



Journal home page: <http://ajarcde-safe-network.org> ISSN 2581-0405

The Influence of Individual Characteristics, Training and Career Development on Employee Performance PT Hotel KTM Resort

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ARTICLE INFO

Article History:

Received: 23 December 2024

Final Revision: 27 January 2025

Accepted: 29 January 2025

Online Publication: 31 January 2025

KEYWORDS

Employee Performance, Training, Career Development, Hospitality Industry, Human Resources Management

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ABSTRACT

This study analyzes the influence of individual characteristics, Training, and career development on employee performance at PT Hotel KTM Resort in Batam, Indonesia. Despite the significant role of human resources in the hospitality industry, challenges such as low employee focus and delayed career progression hinder performance. Using quantitative methods, the research examined data from 115 employees to evaluate the effects of these variables. The findings indicate that training and career development significantly impact employee performance, while individual characteristics do not considerably influence performance outcomes. Training programs tailored to employee needs and structured career development pathways enhanced job satisfaction, motivation, and overall productivity. Furthermore, simultaneous analysis revealed that these variables collectively explain 37.7% of performance variation, suggesting other influencing factors. Recommendations include improving training quality, creating clear career advancement opportunities, and adopting holistic HR management practices focusing on supportive leadership and work environments. By implementing these strategies, PT Hotel KTM Resort can enhance employee engagement, reduce turnover rates, and improve service quality. These insights contribute to the hospitality sector's broader understanding of human resource management, emphasizing the importance of investment in employee development initiatives.

Contribution to Sustainable Development Goals (SDGs):

SDG 3: Good Health and Well-being

SDG 4: Quality Education

SDG 8: Decent Work and Economic Growth

SDG 9: Industry, Innovation, and Infrastructure

1. INTRODUCTION

1.1. Research Background

Tourism is a vital economic sector in Indonesia, including Batam City, which boasts natural and cultural attractions and holds the strategic advantage of being a Free Trade Zone [1]. Tourism development relies heavily on the quality of human resources (HR), which is a critical factor for business success [2]. PT Hotel KTM Resort, operating in Batam since 2000, faces challenges related to employee performance, such as low work focus and

inability to achieve targets. These issues stem from insufficient training programs and slow career development [3]. According to BPS data, Batam accommodates 177 lodging facilities, with increasing guest stays in 2023. However, declining productivity at PT Hotel KTM Resort is attributed to ineffective Training, which influences only 60.95% of performance, and delayed career progression [4]. Performance evaluations reveal that inadequate Training, slow career advancement, and low motivation significantly impact employee performance [3].

The influence of individual characteristics, Training, and career development on employee performance at PT Hotel KTM Resort encompasses various factors, including leadership styles,



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employee engagement, and organizational support. Individual characteristics, such as professional identity and personal motivation, play a critical role in shaping employee performance. Employees with a strong professional identity tend to exhibit higher job satisfaction and loyalty [5]. This is crucial in the hospitality industry, where high turnover rates are common. Research shows that employees who feel a sense of belonging and purpose perform better, which is essential for maintaining service quality in a customer-centric industry [6], [7]. Training and career development are pivotal in enhancing performance. Tailored training programs lead to higher job satisfaction and retention rates. Transformational leadership, emphasizing mentorship and growth, positively impacts employee performance by creating a supportive environment [8], [9]. Continuous professional development opportunities equip employees with necessary skills, fostering commitment to the organization and improving overall performance [10].

Leadership also plays a significant role in driving employee engagement. Inclusive and transformational leadership styles are linked to higher engagement levels and reduced turnover intentions [11]. Leaders who foster psychological safety enable employees to express ideas and concerns, resulting in better performance outcomes [12]. In the high-stress hospitality industry, such leadership approaches mitigate occupational stress and enhance employee well-being [13], [14]. Organizational practices, including recognition and reward systems, further motivate employees. When contributions are valued, job satisfaction and performance increase [15]. Effective reward systems are crucial for maintaining a motivated workforce in the competitive hospitality sector. In conclusion, the interplay of individual characteristics, Training, career development, and leadership significantly affects employee performance at PT Hotel KTM Resort. By fostering a positive work environment that prioritizes professional growth and engagement, the hotel can improve service quality, reduce turnover rates, and enhance overall organizational performance.

1.2. Literature Review

1.2.1. Individual Characteristics and Employee Performance

Individual characteristics are characteristics inherent in each individual that distinguish one another in terms of views, goals, needs and abilities [4]. Individual characteristics can be measured through the dimensions of abilities, values, attitudes, and interests that determine a person's suitability for their job [16]. Factors that influence individual characteristics include age, gender, marital status, and work experience that contribute to employee performance [17]. Individual characteristics, such as personality traits, motivation, and work ethic, play a crucial role in determining employee performance. Research has shown that employees with strong individual characteristics tend to exhibit higher levels of engagement and productivity. For instance, individual characteristics significantly affect work engagement and performance outcomes among hotel employees [18]. Similarly, individual traits, in conjunction with the work environment and organizational culture, are pivotal in influencing employee performance [19]. This is further supported that the uniqueness of individual characteristics can lead to variations in performance levels among employees. Moreover, the alignment of individual values with organizational goals enhances

performance [20]. Congruence between organizational values and individual values fosters job satisfaction and, consequently, better performance outcomes [21]. This perspective is echoed that job satisfaction, driven by individual characteristics, directly correlates with performance levels [22].

1.2.2. Training and Career Development

Training is a planned process to shape employee attitudes to align with company goals [23]. Training indicators include instructors, participants, materials, methods, goals, and measurable objectives [24]. Training effectiveness is influenced by individual differences, relationship with job analysis, motivation, active participation, instructor selection, and training environment [25]. Career development is the process of improving employee status through career paths to achieve their career plans [24]. Indicators of career development include the behavior of colleagues and superiors, knowledge, education, performance, and elements of destiny [26]. Factors that influence career development include amount of work, quality of work, understanding of work, activity planning, authority, discipline, and initiative [27]. Training and career development are critical components that significantly influence employee performance. Effective training programs positively impact employee competence, which in turn enhances performance [28]. Their findings suggest that Training serves as a mediator between individual characteristics and performance, indicating that well-trained employees are more likely to perform effectively. Furthermore, the role of career development in fostering employee performance cannot be understated. The quality of working life, including career opportunities, significantly affects individual creativity and performance among hotel employees [29]. This is aligned with findings that a structured approach to career development leads to improved employee motivation and performance [30]. Satisfaction is the level of a person's feelings after comparing the performance or results he feels compared to his expectations. Rubber farmer satisfaction is an important factor that must be considered in business development. The level of farmer satisfaction with UPPB membership will positively impact the business's continuity. Farmers who feel satisfied tend to be enthusiastic and active in their membership.

1.2.3. Work Environment and Employee Performance

The work environment is another critical factor influencing employee performance. A supportive and conducive work environment enhances employee satisfaction and productivity. Sun and Bunchapattanasakda Sun & Bunchapattanasakda (2019) argue that job factors, including the work environment, significantly impact individual performance. This is corroborated by research which indicates that a positive work environment is essential for maximizing employee performance [31]. Moreover, the interplay between individual characteristics and the work environment is crucial. As highlighted the combination of individual traits and a supportive work environment leads to enhanced motivation and performance [32]. This suggests that organizations should focus on creating an environment that nurtures individual strengths while providing the necessary resources for development. Employee performance is the result of both qualitative and quantitative work achieved in carrying out tasks according to responsibilities [33]. Performance indicators include job quality, work volume, obligation, collaboration, and

initiative [34]. Factors influencing performance include individual, leadership, team, system, and contextual factors [35].

1.3. Research Objective

This study investigates the influence of individual characteristics, Training, career development, and leadership on employee performance at PT Hotel KTM Resort in Batam, Indonesia.

2. MATERIALS AND METHODS

The research aims to analyze and highlight the factors influencing employee performance at PT Hotel KTM Resort in Batam, Indonesia. It aims to identify individual characteristics, Training, career development, and leadership roles in shaping employee performance. The text emphasizes the importance of effective training programs, supportive leadership styles, and organizational practices in enhancing employee engagement, job satisfaction, and overall performance in the hospitality industry. Ultimately, the goal is to suggest that the hotel can improve service quality, reduce turnover rates, and enhance overall organizational performance by fostering a positive work environment that prioritizes professional growth and engagement

3. RESULT AND DISCUSSION

3.1. Result

3.1.1. Data Quality Test

The validity test results presented in Table 1 indicate that all items measuring the variables of Individual Characteristics (X1), Training (X2), Career Development (X3), and Employee Performance (Y) are valid, as each item's r-count exceeds the critical value (r-table) of 0.1832. For Individual Characteristics, the r-count values range from 0.4060 to 0.6480 across nine items, confirming their effectiveness in capturing the construct. Similarly, all ten items for Training show validity with r-counts between 0.5810 and 0.8290, while the nine items for Career Development have r-counts from 0.3860 to 0.8610, indicating they reliably measure this aspect. Lastly, the items assessing Employee Performance also demonstrate validity, with r-count values ranging from 0.4590 to 0.8530. Overall, these results affirm that the instruments used in the study are appropriate for measuring the intended constructs, ensuring the reliability of the research findings and conclusions.

Table 1. Validity Test Results

Variable	Items	r-table	r-count	Criteria
Individual Characteristics (X1)	1	0.1832	0.4060	Valid
	2		0.4170	Valid
	3		0.4440	Valid
	4		0.6480	Valid
	5		0.4110	Valid
	6		0.5950	Valid
	7		0.6250	Valid
	8		0.5980	Valid
	9		0.5440	Valid
Training (X2)	1	0.1832	0.7080	Valid
	2		0.5810	Valid
	3		0.6690	Valid
	4		0.7490	Valid
	5		0.7770	Valid
	6		0.7790	Valid
	7		0.7680	Valid
	8		0.7280	Valid
	9		0.8290	Valid
	10		0.8020	Valid
Career Development (X3)	1	0.1832	0.6770	Valid
	2		0.6080	Valid
	3		0.3860	Valid
	4		0.8610	Valid
	5		0.8230	Valid
	6		0.7720	Valid
	7		0.8170	Valid
	8		0.8060	Valid
	9		0.7640	Valid
Employee Performance (Y)	1	0.1832	0.6390	Valid
	2		0.7200	Valid
	3		0.4590	Valid
	4		0.8240	Valid
	5		0.7750	Valid
	6		0.8240	Valid
	7		0.7830	Valid
	8		0.8530	Valid
	9		0.7810	Valid

Source: SPSS Data Processing Results, 2025

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between 0.5810 and 0.8290, while the nine items for Career Development have r-counts from 0.3860 to 0.8610, indicating they reliably measure this aspect. Lastly, the items assessing Employee Performance also demonstrate validity, with r-count values ranging from 0.4590 to 0.8530. Overall, these results affirm that the instruments used in the study are appropriate for measuring the intended constructs, ensuring the reliability of the research findings and conclusions.

Table 2. Cronbach's Alpha Results

Item-Total Statistics			
	Cronbach's Alpha	R-table	Description
Individual Characteristics (X1)	0.834	> 0.50	Reliable
Training (X2)	0.721		Reliable
Career Development (X3)	0.740		Reliable
Employee Performance (Y)	0.803		Reliable

Source: SPSS Data Processing Results, 2025

Table 2 presents the Cronbach's Alpha results for the variables of Individual Characteristics (X1), Training (X2), Career Development (X3), and Employee Performance (Y), indicating the internal consistency and reliability of the measurement instruments used in the study. The Cronbach's Alpha values for Individual Characteristics, Training, Career Development, and Employee Performance are 0.834, 0.721,

0.740, and 0.803, respectively, all exceeding the acceptable threshold of 0.50. This suggests that each variable is considered reliable, with Individual Characteristics demonstrating the highest reliability among the four. The results affirm that the items used to measure these constructs are consistent and dependable, reinforcing the validity of the research findings.

Classical Assumption Test

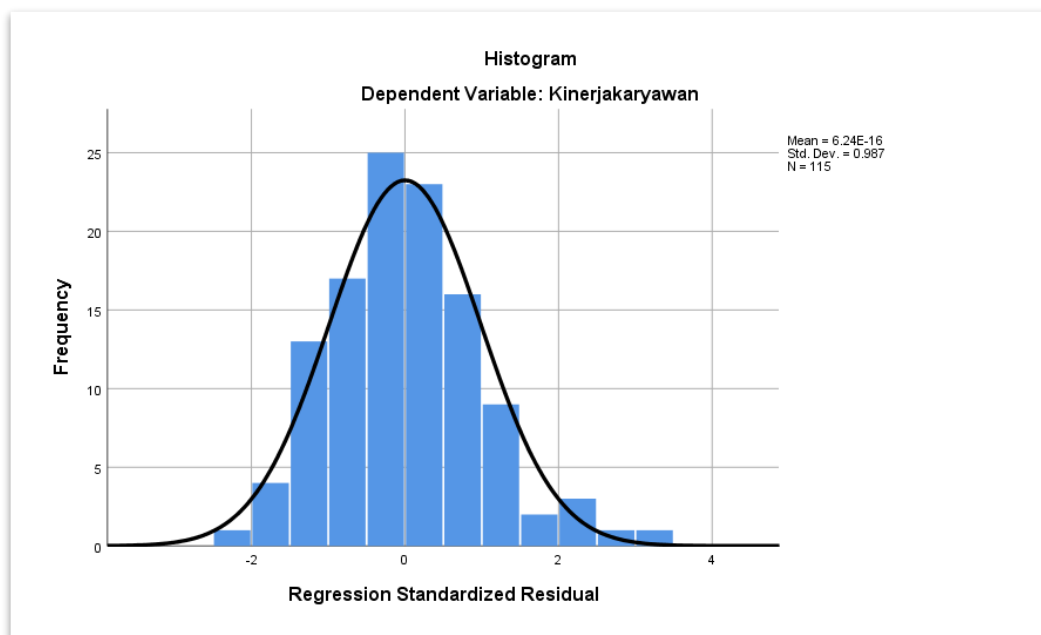


Figure 1. Histogram Normality Test Results

Source: SPSS Data Processing Results, 2025

As shown in Figure 2, the histogram of the SPSS results shows a bell-shaped curve located in the center, indicating that the analyzed data is normally and regularly distributed. Based on

Figure 2, as can be seen, the scattered points in the diagram correspond to parallel positions on the diagonal. This indicates that the data under study has a normal distribution.

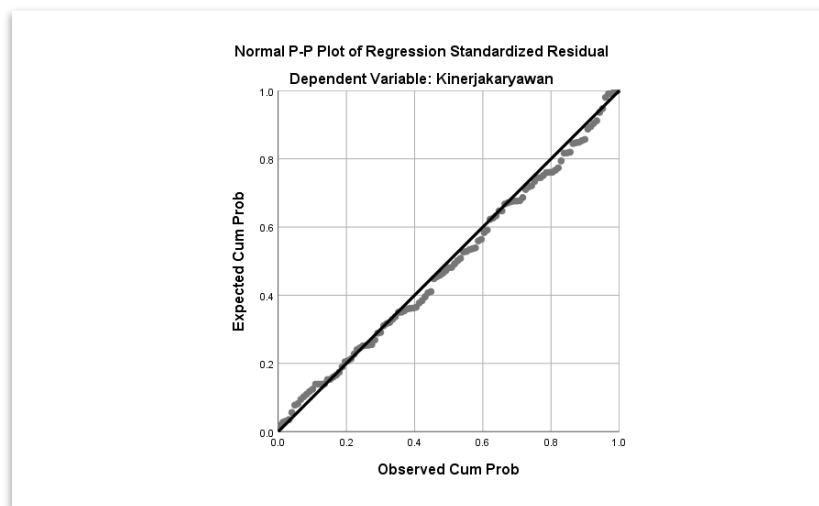


Figure 2. Diagram Data Normality Test Results

Source: SPSS Data Processing Results, 2025

Table 3 . One-Sample Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		115
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.15816244
Most Extreme Differences	Absolute	.049
	Positive	.049
	Negative	-.032
Test Statistic		.049
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS Data Processing Results, 2025

Table 3 displays the results of the One-Sample Kolmogorov-Smirnov Test, which assesses the normality of the unstandardized residuals from the data set involving 115 observations. The mean of the residuals is reported as 0.0000000, with a standard deviation of 4.15816244. The test identifies the most extreme differences, with an absolute value of 0.049, and both positive and negative differences of 0.049 and -0.032, respectively. The test statistic is also 0.049, and the asymptotic significance (2-

tailed) is 0.200, indicating that the residuals do not significantly deviate from a normal distribution. Since the p-value (0.200) is greater than the conventional alpha level of 0.05, we fail to reject the null hypothesis, suggesting that the residuals are normally distributed. This finding supports the assumption of normality, which is essential for the validity of subsequent statistical analyses.

Table 4. Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Individual Characteristics (X1)	.700	1.428
	Training (X2)	.445	2.247
	Career Development (X3)	.475	2.105
a. Dependent Variable: Employee Performance (Y)			

Source: SPSS Data Processing Results, 2025

Table 4 presents the results of the multicollinearity test, which assesses the relationship between the independent variables Individual Characteristics (X1), Training (X2), and Career Development (X3) about the dependent variable, Employee Performance (Y). The table includes the Tolerance and Variance Inflation Factor (VIF) values for each independent

variable. The Tolerance values are 0.700 for Individual Characteristics, 0.445 for Training, and 0.475 for Career Development. Correspondingly, the VIF values are 1.428 for Individual Characteristics, 2.247 for Training, and 2.105 for Career Development. Generally, a Tolerance value below 0.10 or a VIF value above 10 indicates problematic multicollinearity. In

this case, all Tolerance values are above 0.10, and all VIF values are below 10, suggesting that multicollinearity is not a concern among the independent variables. This indicates that the variables

can be included in the regression analysis without significant issues related to multicollinearity, thereby supporting the reliability of the regression model

Table 5. Heteroscedasticity Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.344	1.689		4.940	.000
	Individual Characteristics (X1)	.059	.052	.120	1.125	.263
	Training (X2)	-.107	.059	-.242	-1.813	.072
	Career Development (X3)	-.083	.056	-.192	-1.487	.140

a. Dependent Variable: Employee Performance (Y)

Source: SPSS Data Processing Results, 2025

Table 5 presents the results of the heteroscedasticity test, which evaluates the presence of non-constant variance in the residuals of the regression model. The table includes the unstandardized coefficients (B), standard errors, standardized coefficients (Beta), t-values, and significance levels (Sig.) for the constant and the independent variables: Individual Characteristics (X1), Training (X2), and Career Development (X3). The constant has a coefficient of 8.344 with a standard error of 1.689, yielding a t-value of 4.940 and a significance level of 0.000, indicating it is statistically significant. For Individual Characteristics, the coefficient is 0.059 with a standard error of 0.052, resulting in a t-value of 1.125 and a significance level of 0.263, suggesting it is not statistically significant. Training has a coefficient of -0.107

with a standard error of 0.059, yielding a t-value of -1.813 and a significance level of 0.072, which is close to significance but still not below the conventional threshold of 0.05. Career Development shows a coefficient of -0.083 with a standard error of 0.056, resulting in a t-value of -1.487 and a significance level of 0.140, indicating it is also not statistically significant. Overall, the results suggest that while the constant is significant, the independent variables do not show significant effects on the dependent variable (RES2), indicating that heteroscedasticity may not be a major concern in this model.

Table 6. Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.307	2.891		4.949	.000
	Individual Characteristics (X1)	-.017	.089	-.017	-.195	.846
	Training (X2)	.346	.101	.381	3.440	.001
	Career Development (X3)	.272	.095	.306	2.853	.005

a. Dependent Variable: Employee Performance (Y)

Source: SPSS Data Processing Results, 2025

3.1.2. Influence Test

Table 6 presents the results of the multiple linear regression analysis, which examines the relationship between the independent variables, Individual Characteristics (X1), Training (X2), and Career Development (X3) and the dependent variable, Employee Performance (Y). The table includes unstandardized coefficients (B), standard errors, standardized coefficients (Beta), t-values, and significance levels (Sig.) for each variable. The constant has an unstandardized coefficient of 14.307 with a standard error of 2.891, resulting in a t-value of 4.949 and a significance level of 0.000, indicating that it is statistically significant. For Individual Characteristics (X1), the coefficient is -0.017 with a standard error of 0.089, yielding a t-value of -0.195 and a significance level of 0.846, suggesting that this variable

does not have a significant impact on Employee Performance. In contrast, Training (X2) has a coefficient of 0.346 with a standard error of 0.101, resulting in a t-value of 3.440 and a significance level of 0.001, indicating a strong positive effect on Employee Performance. Similarly, Career Development (X3) shows a coefficient of 0.272 with a standard error of 0.095, yielding a t-value of 2.853 and a significance level of 0.005, also indicating a significant positive impact. Overall, the results suggest that while Individual Characteristics do not significantly influence Employee Performance, both Training and Career Development are significant predictors, highlighting their importance in enhancing employee performance in the organization

Table 7. Test Coefficient of Determination (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
11	.628 ^a	.394	.377	4.214
a. Predictors: (Constant) Individual Characteristics (X1), Training (X2), Career Development (X3)				
b. Dependent Variable: Employee Performance (Y)				

Source: SPSS Data Processing Results, 2025

Table 7 presents the results of the coefficient of determination (R^2) test, which assesses the proportion of variance in the dependent variable, Employee Performance (Y), that can be explained by the independent variables: Individual Characteristics (X1), Training (X2), and Career Development (X3). The R-value is reported as 0.628, indicating a moderate positive correlation between the predictors and the dependent variable. The R^2 value of 0.394 suggests that approximately 39.4% of the variance in Employee Performance can be explained by the combined effects of the independent variables. The

3.1.3. Hypothesis Testing

Adjusted R^2 value of 0.377 accounts for the number of predictors in the model, indicating that after adjusting for the number of variables, about 37.7% of the variance in Employee Performance is explained. The standard error of the estimate is 4.214, which indicates the average distance that the observed values fall from the regression line. Overall, these results indicate that while the independent variables have a significant impact on Employee Performance, there remains a substantial portion of variance (over 60%) that is not explained by the model, suggesting that other factors may also influence employee performance.

Table 8. T Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.307	2.891		4.949	.000
	Individual Characteristics (X1)	-.017	.089	-.017	-.195	.846
	Training (X2)	.346	.101	.381	3.440	.001
	Career Development (X3)	.272	.095	.306	2.853	.005

a. Dependent Variable: Employee Performance (Y)

Source: SPSS Data Processing Results, 2025

Table 8 presents the results of the T-test, which evaluates the significance of the individual predictors of Individual Characteristics, Training, and Career Development on the dependent variable, Employee Performance. The table includes unstandardized coefficients (B), standard errors, standardized coefficients (Beta), t-values, and significance levels (Sig.) for each variable. The constant has an unstandardized coefficient of 14.307 with a standard error of 2.891, resulting in a t-value of 4.949 and a significance level of 0.000, indicating that it is statistically significant. For Individual Characteristics, the coefficient is -0.017 with a standard error of 0.089, yielding a t-value of -0.195 and a significance level of 0.846, suggesting that

this variable does not significantly impact Employee Performance. In contrast, Training has a coefficient of 0.346 with a standard error of 0.101, resulting in a t-value of 3.440 and a significance level of 0.001, indicating a strong positive effect on Employee Performance. Similarly, Career Development shows a coefficient of 0.272 with a standard error of 0.095, yielding a t-value of 2.853 and a significance level of 0.005, also indicating a significant positive impact. Overall, the results highlight that while Individual Characteristics do not significantly influence Employee Performance, both Training and Career Development are significant predictors, underscoring their importance in enhancing employee performance within the organization.

Table 9. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
11	Regression	1280.504	3	426.835	24.037	.000 ^b
	Residual	1971.096	111	17.758		
	Total	3251.600	114			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant) Individual Characteristics (X1), Training (X2), Career Development (X3)

Source: SPSS Data Processing Results, 2025

Table 9 presents the results of the F-test, which assesses the overall significance of the regression model in predicting the dependent variable, Employee Performance (Y), based on the independent variables: Individual Characteristics (X1), Training (X2), and Career Development (X3). The table shows the sum of squares for the regression (1280.504) and the residual (1971.096), along with their respective degrees of freedom (df). The mean square for the regression is calculated as 426.835, while the mean square for the residual is 17.758. The F-statistic is reported as

24.037, with a significance level (Sig.) of 0.000, indicating that the overall regression model is statistically significant. This means that at least one of the independent variables significantly contributes to explaining the variance in Employee Performance. The results suggest that the model is effective in predicting employee performance, reinforcing the importance of the independent variables included in the analysis.

3.2. Discussion

3.2.1. *Effect of Individual Characteristics on Employee Performance*

The analysis shows that individual characteristics do not affect employee performance at PT Hotel KTM Resort. This is evidenced by the calculated t value of -0.195 which is smaller than the t table of 1.981 , as well as a significance value of 0.846 which is greater than 0.05 . Thus, H_1 is rejected, which means that individual characteristics do not have a significant influence on employee performance. This result indicates that aspects such as an individual's personality and traits, whether positive or negative, do not directly determine their work performance. In addition, the negative t -value indicates the opposite direction of the relationship, reinforcing the conclusion that individual characteristics do not significantly affect employee performance. This finding is consistent with the research which states that individual characteristics have no significant effect on employee performance [36]. They emphasized that performance is more determined by external factors such as work environment, managerial support, and Training, rather than individual traits. In the context of PT Hotel KTM Resort, this means that the focus on human resource management should be directed towards providing supportive facilities and Training rather than relying solely on the individual qualities of employees.

3.2.2. *Effect of Training on Employee Performance*

Data analysis also shows that Training has a positive and significant influence on employee performance. This is evidenced by the calculated t value of 3.440 which is greater than the t table of 1.981 and a significance value of 0.001 which is smaller than 0.05 . Thus, H_2 is accepted, which means that Training significantly affects employee performance. These results confirm that regular Training has a real positive impact on improving employee work quality. Training has a significant impact through measurable changes in employees' knowledge, skills, attitudes, and social behavior. This finding is in line with research which found that Training has a significant positive impact on employee performance at PT Bank Muamalat Indonesia [37]. In the study, Training was associated with improved work quality and employee productivity. Faridah and Hikmah also noted that appropriately designed Training can increase employee engagement in their work, thereby helping them achieve organizational targets more effectively. At PT Hotel KTM Resort, the Training provided must be designed to meet the specific needs of employees. Skills-based Training such as improved communication skills, time management, and customer service techniques can help employees overcome their job challenges. Thus, Training can be one of the main strategies to improve overall performance.

3.2.3. *Effect of Career Development on Employee Performance*

The results of regression testing with the t -test show that career development has a significant influence on employee performance at PT Hotel KTM Resort. This is evidenced by the calculated t value of 2.853 which is greater than the t table of 1.981 , as well as a significance value of 0.005 which is less than 0.05 . Thus, H_3 is accepted, which states that career development significantly affects employee performance, while H_0 is rejected.

This finding is consistent with the research that career development contributes significantly to employee performance [38]. In the study, career development had an influence of 42.7% , which shows the importance of developing employee skills in achieving the expected career path. At PT Unibless Indo Multi, for example, career development programs have been proven to increase employees' commitment to the company and improve their performance. At PT Hotel KTM Resort, career development can be realized through various initiatives such as mentorship programs, advanced Training, and fair promotion opportunities. By creating a clear career path and rewarding employees for their achievements, the company can increase their motivation and engagement at work. This will ultimately have a positive impact on overall organizational performance.

3.2.4. *Simultaneous Effect of Individual Characteristics, Training, and Career Development on Employee Performance*

The results of data analysis using SPSS show that individual characteristics, Training, and career development simultaneously have a significant influence on employee performance at PT Hotel KTM Resort. This is evidenced by the calculated F value of 24.037 which is greater than the F table value of 2.68 , thus showing a significant simultaneous impact. Thus, H_4 is accepted, which means that the three variables jointly affect employee performance. The coefficient of determination (R^2) of 0.377 indicates that 37.7% of the variation in employee performance can be explained by individual characteristics, Training, and career development. The remaining 62.3% is influenced by other factors not included in this research model. This finding confirms that managing these factors synergistically can increase work productivity and effectiveness at PT Hotel KTM Resort. These results are in line with research which shows that effective human resource management through Training and career development can improve employee performance [4]. The study also emphasizes the importance of a holistic approach to HR management, which includes managerial support, a conducive work environment, and fair career development opportunities. By integrating these approaches, companies can create a supportive and productive work culture.

3.2.5. *Implications and Recommendations*

Based on the results of the analysis, several recommendations can be given to improve employee performance at PT Hotel KTM Resort. First, the company should improve the quality of Training provided to employees. Training should be designed to meet the specific needs of employees, focusing on improving skills relevant to their jobs. In addition, the company should allocate adequate resources for training programs, including the provision of qualified instructors and comprehensive training materials. Second, career development should be a priority in HR management at PT Hotel KTM Resort. The company should create clear career paths and provide fair promotion opportunities to employees. Mentorship programs and advanced Training can be used to help employees reach their full potential. In addition, the company should reward employees' achievements to increase their motivation. Third, although individual characteristics do not have a significant influence on employee performance, companies should still pay attention to factors such as personality and individual values in the recruitment process. By selecting

employees who have value compatibility with the company culture, companies can create a harmonious and productive work environment. Fourth, companies should adopt a holistic approach to HR management, which includes managerial support, a conducive work environment and effective communication. By creating a supportive work culture, companies can increase employee engagement and reduce turnover rates.

In conclusion, the results of this study indicate that training and career development have a significant influence on employee performance, while individual characteristics do not have a significant impact. Therefore, PT Hotel KTM Resort should focus on managing these factors to improve the company's productivity and competitiveness in the tourism industry. By implementing these recommendations, the company can create a work environment that supports employee growth and well-being, and achieve organizational goals effectively.

4. CONCLUSION

This study analyzed the influence of individual characteristics, Training, and career development on employee performance at PT Hotel KTM Resort in Batam. The findings indicate that individual characteristics, such as personality traits and values, do not significantly impact employee performance, suggesting that external factors like Training and work environment play a larger role. Training was found to have a significant positive effect, as employees participating in well-structured programs exhibited enhanced skills, knowledge, and attitudes, leading to improved performance. Similarly, career development demonstrated a significant positive impact, with clear career paths, mentorship programs, and fair promotion opportunities increasing motivation and productivity. The combined influence of these factors explained 37.7% of the variation in employee performance, while the remaining 62.3% is attributed to other factors, such as organizational culture and leadership style. To enhance performance, it is recommended that PT Hotel KTM Resort invests in targeted training programs, prioritizes career development through structured initiatives, and adopts a holistic human resource management approach that emphasizes a supportive work environment, effective leadership, and recognition systems. Implementing these strategies can improve employee engagement, reduce turnover, and strengthen overall organizational performance.

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