

The Influence of Career Development and Training on Work Achievement with Work Motivation as an Intervening Variable (Case Study: Labuhan Batu District)

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ABSTRACT

In an organization, the factor of Human Resources (HR) has an important role compared to other factors. If the organization fails to achieve its goals, then the human factor can be the cause in it. Therefore employees need to receive training and development to be able to motivate themselves to work better so as to achieve good work performance as well. This study aims to determine whether career development and training affect employee performance through work motivation as an intervening variable at the Regional Inspectorate of Labuhanbatu Regency. The study was conducted on 62 employees using a saturated sampling technique. The data collection technique used was primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique used quantitative data which was processed using the SPSS version 25 program, namely the t test, Sobel test and path analysis. The results obtained in this study show 1) there is a significant influence between career development on work motivation, 2) there is a significant effect between training variables on work motivation, 3) there is a significant influence between career development variables on work performance, 4) there is a significant effect between training variables on work performance, 5) there is a significant influence between work motivation variables on work performance, 6) work motivation variables cannot influence career development variables

on work performance, 7) work motivation variables cannot influence training variables on work performance.

Keywords: Career Development, Training, Work Motivation, Job Performance

INTRODUCTION

In facing an increasingly competitive era of competition, human resource issues are a concern for organizations to survive. Organizations are required to acquire, develop and maintain quality human resources. Human Resources as the driving force of the organization are heavily influenced by the perpetrators of the participants, and their functional roles are very supportive for the success of the organization.

In an organization the factor of Human Resources (HR) has an important role compared to other factors. If the organization fails to achieve its goals, then the human factor can be the cause in it. Therefore, employees need to receive training and development to be able to motivate themselves to work better so as to achieve good work performance as well. Seeing the importance of humans in achieving organizational goals, it is necessary to have a management tasked with managing human resources to achieve maximum organizational work performance.

Job performance is one of the important factors that can contribute to the organization by placing more emphasis on results or what is obtained from a job. This statement is reinforced by the statement of Bernadin and Russel (1993:399) which explains that "work achievement is a record of the results obtained through certain job functions and activities over a certain period of time." Information about the high and low work performance of an employee cannot be obtained just like that, but is obtained through a long process, namely the process of evaluating employee performance which is called performance appraisal (Sutrisno, 2009: 165). Meanwhile, according to Hasibuan in Muftiani (2004:10) work performance is a result of work achieved by someone in carrying out the tasks assigned to him based on skills, skills, experience, sincerity of time.

The Regional Inspectorate of Labuhanbatu Regency as a Regional Apparatus Organization is an Internal Supervisory Institution for the Regional Government in an effort to support the smooth implementation of general Government, Development and Community Service tasks, continue to make self-improvement in accordance with the demands of change and the demands of the community so that the implementation of supervision runs more effectively and efficiently as a one of the pillars to realize good governance.

Based on the results of preliminary research obtained by researchers from the Regional Inspectorate of Labuhanbatu Regency, there has been a decline in employee performance in agencies. This can be seen from the low motivation of employees in carrying out the work. Researchers have conducted interviews with several employees in order to obtain information about the work motivation, the result is that it can be indicated that the low work motivation is due to the lack of maximum training and development processes carried out in the institution so that it has an impact on the achievement of employee performance which affects the work performance of the

organization. Career development and training activities are supported by the organization, it is hoped that there will be feedback from employees in the form of work performance. Work performance is a result of work achieved by an employee in accordance with organizational standards. Work performance will add to the benefits of both the agency and employees. One of the benefits for employees is that they can add to their career experience while working, while the benefits for agencies are facilitating decision making.

Motivation is one of the important factors that can determine the performance of employees, because with this motivation, employees can complete the tasks assigned and can carry out their responsibilities properly. Siagian (2002), defines "work motivation as a driving force for someone to make the maximum possible contribution to the success of the organization in achieving its goals." With the understanding that achieving organizational goals also means achieving the personal goals of the members of the organization concerned. This means that if the organizational goals are achieved, the agency will provide a good performance appraisal for its members, and the personal goals of its members, such as employee work performance, will also be achieved well.

Motivation is something that causes, distributes, and supports human behavior, so that they want to work hard and enthusiastically to achieve optimal results. Motivation is increasingly important because leaders distribute work to their subordinates to do well and integrate it to the desired goals, (Hasibuan, 2012: 141). To get employees who are in accordance with what is expected, it is necessary to have motivation for employees.

Employees when achieving agency goals are very dependent on how these employees can develop their abilities both in developing knowledge, skills, and the desire for cooperation between various work units carrying out different activities. Given the importance of the role of employees in an

organization, employee career development activities are important in efforts to increase employee performance, for example through career education, career information, and career guidance.

After various information and career guidance is given, then determining a career is the first step for a person's career path, so that at this time it is necessary to develop the career of each employee according to the abilities and skills they have (Martoyo, 2007: 81). Career development programs are very important because they match the needs and goals of employees with the career opportunities available in the organization now and in the future. Career development is a process of increasing one's work ability that encourages an increase in work performance in order to achieve the desired career. In addition, the provision of training is considered a very important instrument in shaping the character of employees, because the majority of employees who have attended training will experience changes in their character and mentality in accepting the mandate to do work that is more difficult and has a higher level of importance. Training has several advantages, such as (1) it does not take a long time to improve employee skills and performance; (2) does not require a lot of money; (3) has many methods that can be adapted to the needs of participants.

Randal in Sinambela (2012: 213), "says that in general, training refers to efforts planned by an organization to facilitate employee learning about job-related competencies. Training has a close relationship to motivation. The provision of training affects employee motivation, because after participating in the training employees have the skills and are skilled in carrying out tasks given by agencies with heavier task weights, so that employee attitudes are better in accepting assignments and enthusiastic in carrying out tasks.

Training (training) is a systematic process of changing the behavior of employees in a direction to improve organizational goals, so training is directed at helping employees

carry out their current jobs better, while development represents a future-oriented investment in employees. In this case training and development greatly affect productivity and work efficiency in an institution.

The role of training and development in improving the quality of human resources in the development sector is very important, including in the tourism sector, because it not only makes human resource development effective, but also helps skilled and expert employees of the Regional Inspectorate of Labuhanbatu Regency according to the real demands that required at the agency. Training and development also affect employee motivation at work, as stated by Henry Simamora (1997: 340) that training and development is a way to motivate and improve work skills, including providing counseling on employee behavior and following up with the provision of training.

Based on the phenomenon that occurred at the Regional Inspectorate of Labuhanbatu Regency, the researcher was interested in conducting a study related to this phenomenon with the title "The Influence of Career Development and Training on Achievement with Work Motivation as an Intervening Variable at the Regional Inspectorate of Labuhanbatu Regency".

LITERATURE REVIEW

Basically, companies only expect the best performance or results from their employees. For this reason, performance appraisal is very important to evaluate the extent to which the employee has carried out his job duties properly.

This is in accordance with the opinion of Sutrisno (2015: 151) that "work achievement is as a result of work that has been achieved by a person from his work behavior in carrying out work activities".

Bernadin and Russel in Yusuf (2015: 203) provide a definition of work performance as follows: "performance is defined as the record of outcome produced on a specified job function or activity during a specified

time period" (work performance is defined as a record of the results obtained through specific job functions or activities over a specified period of time).

According to Mangkunegara (2015: 65) states that "work achievement is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him".

From some of the definitions above, it can be concluded that work performance is the result of work that has been achieved by a person from his work behavior in carrying out his duties in accordance with the responsibilities given to him for a certain time.

Motivation is "providing individual encouragement to act which causes the person to behave in a certain way that leads to goals" (Ivan Aries and Iman Ghozali, 2018). Motivation is the impetus for a series of processes of human behavior in achieving goals, while the elements contained in motivation include elements of arousing, directing, maintaining, showing, intensity, being continuous and having goals (Wibowo, 2017). Motivation is something that causes, distributes and supports human behavior so that they want to work hard and enthusiastically in order to achieve optimal results, (Hasibuan, 2016). Work motivation is the force that drives an employee that raises and directs behavior. Motivation is a desire within a person that causes that person to take action. Work motivation is defined as a state within the individual that encourages the individual's desire to carry out certain activities in order to achieve goals. Motivation has internal and external components, internal components are changes in a person, a state of dissatisfaction, psychological tension. While the external component is what a person wants and the goals that become the direction of his behavior. So the inner component is the needs to be satisfied while the outer component is the goal to be achieved. According to Mangkunegara, 2013 motivation is a condition that moves

individuals to be able to achieve their goals and motives. Motivation is a model in moving and directing employees so that they can carry out their respective duties in achieving goals with full awareness, passion and responsibility. So work motivation is something that raises enthusiasm or encouragement to work. Therefore, work motivation in psychology is usually called a morale booster (Sidanti, 2015). motivation is a set of attitudes and values that influence individuals to achieve specific things with individual goals (Setiawan, 2013). According to Agustini (2011) Motivation is an encouragement that arises from the individual and from outside the individual which causes employees to be willing to direct their abilities in completing their responsibilities so that employee and institutional goals can be achieved by showing the characteristics of mature employees, workers who show good effort. If high, it is said that the worker has motivation to work, conversely, workers who do not show high effort are said to have low motivation. Motivation is a set of attitudes and values that influence individuals to be willing and willing to direct abilities in the form of expertise, skills, energy and time to act to achieve specific things with specific goals. Based on the above understanding, about motivation it can be concluded that motivation is a desire, need, goal contained in a person who encourages him to behave in a certain way or take a certain action. The highest motivation of employees will affect the good and bad performance of employees.

Career development is very important for an organization, because career is a necessity that must be continuously developed in an employee so as to motivate employees to improve their performance. Career development according to I Komang A, et al in Yusuf (2015: 177) is "personal improvement made by a person to achieve a career plan and improvement by the personnel department to achieve a work plan in accordance with organizational paths or levels". Meanwhile, the notion of career

development according to Sunyoto (2012: 140) is one of the functions of career management. Career development is the process of identifying employee and material career potential and determining appropriate ways to develop this potential. Career development according to Rivai (2009: 266) "consists of personal improvement made by a person in achieving his personal career plan." Cascio in Marwansyah (2012: 207) argues that "the word career can be viewed from two different perspectives, including from an objective and subjective perspective."

Viewed from an objective perspective, a career is a sequence of positions occupied by a person during his life, while from a subjective perspective, a career is a change in values, attitudes, and motivation that occurs as a person gets older. Furthermore, career development according to Sutrisno (2009: 165) "is personal improvements made to achieve a career plan."

Based on the opinions above, it can be said that career development is a series of changes in attitudes, values and behavior as well as motivation that occur in each individual over the span of his life to clearly find skills, career goals, and the need for development, plan career goals, and continuously evaluate, revise and improve its design. Career is also a process of partnership interaction in stages and cooperation between the organization/company or management, direct superiors and the individual himself.

Job training is not only given to new employees, job training is also beneficial for employees who have been working for the company for a long time and should also be given job training. Even though old employees have experience from the work they have done, these employees still need training to reduce or eliminate bad work habits or to learn new skills that can improve the employee's performance. According to Kasmir (2016: 126) "training is a process to form and equip employees by increasing their skills, abilities, knowledge, and behavior." This means that training will

shape employee behavior in accordance with what the company expects.

Another definition of training according to Hamali (2016: 66), namely: Training is a series of individual activities in systematically increasing skills and knowledge so that they are able to have professional performance in their field. Training is a learning process that enables employees to carry out current work according to standards. Meanwhile, another understanding of training according to Bernandian and Russel in Yusuf (2015: 142) that "training is any effort to improve worker performance in a particular job that is being responsible or a job that is related to his job". According to Mangkunegara (2017: 43) that "training is an attempt to improve employee performance in his current job or in another job that he will occupy soon". Based on the above understanding, it can be concluded that training is a facility provided by the company to learn work related to the knowledge, skills, and behavior of employees which can be done through training which of course has been planned by the company beforehand.

MATERIALS & METHODS

The research was conducted at the Regional Inspectorate of Labuhanbatu Regency. Meanwhile, the research was conducted from October 2022 to January 2023. The population in this study are all permanent employees (PNS) at the Regional Inspectorate of Labuhanbatu Regency, which were recorded in December 2022, totaling 62 people. Due to the small population size, the sampling technique in this study was a saturated sample, which means that the total sample used was the entire population. In this study, researchers used primary data and secondary data. The data collection techniques used were: Questionnaire, by making a list of questions in the form of a questionnaire addressed to employees and documentation studies, by collecting company/agency data related to research needs.

STATISTICAL ANALYSIS

The data analysis technique used quantitative data which was processed using the SPSS version 25 program, namely the t test, Sobel test and path analysis.

RESULT

The Regional Inspectorate of Labuhanbatu Regency as a Regional Apparatus Organization is an Internal Supervisory Institution for the Regional Government in an effort to support the smooth implementation of general Government, Development and Community Service tasks, continue to make self-improvement in accordance with the demands of change and demands of the community so that the implementation of supervision runs more effectively and efficiently as a one of the pillars to realize good governance.

Duties, Functions and Organizational Structure of the Inapectorate Based on Labuhanbatu Regent Regulation Number 41 of 2021 concerning the Organization and Work Procedure of the Regional Inspectorate of Labuhanbatu Regency Regional Inspectorate is a supervisory element for the implementation of regional government.

The characteristics of the respondents at the Regional Inspectorate of Labuhanbatu Regency in 2023 based on gender are as follows:

Table 4.1 Characteristics of Respondents Based on Gender

No.	Gender	Total	Percentage
1.	Male	37	59.6
2.	Female	25	40.3
Total		62	100.0

Source: Primary Data Processed, 2023

From the table above, it can be seen that the majority of respondents were female with a total of 37 employees (59.6%) as respondents. While the number of male respondents was 25 employees (40.3%).

The characteristics of the respondents at the Regional Inspectorate of Labuhanbatu Regency in 2023 based on their level of education are as follows:

Table 4.2 Characteristics of Respondents Based on Education Level

No.	Education Level	Total	Percentage
1.	SMA/SMK Sederajat	11	17.7
2.	Diploma (1/2/3)	19	30.6
3.	S1	24	38.7
4.	S2	8	12.9
Total		62	100.0

Source: Primary Data Processed, 2023

From the table above, it can be seen that the majority of respondents have an undergraduate degree, a total of 24 employees (38.7%). While the number of respondents with high school/vocational high school education was 11 employees (17.7%), the number of respondents with Diploma education (1/2/3) were 19 employees (30.6%) and the number of respondents with Masters education were only 8 employees (12.9 %).

The characteristics of the respondents at the Regional Inspectorate of Labuhanbatu Regency in 2023 based on years of service are as follows

Table 4.3 Characteristics of Respondents Based on Years of Service

No.	Years of Service	Total	Percentage
1	< 5 Year	22	35.5
2	5 – 10 Year	27	43.5
3	>10 Year	13	20.9
Total		62	100.0

Source: Primary Data Processed, 2023

From table 4.3, it can be seen that the majority of respondents have worked > 10 years, totaling 27 employees (43.5%). While the number of respondents who have worked < 5 years is 22 employees (35.5%) and the number of respondents who have worked 5-10 years is 13 employees (20.9%).

DISCUSSION

The career development variable has a positive and significant effect on work motivation at the Regional Inspectorate of Labuhanbatu Regency. The career development variable has a regression coefficient value of 0.245 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the career development variable will increase the work motivation of the Regional Inspectorate of Labuhanbatu

Regency employees by 0.245 per one unit score.

Based on the results of testing the first hypothesis, it is known that career development has a significant influence on the work motivation of the Regional Inspectorate of Labuhanbatu Regency. This is supported by research conducted by Farita Dian and Sofa Safitri (2018), revealing that career development has an influence on work motivation.

The training variable has a positive and significant effect on work motivation at the Regional Inspectorate of Labuhanbatu Regency. The training variable has a regression coefficient value of 0.110 and has a unidirectional effect, which means that each addition or increase in the value of one unit score of the training variable will increase the value of the work motivation of the Regional Inspectorate of Labuhanbatu Regency employees by 0.110 per one unit score. Based on the results of testing the second hypothesis, it is known that training has a significant influence on the work motivation of the employees of the Regional Inspectorate of Labuhanbatu Regency. This is supported by research conducted by Sopa Martina and Didin Syarifuddin (2014), which revealed that training has a significant effect on work motivation.

The career development variable has a positive and significant effect on work performance at the Regional Inspectorate of Labuhanbatu Regency. The career development variable has a regression coefficient value of 0.056 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the career development variable will increase the work performance of the Regional Inspectorate of Labuhanbatu Regency employees by 0.056 per one unit score.

Based on the results of testing the third hypothesis, it is known that career development has a significant influence on the work performance of the employees of the Regional Inspectorate of Labuhanbatu Regency. The findings of this study are

supported by research conducted by Dwi Wahyuni, Hamidah Nayati Utami and Ika Ruhana (2014), which states that career development has a positive and significant effect on employee performance.

The training variable has a positive and significant effect on work performance at the Regional Inspectorate of Labuhanbatu Regency. The training variable has a regression coefficient value of 0.140 and has a unidirectional effect, which means that each addition or increase in the value of one unit score of the training variable will add to the work performance of the Regional Inspectorate of Labuhanbatu Regency by 0.140 per one unit score. Based on the results of testing the fourth hypothesis, it is known that training has a significant effect on the work performance of the employees of the Regional Inspectorate of Labuhanbatu Regency. The results of this study are in accordance with research conducted by Rangga Puger Raharjo, Djamhur Hamid and Arik Prasetya (2014) who also stated that training has a positive and significant effect on work performance.

The work motivation variable has a positive and significant effect on employee performance at the Regional Inspectorate of Labuhanbatu Regency. The work motivation variable has a regression coefficient value of 0.216 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the work motivation variable will add to the work performance of the Regional Inspectorate of Labuhanbatu Regency employees by 0.216 per one unit score. Based on the results of testing the fifth hypothesis, it is known that work motivation has a significant influence on the work performance of the employees of the Regional Inspectorate of Labuhanbatu Regency. This is in accordance with research conducted by Wandy Zulkarnaen, Iis Dewi Fitriani and Rini Widia (2019), who found that work motivation can increase employee performance.

Based on the results of the calculation of the Sobel test, it is known that the t value is

18,275, so that the t value is $18,275 > t$ table 4,197. It can be concluded that the variable of work motivation is able to mediate the relationship between the influence of career development on work performance. And based on path analysis, it is known that the influence of career development (X1) on work performance (Y) of Regional Inspectorate employees of Labuhanbatu Regency is 9%, which consists of a direct influence of 5.6% and an indirect effect of career development (X1) on work performance (Y) through work motivation (Z) of 3.4%. The results of this calculation indicate that the direct effect of career development (X1) on work performance (Y) is greater than the indirect effect. Thus, it can be said that career development is effective in improving performance, in other words it can be emphasized that career development (X1) has an influence if there is an increase in employee performance in carrying out tasks. Based on the results of testing the sixth hypothesis, it is known that career development through work motivation has an influence on the work performance of the employees of the Regional Inspectorate of Labuhanbatu Regency. The results showed that work motivation has no role in mediating the influence of career development on work performance.

Based on the results of the Sobel test calculation, it is known that the t value is 12,270, so that the t value is $12,270 > t$ table 4,197. It can be concluded that the variable of work motivation is able to mediate the relationship between the effect of training on work performance. And based on path analysis, it is known that the influence of training (X2) on work performance (Y) for Regional Inspectorate employees of Labuhanbatu Regency is 16%, which consists of a direct effect of 14% and an indirect effect of training (X2) on work performance (Y) through work motivation (Z) of 2%. The results of this calculation indicate that the direct effect of training (X2) on work performance (Y) is greater than the indirect effect. Thus it can be said

that the effect of training (X2) will be smaller in increasing work performance (Y) if it is done through work motivation (Z). Based on the results of testing the seventh hypothesis, it is known that training through work motivation has an influence on the work performance of the employees of the Regional Inspectorate of Labuhanbatu Regency. The results of the study show that work motivation has no role in mediating the effect of training on work performance.

CONCLUSION

Career development has a positive and significant effect on work motivation at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that career development for employees can increase employee motivation.

Training has a positive and significant effect on work motivation at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that the existence of training for employees can affect employee motivation.

Career development has a positive and significant effect on work performance at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that career development can improve employee performance.

Training has a positive and significant effect on work performance at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that employee training can improve employee performance.

Work motivation has a positive and significant effect on work performance at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that employee motivation can improve work performance.

The effect of career development on the work performance of the Regional Inspectorate of Labuhanbatu Regency employees will be smaller if it is done through work motivation. The direct effect of career development on employee

performance is greater than the indirect effect of career development on work performance. It can be concluded that work motivation is not able to mediate the influence of career development on work performance.

The effect of training on the work performance of the Regional Inspectorate of Labuhanbatu Regency employees will be smaller if it is done through work motivation. The direct effect of training on work performance is greater than the indirect effect of training on work performance. It can be concluded that work motivation is not able to mediate the influence of work motivation on work performance.

Declaration by Authors

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