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Contribution Of Training And Career Development In Improving Employee Performance In The Gorontalo City District Court

Nurhalisah Yagu. [1] , Heldi Vanni Alam [2,] Muchtar Achmad [3]

[1,2,3] Gorontalo State University, Faculty of Economics and Business, Department of Management

Abstract

This study aims to analyze the influence of training and career development on employee performance at the Gorontalo City District Court. The research method used is quantitative with an associative approach. The population in this study includes all employees of the Gorontalo City District Court, totaling 62 people, consisting of 52 Civil Servants (PNS) and 10 Government Employees with Work Agreements (PPPK). The sampling technique uses the census method (total sampling), so that all members of the population are used as respondents. Data were analyzed using instrument tests, classical assumption tests, multiple linear regression, and hypothesis tests through the assistance of the SPSS program. The results of the study indicate that partially and simultaneously, training and career development have a positive and significant effect on employee performance. The coefficient of determination (R Square) value of 76.1% indicates that variations in employee performance at the Gorontalo City District Court are influenced by training and career development variables, while the remaining 23.9% is explained by other variables not examined in this study.

Keywords: Training, Career Development, Employee Performance

INTRODUCTION

Human resource management has an important role in creating and managing human resource investments through various practices, such as recruitment, training, career development, and providing relevant compensation. According to (Ahmad, 2011) human resource management is part of the management function to manage people in a planned organization. In Indonesia, the regulation of the performance of the apparatus

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(including the state civil service agency, ASN, PNS) is regulated in Law No. 20 of 2023 concerning the State Civil Apparatus (ASN Law) Where it is explained that in order to implement the nation's ideals and realize the goals of the Republic of Indonesia 1945, it is necessary to build a State Civil Apparatus that has integrity, professionalism, neutrality and is free from political interference, clean from the practices of corruption, collusion, and nepotism, and is able to carry out its role as an unifying element of national unity and unity based on Pancasila and the 1945 Constitution of the Republic of Indonesia.

Performance is the work results or achievements achieved by an employee, both in terms of quality and quantity, in accordance with the duties, responsibilities, and work standards set by the organization. According to (Alam, 2017) , performance is the real behavior displayed by each person as a work achievement produced by employees according to their role in the company. According to (Fahmi, 2021) , performance is the results obtained by an organization, whether the organization is *profit-oriented* or *non-profit-oriented,* produced over a period of time more explicitly. Performance is a description of the level of achievement of the implementation of an activity or program and policy in realizing the goals, objectives, vision, and mission of the organization as stated in *the strategic planning* of an organization (ID Manoppo. *et al* ., 2021) .

While theoretically, employee performance can be improved through various HR management strategies, in practice, gaps remain. Evidence from the Gorontalo City District Court indicates that cases are not completed within the stipulated timeframe, with a lack of employee participation in training, low employee attendance, and performance productivity, as reflected in employee performance targets (SKP). The following table shows the percentage of cases resolved by 2025.

Table 1. Percentage of Case Settlement

Case Name	Number of cases decided	The number of cases decided does not exceed 5 months
Criminal	237	237
Corruption	33	33
Civil	226	205
PHI	25	7

Source : pn.gorontalo.go.id 2026

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Various study previously show that training and development career is factor crucial that influences performance employee . As example , Agrasadya *et al.* (2023) found that second variables the influential significant to performance employee at PT Perkebunan Nusantara VIII. On the other hand , Manoppo *et al* . (2021) showed different results , where training No influential in a way partial , but rather only influential in a way simultaneous together variables development career to performance . There are differences results (*gap* research) underlying urgency study this , which aims For prove return influence training and development career to performance employees , with locus specifically at the Gorontalo City District Court .

RESEARCH METHODS

This study uses a quantitative approach with an associative research design. The research location is at the Gorontalo City District Court Office. The population in this study includes all 62 employees of the Gorontalo City District Court, consisting of 52 Civil Servants (PNS) and 10 Government Employees with Work Agreements (PPPK). The sampling technique applied is the census method (total sampling), so that all members of the population are used as respondents. Data collection was carried out through the distribution of questionnaires. Furthermore, the technical data analysis used includes instrument testing (validity and reliability tests), classical assumption tests, multiple linear regression analysis, hypothesis testing (t-test and F-test), and coefficient of determination analysis with the help of SPSS software.

RESEARCH RESULT

Validity Test

Testing instrument validity is carried out with compare mark r_{hitung} with r_{tabel} in level 5% $(\alpha = 0{,}05)$ significance and *degree of freedom* $(df = n - 2)$. With amount sample (n) of 62 employees , then mark df obtained is 60 $(62 - 2)$, which produces the value r_{tabel} of 0.2500. The testing criteria stipulate that if the value is $r_{\text{hitung}} > r_{\text{tabel}}$, then the statement or indicator item is declared valid. Based on results data processing on all over variables research , obtained fact that mark r_{hitung} on each question item as a whole is above 0.2500. With thus , it can concluded that All questions in this research questionnaire were declared valid and suitable for use as data collection instruments.

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Reliability Test

Instrument reliability testing was conducted to produce consistent and stable data even when used repeatedly. This study used *a Cronbach's alpha* of greater than 0.60 to determine reliability. The results of the reliability testing are as follows:

Table 2. Reliability Test Result Data

Variables	Cronbach's Ipha if Item Deleted	Standard Reliability	Information
Training	0.885	0.60	Reliable
Development Kair	0.845	0.60	Reliable
Employee performance	0.875	0.60	Reliable

Source: SPSS data processing version 27 (2026)

Normality Test

According to (Ghozali, 2021), the normality test aims to determine whether the independent and dependent variables in a regression model are normally distributed. Normality testing can be performed using the non-parametric *Kolmogorov-Smirnov* (KS) statistical test. If the residual significance value of the data is greater than 0.05, it indicates that the data is normally distributed. The normality test can be seen in the table below:

Table 3: Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		62
Normal Parameters [a,b]	Mean	0.0000000
	Standard Deviation	5.37940641
Most Extreme Differences	Absolute	0.087
	Positive	0.066
	Negative	-0.087
Test Statistics		0.087
Asymp . Sig. (2- tailed)c		.200d
	Sig.	0.282

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Monte Carlo Sig. (2- tailed) [e]	99% Confidence Interval	Lower Bound	0.270
		Upper Bound	0.293
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.			

Source: SPSS data processing version 27 (2026)

Heteroscedasticity Test

According to (Ghozali, 2021), the heteroscedasticity test aims to determine whether there is inequality in the variance of residuals from one observation to another in the regression model. Heteroscedasticity testing can be performed using the Glejser test or by observing the scatterplot pattern. The results of the Glejser test can be seen in the table below:

Table 4: Heteroscedasticity Test

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,774	2,541		3,847	0.000
	Training	-0.059	0.061	-0.219	-0.982	0.330
	Development career	-0.024	0.068	-0.080	-0.357	0.722
a. Dependent Variable: ABS_RES						

Source: SPSS data processing version 27 (2026)

Multicollinearity Test

To test for multicollinearity, we can look at the VIF (*Variance Inflation Factor)* and *tolerance values.* A low tolerance value equates to a high VIF (because VIF = 1/

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tolerance). The *cutoff value* typically used to indicate multicollinearity is a *tolerance value* >0.10 or equal to a VIF value <10.

Table 5: Multicollinearity Test

Coefficients [a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9,376	4,412		2.125	.038		
	Training	.519	.105	.561	4,934	.000	.313	3,193
	Development Career	.362	.118	.349	3,064	.003	.313	3,193
a. Dependent Variable: Employee Performance								

Source: SPSS data processing version 27 (2026)

Multiple linear regression analysis

The accuracy of accepting or rejecting the hypothesis in this study is based on the direction and significance of the influence of the independent variables on the dependent variables through multiple linear regression tests . results data analysis with assistance with SPSS software version 27, obtained statistical output summary as shown in table 6 below .

Table 6: Results of Multiple Linear Regression Test

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	9,376	4,412		2.125	.038
	Training	.519	.105	.561	4,934	.000
	Development career	. 362	.118	.349	3,064	.003
a. Dependent Variable: Employee performance						

Source: SPSS data processing version 27 (2026)

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t-test (Partial)

The t-test is used to determine the significance of the influence of independent variables on the dependent variable partially (Ghozali, 2021) . With the formula df = n – k - 1, where n = number of respondents; k = number of independent variables, then df = 62 – 2 - 1 = 59 obtained t-table 1.671 with a confidence level = 95% or (a) = 0.05. The results of the t-statistical test can be seen in the following *coefficient table:*

Table 7: t-test (partial)

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	9,376	4,412		2.125	.038
	Training	.519	.105	.561	4,934	.000
	Development career	. 362	.118	.349	3,064	.003
a. Dependent Variable: Employee performance						

Source: SPSS data processing version 27 (2026)

Based on the results of the calculations that have been carried out, the value obtained is t_{hitung}(4.934) > t_{tabel}(1.671) with a significant result of 0.000 < 0.05. With H_0 rejected and H_1 accepted, which means that training has a positive and significant effect on employee performance at the Gorontalo City District Court office.

F test

The test criteria are determined based on a comparison between the values F_{hitung} of α and β F_{tabel}. If the value $F_{hitung}$is greater than α F_{hitung},, then Ho is rejected, and if it is F_{hitung}less than α F_{tabel}, then Ho is accepted. According to (Ghozali, 2021), the F-statistical test is essentially used to test the feasibility of a regression model. The significance level used in this study is determined with a confidence level of 95% and a significance level of 5%.

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Table 8: F Test (Simultaneous)

ANOVA [a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5615.120	2	2807.560	9,383	.000 [b]
	Residual	1765,219	59	29,919		
	Total	7380.339	61			
A. Dependent Variable: Total_Y						
B. Predictors: (Constant), Total_X2, Total_X1						

Source: SPSS data processing version 27 (2026)

The data in Table 8 shows that the value F_{hitung} is 9.383, while the valueF_{tabel} at df(62 – 3 = 59) is 3.15. By comparing the two values, it is known that $F_{\text{hitung}} > F_{\text{tabel}}$, so it $H_0$is rejected andH_3 accepted. This means that the independent variables (training and career development) simultaneously have a significant effect on the dependent variable (employee performance) at the Gorontalo City District Court.

Coefficient of Determination

The coefficient of determination test is a value that ranges from 0% to 100%. The magnitude of the coefficient of determination can be seen as follows:

Table 9: Coefficient of Determination

Model Summary [b]				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.872 [a]	0.761	0.753	5.46982
A. Predictors: (Constant), Total_X2, Total_X1				
B. Dependent Variable: Total_Y				

Source: SPSS data processing version 27 (2026)

Based on table 9 above show that coefficient correlation (R) namely as big as 0.872, or in other words the relationship between variables free and variable bound by

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87.2%. So can be said that training and development career own close relationship with performance employee at the Gorontalo City District Court . Furthermore For testing big influence independent variable capability in explain variables bound use *R square* that is of 0.761. This value show that 76.1 % of variables performance Employees at the Gorontalo City District Court are influenced by training and development. Career.

DISCUSSION

The Effect of Training on Employee Performance at the Gorontalo City District Court

The results of the first hypothesis test (H_1) prove that the training variable has a positive and significant influence on employee performance at the Gorontalo City District Court.The significance of this impact is validated by the valuet_{hitung} of 4.934, which convincingly exceeds the critical value $t_{\text{tabel}}$of 1.671. The validity of this finding is strengthened by the acquisition of a significance value of 0.000, which is far below the alpha tolerance threshold of 0.05 $(p < 0{,}05)$, so the statistical decision determines $H_0$to reject and H_1accept. Substantially, the positive direction of the coefficient provides meaning that the effectiveness of improving employee performance runs linearly and parallel with the optimization of training programs organized by the institution.

Although training has been statistically proven to be a strong predictor of employee performance, empirical evidence on the ground indicates a gap *in* its implementation. The phenomenon at the research location indicates obstacles in the form of low levels of employee participation in training programs during certain periods. Limited participant quotas, minimal time allocation, and the frequency of training that is not routinely scheduled are important evaluative notes for the management of the Gorontalo City District Court. The contrast between the high statistical significance value and these operational constraints emphasizes that real effectiveness within the organization cannot be achieved instantly. The impact of training can only be maximized sustainably if the program is implemented inclusively, equitably, and targets all levels of employees—both civil servants and PPPK—to balance the dynamics and high demands of the public service burden in the judicial environment.

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The Influence of Career Development on Employee Performance at the Gorontalo City District Court

Empirical testing of the second hypothesis (H_2) consistently confirms that career development variables have a positive and partially significant influence on employee performance at the Gorontalo City District Court. This mathematical validity is demonstrated by the obtained value $t_{\text{hitung}}$of 3.064, which significantly exceeds the critical value $t_{\text{tabel}}$of 1.671 at (df)certain degrees of freedom. t_{hitung}This fairly wide margin of excellence proves that the stimulating effect of career development on performance is beyond the realm of chance (*chance factor*). The sharpness of this finding is reinforced by the significance value (probability of error) of 0.003, which is far below the 5% alpha rejection threshold $(p < 0{,}05$. Statistically, $p = 0{,}003$this value indicates a 99.7% confidence level that the career development policy implemented by the agency directly triggers positive fluctuations in apparatus performance.

The positive regression coefficient indicates that any structural improvement in the clarity and quality of the career system will be followed by a linear increase in employee work performance. Theoretically, certainty of promotion, objectivity of transfers, and clarity of career path treaties act as *psychological drivers* that transform extrinsic motivation into internal dedication. When civil servants feel their competence is appreciated through an accountable and promising career scheme, internal psychological boundaries will encourage increased discipline and responsibility in official service.

This track record aligns with and strengthens the empirical basis established by Hidayawati and Ramadani (2023), who asserted that career advancement is a crucial element in the retention structure and optimization of human resource performance. Transparency and vertical fairness in job rotation and promotion processes have been shown to reduce work distortions and create a healthy competitive climate. Ultimately, this forces employees to work beyond simply meeting formal organizational standards and to be motivated to achieve peak *performance* .

The Effect of Simultaneous Training and Career Development on Employee Performance

Simultaneous hypothesis testing (together) through the F-test estimation yields a value $F_{\text{hitung}}$of 9.383. This value convincingly exceeds the critical point threshold $F_{\text{tabel}}$of 3.15 at the specified degrees F_{hitung}*of freedom . The mathematical superiority* of

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F_{tabel}this value provides a direct rejection of the null hypothesis (H_0, while empirically confirming that the integration between training policies and career development systems provides a significant collective stimulus in constructing employee performance.

The reliability of this linear model is confirmed by the achievement of the coefficient of determination (R^2) of 0.761. This figure provides a substantive meaning that 76.1% of the variation or ups and downs in employee work performance at the Gorontalo City District Court can be absolutely explained simultaneously by a combination of training and career development variables. Meanwhile, the minority portion of 23.9% is the residual area explained by other variables outside the structural model of this study (such as organizational culture, leadership style, or macro workload). The contribution of determination that reached 76.1% indicates that the two independent variables are in the category of very strong predictors (*high-level predictors*) in determining human capital management *in* the judicial institution.

However, this large statistical contribution of 76.1% raises a managerial paradox when confronted with empirical reality on the ground. The results of contextual observations at the research location still identify performance deviations in the institution's daily operations, such as case resolution targets that have not reached the ideal limit due to the high volume of accumulated incoming cases (*case backlog*), fluctuations in the level of apparatus attendance, limited human resource quantity, and the occurrence of delays in trial schedules (*delay of justice*).

Theoretically, this gap *occurs* because the high potential capacity of employees resulting from training and the high motivation from career development (as much as 76.1%) is actually hampered by exogenous structural obstacles (as much as 23.9%) in the form of extreme workloads and disproportionality in the number of personnel. The high flow of incoming cases creates psychological pressure and burnout *that* slowly degrades the work efficiency of the apparatus, even though they have received training. Condition dilemma This emphasize existence urgency intervention managerial in nature strategic and comprehensive training No may just become instrument fulfillment formal obligations , but rather must converted become accelerator capacity technical and capabilities *problem-solving* employee For cut bureaucracy trial . On the other hand , the development career must positioned as guarantee stability promising psychological *safety* award fair on burden Work heavy said . When both dimensions This integrated in a way holistic , Gorontalo City District Court will own a strong human resource foundation that has immunity to pressure external organization . Therefore

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that , optimization performance institutional to front demand commitment management For formulate standardization quality adaptive training - digital as well improve governance meritocracy grading career based on principles transparency , objectivity , and fairness vertical .

CONCLUSION

Based on results data analysis and discussion that has been done about influence training and development career to performance employees at the Gorontalo City District Court , then can withdrawn a number of conclusion main as following :

1. **Training in a way partial influential positive and significant** to performance employee at the Gorontalo City District Court . This show that improvement quality , suitability materials and effectiveness of training programs in a way real capable accelerate capacity technical as well as performance Work employee linearly .
2. **Development career in a way partial influential positive and significant** to performance employee at the Gorontalo City District Court . Findings This confirm that clarity track career , transparency promotion / transfer , and objectivity grading position functioning as stimulan strong psychological *driver* in increase internal motivation , satisfaction work and dedication apparatus .
3. **Training and development career in a way simultaneous (together) influence significant** to performance employee at the Gorontalo City District Court . Combination second variables independent This act as predictor level high (*high-level predictors*) with contribution mark coefficient determination reached 76.1%. Meanwhile, the remaining 23.9% of performance variation is explained by factors outside the structural model of this study.

SUGGESTION

1. The management of the Gorontalo City District Court needs to formulate more adaptive training program standards (especially digital/e-court-based) and schedule them periodically. It is crucial to expand participation quotas so that training is not dominated by certain employees but rather targets all levels of the apparatus (both civil servants and PPPK) evenly to offset the high case *backlog* .
2. Institutions need to strengthen career ladder governance based on the principles of vertical equity and performance objectivity. Clarity of career path treaties and transparency regarding job promotions must be consistently maintained to reduce burnout *caused* by extreme workloads.

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3. Considering the simultaneous contribution of both variables is very large (76.1%), the training program provided should be directly correlated as one of the indicators or requirements in mapping employee career development, thus creating a healthy competitive work ecosystem.
4. Further researchers are advised to expand the scope of research by exploring other exogenous variables relevant to the characteristics of judicial institutions, such as *workload* , transformational leadership style, organizational culture, or employee *burnout levels.*

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