra. Planning, directing, managing, and organizing are the responsibilities of management Offering opportunities for career development is one way to maximize worker productivity An institution's ability to function effectively and efficiently is dependent upon the human resources it generates, as stated by Wotulo et al. (2018) Career development programs are essential for the advancement of the organization, particularly in light of the quick advancements in information and technology To boost team member happiness, dedication, and performance in the future, businesses need to focus on and enhance this career development component (Kuncorowati et al. 2022).

Apart from considering training and career development aspects, companies must also consider team member competency team member competency is a supporting factor for work productivity The role of team member competence in maximizing the quality of service to the community must always be considered team member competency plays a crucial role in various company activities, especially those related to public services (Prasetyo & Suharini, 2018) The success of an organization in efficiently and accomplishing its goals is dependent mainly on the role that its personnel play within it Competent workers will be able to raise the level of professionalism inside the company;

developing capabilities in line with their work will eventually reflect their productivity (Utomo, 2019) Consequently, an organization's capacity to accomplish its objectives is based on how well its members carry out the vital roles, responsibilities, and duties delegated to them Employees are deemed competent if they have the aptitude, expertise, and capabilities to carry out these tasks (Rosdiana et al. 2022).

For industrial players, the key to achieving the best possible business development, including the introduction of corporate goods and services, is the productivity of team members. In the views of customers, those who are loyal to a company's services will be valued higher, and they will continue to utilize the service as desired. Stakeholders inside the organization must simultaneously and consistently support developments in the business world, particularly in the financial sector. The business world's expansion and advancement, particularly in the financial sector, cannot happen in a vacuum. Therefore, all parties interested in the company (stakeholders) must support it simultaneously and continuously. These consist of the board of directors, internal investors, employees, shareholders, management of the business, and the finance or internal audit team. Continuous support is required, not simply sporadic or short-term. Parties with authority, accountability, or a direct stake in the business's operations must provide this support. His research looks at how team member performance in terms of training is impacted by career and competency development, which are mediating factors at PT FIF Group Selong Branch.

In this study, the impact of career development on team member performance at the PT FIF Group Selong Branch will be partially tested. However, it also assesses, in part, how work training affects team member performance at the PT FIF Group Selong Branch. Additionally, it evaluates the impact of job training and career development on team member performance at the PT FIF Group Selong Branch concurrently. At PT FIF Group Selong Branch, it then uses competency as a moderating variable to examine the impact of career advancement on team member performance. Lastly, at PT FIF Group Selong Branch, competency is used as a moderating variable to examine the impact of job training on team member performance.

## METHODS

The author of this study used primary data, which is information gathered straight from respondents and seen in the responses to the circulated questionnaire. His research uses primary and secondary data from respondents' answers through interviews and research questionnaires. In addition, this research requires supplementary data obtained from literature and previous journals.

The data collection methods required for the analysis are as follows: 1 Questionnaire: A data collection technique that provides respondents with a set of written questions or statements to answer. The data are then collected, selected, sorted, and analyzed based on the questionnaire. 2 Interview: A data collection technique in the survey method that uses verbal questions to research subjects. This is done to obtain an overview of problems that arise due to specific causes. A Likert scale is a measuring tool used to assess a person's attitude, opinion, or perception toward a statement. This scale is commonly used in quantitative research, particularly in questionnaires or surveys. Characteristics of a Likert Scale: Measures the level of agreement or disagreement with a statement. Respondents select answers based on the intensity of their attitude. The modified Likert scale in the questionnaire has a score range of 1-4. In this study, the sample was selected using the census sampling approach (also known as saturation sampling), which involves selecting the sample from the entire population. In the meantime, secondary data for this study were gathered from publications like books and journal articles that dealt with the subject of the study. The 33 employees of the PT FIF Group Selong Branch serves as the sample used as the object.

Interviews are conducted to obtain as much data or information as possible and as clearly as possible from research subjects. An interview is a conversation directed at a specific problem and is a verbal question-and-answer process in which two or more people face each other physically. Here are two types of interviews: structured interviews and unstructured interviews.

Structured interviews are in which the interviewer asks a set of predetermined, standardized questions in a specific order to all participants. This format ensures consistency, comparability, and reliability in the data collected. Key Characteristics of Structured Interviews: Standardized Questions: All respondents receive the same questions,

worded in the same way. Fixed Order: Questions are asked in a predetermined sequence. Closed-Ended Responses: Often include multiple-choice or Likert-scale responses, though open-ended formats can also be used. Interviewer Neutrality: The interviewer follows a script and avoids leading the respondent. Purpose: To gather quantitative or qualitatively comparable data, to reduce interviewer bias and increase the Validity of the results and frequently used in surveys, job interviews, academic research, and evaluation studies. Advantages are: ensures reliability and consistency across respondents, makes data analysis easier due to standardized answers, minimizes interviewer bias and subjectivity and helpful in comparing data across groups or time periods. Structured interviews are used because the information the researcher will need is certain. The structured interview process is conducted using a written interview guide containing questions to be asked of the informant.

Unstructured interviews are more flexible and open-ended. Unstructured interviews are freer in implementation than structured interviews because they are conducted naturally to explore the informant's ideas and thoughts openly and do not use an interview guide (Sugiyono, 2006). The questions are flexible but do not deviate from the established interview objectives.

The gathered data were then examined using reliability testing and measurement (using an external model) to assess validity. Reliability measures the extent to which an instrument consistently produces the same results when used repeatedly under the same conditions. Validity (Accuracy): Validity measures the extent to which an instrument actually measures what it is supposed to measure. Convergent and discriminative Validity were assessed, and the square root of average variance extra (AVE) scores for each variable were compared, as part of the reliability testing process. Cronbach's alpha and composite reliability are utilized in reliability testing. Because the dependent variable in this study exceeds one and is not dependent on a limited sample size or several assumptions, the Partial Least Squares (PLS) technique is a statistical technique used for modeling complex relationships between independent variables (predictors) and dependent variables (responses). It is beneficial when: the predictors are highly collinear (strongly correlated), there are more predictors than observations, and when the data do not meet the assumptions of traditional multivariate techniques like multiple regression. PLS works by projecting

the predictors and responses into a new space (latent variables or components) and finding the directions that best explain the covariance between them.

Training is a platform for employees to develop skills to achieve their goals. Rainmaking relates to employees' skills and abilities to achieve their work goals. Raining programs can encourage employees to develop themselves more realistically. This leads to increased performance, stronger retention, and better utilization of talented workers. Employees desperately need training to improve their performance. Training significantly influences the skills and knowledge they possess, supporting their performance. If the training program aligns with team member needs, it will positively impact their performance. Team member performance is a key factor in the success of individual task accomplishment, which can lead to the determination of organizational performance. Based on research conducted by Nainggolan (2021), entitled "The Effect of Training, Work Environment, and Employee Loyalty on Employee Performance at PT Hotel Instar Kota Batam," training has a positive and significant impact on team member performance. This means employees need training to improve their skills and knowledge to enhance their performance. H1: Job training has an impact on team member performance.

Career development is fundamentally aimed at organizational/company development in addressing future business challenges. Every business or organization must acknowledge that its people resources are essential to its continued survival. An organization's ability to compete will cause it to deteriorate and eventually be eliminated if it does not have competitive human resources. Because of this circumstance, businesses and organizations must provide employees with planned and continuous professional development. The success or failure of defined organizational goals is determined by performance inside the organization. Managers or superiors frequently overlook this until it deteriorates or something goes wrong. Managers frequently fail to recognize the extent of performance declines, which can result in a serious crisis for the organization. He ignores the warning indications of deteriorating performance because of his ingrained negative opinion of the company. Syahputra's (2020) research revealed that: Career Development has a significant impact on team member performance. H2: Career Development Affects Employee Performance.

A person's ability to execute effectively and/or superiorly in particular job conditions is referred to as competence. Since competence is a deep and innate aspect of a person's personality and can be utilized to predict a variety of unique job scenarios, it is regarded as a fundamental trait. Additionally, because competence either causes or predicts behavior and performance, it is said to be related to both. According to established or applicable norms, standard operating procedures, criteria, and metrics inside the organization, performance is the amount and/or outcomes of an individual's or group's work in carrying out their primary activities and functions. Performance is the work output that a person or group within an organization produces in compliance with their various roles and duties in order to legally, morally, and ethically accomplish the organization's objectives. H3: How Employee Performance Is Affected by Competency.

Team member training is a process of teaching employees specific knowledge, skills, and attitudes so they become more skilled and able to carry out their responsibilities effectively. Training refers to the development of work skills that can be used immediately. Performance development is a fundamental and ongoing part of performance management. The goal is to achieve high performance levels, although this can also result in performance below the set targets. Meanwhile, in management itself, low performance always leads to failure. Several factors, such as inadequate leadership, poor management, dysfunctional work systems, and an unsupportive environment may cause low performance. Competence is the ability to carry out or perform a job or task based on skills and knowledge, and supported by the work attitudes required by the job. Competence does not directly affect performance, but it does influence how much job training impacts team member performance. H4: The Effect of Job Training on Employee Performance is Moderated by Competence

Team member performance requires assessment to provide employees with a good opportunity to plan their careers based on their strengths and weaknesses. His role allows the company to determine salaries, award promotions, and monitor team member behavior. Performance assessment is a "performance rating" or "performance appraisal." Companies conduct performance assessments based on the organization's need for an objective evaluation system. Furthermore, with performance assessments, top management can obtain an objective basis for awarding compensation.

based on the achievements of each responsibility center to the overall institution. This is expected to motivate and stimulate each department to work more effectively and efficiently. In carrying out their work, every team member must have reliable competencies. These competencies serve as a foundation and capital for employees to work professionally. These competencies must be continuously honed and improved for employees so that their contribution to the institution will be even better. Career development is crucial for an organization or company, because it is a necessity that must be developed within a team member to motivate them to improve their performance. Career development comes from two words: development and career. H5: The Influence of Career Development on Employee Performance is Moderated by Competence

## RESULTS

Partial Least Squares Structural Equation Modeling (PLS-SEM) study is carried out using the statistical program SmartPLS 3.0. In social, business, management, marketing, and finance research, this statistical technique is highly used, particularly for models with a large number of latent variables

(constructs) and small to medium sample sizes. Pooling variables, specifically the connection between item or component scores and construct scores, are used to evaluate convergent validity tests in SmartPLS 3.0 based on reflective indicators. The factor loading value has a positive correlation with the function of loading in offering an interpretation of the factor matrix. The general criterion for assessing convergent validity is an AVE of greater than 0.50 and a loading factor greater than 0.70.

Each indicator's factor loadings value, or the association between the construct and the variable, has a value  $> 0.70$  based on the analysis's findings in Table 1, hence it may be deemed legitimate. This means that each indicator (question or item in a questionnaire) used to measure a construct (latent variable such as satisfaction, loyalty, etc.) has a strong correlation with that construct. Factor loadings (also known as outer loadings in SmartPLS) indicate how strong the relationship of the indicator to the construct it represents. A value  $> 0.70$  means that the indicator explains  $> 49\%$  of the variance of the measured construct ( $0.70 \times 0.70 = 0.49$  or 49%). Indicators with loading  $> 0.70$  are considered to have good convergent validity, meaning: The indicator actually measures the intended construct.

Table 1. Factor loadings results

Variable	Indicator	Factor Loadings	Information
Work Training (WT)	WT.1	0.862	Valid
	WT.2	0.802	Valid
	WT.3	0.811	Valid
	WT.4	0.908	Valid
	WT.5	0.705	Valid
Career Development (CD)	WT.1	0.777	Valid
	WT.2	0.802	Valid
	CD.3	0.897	Valid
	CD.4	0.813	Valid
	CD.5	0.895	Valid
Competence (C)	C.1	0.764	Valid
	C.2	0.734	Valid
	C.3	0.876	Valid
	C.4	0.729	Valid
	C.5	0.716	Valid
team member Performance (EP)	EP.1	0.872	Valid
	EP.2	0.755	Valid
	EP.3	0.863	Valid
	EP.4	0.803	Valid
	EP.5	0.863	Valid

Each variable's AVE value had a value  $> 0.50$ , according to the analysis results in Table 2. This demonstrates the validity of each variable. Cronbach's alpha and reliability values are combined in reliability testing. A variable is deemed dependable if its Cronbach's alpha and reliability values added together are more than 0.70. Construct Validity (Average Variance Extracted / AVE): An AVE value  $> 0.50$  means that the measured construct explains more than 50% of the indicator variance. This indicates that the indicators used truly represent the construct (latent variable), so that each variable is considered convergently valid. Construct Reliability: Two measures are used, namely Composite Reliability (CR): measures the internal consistency of indicators against the construct and Cronbach's Alpha: measures reliability based on the correlation between indicators. If both are  $> 0.70$ , then: The indicators in the construct are consistent and reliable to measure the construct as a whole.

Each variable has a composite reliability value of  $> 0.70$ , according to the study results in Table 3, which means that all four variables are deemed reliable.

Table 2. AVE Result

	Average Variance Extracted (AVE)	Information
Work Training (WT)	0.673	Valid
Career Development (CD)	0.703	Valid
Competence (C)	0.587	Valid
team member Performance (EP)	0.693	Valid

Table 3. Composite Reliability Result

Variable	Composite Reliability	Information
Work Training (WT)	0.911	Reliable
Career Development (CD)	0.922	Reliable
Competence (C)	0.876	Reliable
team member Performance (EP)	0.919	Reliable

Table 4. Cronbach's Alpha Result

Variable	Cronbach's Alpha	Information
Work Training (WT)	0.877	Reliable
Career Development (CD)	0.900	Reliable
Competence (C)	0.832	Reliable
team member Performance (EP)	0.891	Reliable

Composite Reliability (CR) is used to measure the internal consistency of indicators against constructs (latent variables). The four variables analyzed passed the reliability test. The data obtained from respondents reliably measured each construct. Based on these results, the model can proceed to examine the relationships between variables (structural model analysis/inner model).

The four variables are deemed reliable since, according to the study results in Table 4, each one has a Cronbach's alpha value more than 0.70. The model is then internally evaluated after passing validity and reliability tests. Benchmarks for assessing this model are the path test (path analysis) and coefficient determination (R<sup>2</sup>). All variables in the model have been proven reliable based on Cronbach's Alpha. The model is ready for further testing through structural analysis using R<sup>2</sup> and path analysis to determine the strength and direction of the relationships between variables. This is a crucial step in assessing the overall quality of the research model and answering the hypotheses.

Table 5 shows that the team member performance R2 value is 59.4%. This indicates that competency, career growth, and work training account for 59.4% of the moderating factors that explain team member performance. The remaining 40.6% was influenced by factors not included in this study. The significance of the hypothesis test can be demonstrated using the path coefficient test. This study employed the two-tailed hypothesis. The study hypothesis can be addressed using the t and p values that are produced as a result of data processing. If the t value is more than 1.65 and the p value is less than 0.05, the hypothesis is accepted.

Table 5. R-Square Result

	R-Square ( $R^2$ )	R-Square Adjusted
team member Performance (EP)	0.594	0.552

According to the Table 6, job training had a p-value of  $0.005 < 0.05$  and a t-statistic value of 4.940, which is greater than the t-table (1.65). The findings demonstrate that team member performance at FIF Group Selong Branch is greatly impacted by job training at PT, hence H1 is approved. Career growth had a p-value of  $0.484 > 0.05$  and a t-statistic value of 0.573, which was less than the t-table (1.65). Since career growth at PT FIF Group Selong Branch has no effect on team member performance, H2 is approved. Competency received a p-value of  $0.048 < 0.05$  and a t-statistic value of 2.925  $>$  t-table (1.65). The conclusion is that competency in PT has a major impact on team member performance. Selo Branch of FIF Group Competency has a p-value of  $0.000 < 0.05$  and a t-statistic value of 2.223  $>$  t-table value (1.65). H4 is approved since it demonstrates that competency can mitigate the impact of job training on PT employees' performance at FIF Group Selong Branch. The t-statistic value for competency is  $2.803 >$  t-table (1.65), and the p-value is  $0.012 < 0.05$ . Since this demonstrates that competency can mitigate the impact of career growth on PT employees' performance at FIF Group Selong Branch, H5 is approved.

### The Effect of Job Training on Employee Performance

According to data analysis, the conclusion is that job training has a significant impact on worker performance at PT FIF Group Selong Branch. The t-statistic value obtained, namely  $0.005 < 0.05$ . This indicates that the better the quality of training, the better team member performance will be. Companies must consider the training programs they will provide

to their employees. Employees with more experience will be more productive because they have increased knowledge and skills. Through training, employees can work as effectively as possible so that company targets can be achieved. In line with research results from (Dayona & Rinawati, 2016; Primadini & Karneli, 2023), team member performance is greatly influenced by training. Employees who have been trained can adapt to changes, especially in terms of technology, work techniques, behavior, skills and knowledge.

### The Influence of Career Development on Employee Performance

The results of data analysis show that career development does not significantly impact worker performance at PT FIF Group Selong Branch is proven by the t-statistic value of  $0.484 > 0.05$ . If a team member has taken part in career development, good work quality indicates that the team member has good abilities. On the other hand, a team member who never takes part in career development and does not even have the opportunity tends to have low performance. However, it is important to note that poor or inadequate career development programs hurt team member performance. Career development programs that are unclear, unsupportive, or inadequate can make employees feel unappreciated and less motivated. Companies are obliged to program career development as best as possible. The results of this research are in line with the results of research from (Kosali, 2023; Napitupulu et al. 2017), which states that performance is not influenced by career development. This is because not all employees can be selected by the company to participate in the career development process.

### The Influence of Competency on Employee Performance

The t-statistic value obtained, which is  $0.048 < 0.05$ , indicates that worker performance at PT FIF Group Selong Branch is strongly influenced by competency, as per the data analysis team member competency can demonstrate that workers are capable of doing their jobs carefully, thoroughly, and objectively when they have good and explicit insight. Employees can perform their duties with ease if they possess the necessary abilities. However, a lack of abilities will make it harder for workers to do their duties, which will lower the quality of the work that is produced. The study's findings support previous research (Bukhari & Pasaribu,

2019; Syahputra & Tanjung, 2020), which found that competency significantly affects worker performance. This means that good quality work and abilities can be achieved if employees have good skills. Employees must always continue to increase their understanding so that it can be fully implemented when carrying out their work.

### **The Effect of Job Training on Employee Performance is Moderated by Competence**

Competency is possible to mitigate the relationship between the impact of job training on team member performance at PT, according to the examination of the resultant data. It is demonstrated by the t-statistic result of  $0.000 < 0.05$  for the FIF Group Selong Branch. The development of a connection between job training and team member performance is influenced by team member competency at work. Team member performance should increase as a result of enhanced skills, enabling them to finish jobs more quickly and accurately and generate the highest caliber of work possible. This influence can be mitigated by competence; a propensity toward high competence can yield more ideal outcomes. A variety of competencies is also necessary for employees to boost work output, accomplish goals, finish tasks faster, and make fewer mistakes.

### **The Influence of Career Development on Employee Performance is Moderated by Competence**

Competency can attenuate the relationship between career development's impact on team member performance at PT, according to the examination of the resultant data. This is demonstrated by the t-statistic result of  $0.012 < 0.05$  for the FIF Group Selong Branch. The relationship between career growth and team member performance is mediated by competency. Team member competency can be raised through career development, enhancing their output. Career development allows workers to grow their experience, knowledge, and skill set. Team member performance is likely to rise in situations when competence is strong. A high level of competency can boost a team member's initiative, creativity, feeling of duty, and teamwork, among other qualities. Low competency, on the other hand, might degrade productivity and lower performance. Team member performance can be significantly enhanced by career development, which increases team member competency. The findings of this study support previous research (Kosali, 2023; Sulistien et al. 2022), which found that competency can increase the impact of career growth on worker performance. This suggests that productivity will rise in direct proportion to staff competency.

Table 6. Path coefficient test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work Training (WT) → Employee Performance (EP)	0.633	0.634	0.128	4.940	0.005
Career Development (CD) → Employee Performance (EP)	0.060	0.053	0.104	0.573	0.484
Competency (C) → Employee Performance (EP)	0.305	0.307	0.105	2.925	0.048
Competency) * Work Training (WT) → Employee Performance (EP)	0.135	0.138	0.104	2.223	0.000
Competency (C) * Career Development (CD) → Employee Performance (EP)	0.145	0.156	0.114	2.803	0.012

## Managerial Implications

Based on the findings, career growth does not significantly impact team member performance at the FIF Group Selong Branch. In contrast, job training and competency have a significant impact, and competency can also mitigate the effects of career growth and job training, the following managerial implications can be drawn: Shift Managerial Focus to Competency Development Because competency has proven to be a dominant and mitigating factor, management needs to: Develop a structured and sustainable competency development program Conduct regular competency assessments to map competency gaps for each team member Develop individual learning paths based on the assessment results Optimize Job Training as a Means of Competency Improvement Because job training has proven effective, training programs should be designed practically and based on real-world work needs (relevant on-the-job training) Internal mentorship and coaching can be intensified Training effectiveness is evaluated by measuring its impact on competency and work output Reevaluate Career Growth Strategy Because career growth does not significantly impact performance, it is necessary to review whether team member perceptions of career paths are clear and relevant Career growth may not yet be tangible or may not align with employees' intrinsic motivation Shift the emphasis from "job promotions" to recognition of achievement and skill development Integrate Competencies into HR Systems Make competencies the foundation of all HR processes: recruitment and selection, performance appraisals, job promotions (not just tenure), and reward and punishment systems Strengthen a Competency Culture Instill a work culture that emphasizes: Performance based on ability, not just position Continuous learning and adaptation to change Cross-functional collaboration based on expertise Reward Policies Based on Competencies and Results, Not Position If career growth is not impactful, promotions are not always motivating Provide incentives and rewards based on achievement and tangible contributions Implement non-financial reward systems such as competency certification, champion programs, or expert recognition.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

The study's findings suggest that job training significantly affects team member performance to a certain extent. Team member performance is significantly impacted by competence to a certain extent. At PT FIF Group Selong Branch, team member performance is not significantly impacted by career growth. The performance of team members is significantly impacted by job training, competency, and career development all at once. At PT FIF Group Selong Branch, team member performance is not significantly impacted by career growth. It has been shown that job competency can mitigate the effects of job training and career development on employee performance. The moderating factors that explain team member performance are competency, career development, and work training, which together make for 59.4%. Other factors that were not examined in this study had an impact on the remaining 40.6%.

### Recommendations

To help businesses achieve their goals as efficiently as possible, the results of this study can be used as an evaluation tool for management. This evaluation tool for management in the service sector motivates them to focus more on areas such as job training, team member career development, and competency. Furthermore, the results of this study can be used as an evaluation tool by organizational management, enabling them to provide employees with the freedom to innovate. Furthermore, it can be applied to work procedures and motivate them to try new things in completing tasks. Ultimately, the company can achieve its goals.

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