Effect of Training and Career Development on Motivation and Employee Performance

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Abstract

This research aims to determine and analyze the influence of Training and Career Development on Employee Motivation and Performance at Airnav Indonesia Manado Branch Office. This study uses a quantitative approach. The population in this study were all functional employees of AirNav Indonesia Manado Branch Office. The data collection technique is by distributing questionnaires, while secondary data is collected through literature study after reading various literature. The data analysis technique uses the Partial Least Square Structural Equation Model (PLS-SEM) method with the help of SmartPLS software version 4. The findings of this study reveal that Training and Career Development has a positive and significant effect on motivation. Training and Motivation has a positive and significant effect on employee performance, whereas Career Development has no effect on Employee Performance. Meanwhile Motivation can mediates the effect of training and career development on employee performance.

Keywords: *Training, Career Development, Motivation, Employee Performance.*

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A. INTRODUCTION

AirNav Indonesia is a state-owned company engaged in providing flight navigation services to all aircraft operating in the air space of the Republic of Indonesia. Based on Government Regulation Number 77 of 2012, AirNav Indonesia is required to be financially independent and not profit-oriented because flight safety is the main thing that must be considered in providing flight navigation services. Revenues received from flight navigation fees paid by airlines and aircraft operators are returned to company operational costs, investment in improving flight navigation facilities, as well as investment in the human resources sector.

A company's success in achieving its goals depends on the quality and performance of its employees. Good employee performance cannot be obtained instantly, but is a long process that is integrated with each other and also requires support from company management. One form of company support in efforts to improve employee performance is by providing training and career development (Ambarwati and Baehaqi, 2019).

Training is one of the most common forms of human resource development usually carried out by companies. The training provided to employees aims to improve employee skills, insight, qualifications and competencies. Employees have the opportunity to absorb new knowledge or principles which they hope can be applied to better carry out their duties and responsibilities. This is supported by empirical studies conducted by Ambarwati and Baehaqi (2019); Syitah and Nasir

(2019); which shows that there is a positive and significant influence between training on employee performance.

Training is one way that can be done to improve the quality of employees at AirNav Indonesia in order to maintain their abilities, adapt to current developments, and to meet predetermined competency standards. However, based on initial research at AirNav Indonesia Manado Branch Office, it was discovered that the flight navigation personnel training program plans that had been prepared for employees were often not realized. The effects of the Covid-19 pandemic add to the factors that hinder the implementation of training programs because companies must implement efficiency for the company's sustainability in the future. Providing training helps employees develop and improve their skills to remain relevant in facing changes that occur in the work environment. Therefore, companies need to pay attention to the importance of providing training opportunities to employees so that they can continue to develop and adapt to changes that occur in the work environment.

Another effort to improve employee performance is by providing fair and consistent career development to employees. Companies need to plan fair career development for their employees so that employee work productivity is always maintained so that they can motivate employees to always work optimally. This is supported by research conducted by Syahputra and Tanjung (2020); Syitah and Nasir (2019); Sihombing and Gultom (2019) show that career development has a positive and significant effect on employee performance. It is understood that as career advancement is provided, employees will feel there is a clear pathway for their professional development in the long term. As a result, employees will be motivated to provide optimal performance for the company in order to obtain the desired career advancement.

Career development is something that is highly desired for employees. However, based on research, it was discovered that the available position level formations were still limited. If employees want to advance their careers to a higher level, they must transfer to another branch office that has a functional position formation above them. Apart from that, the existence of empty formations at a position level should open up opportunities for employees to improve their careers, but these position formations have never been filled, but the main tasks and functions are assigned to employees with lower position levels without any career advancement for the employees charged.

On the other hand, motivation also plays an important role in supporting employee performance. Motivation can be understood as a condition that encourages someone to carry out actions or activities to be able to do work more optimally. This statement is in accordance with research by Balbed and Sintaasih (2019); Sihombing and Gultom (2019) show that motivation has a positive and significant influence on employee performance. This means that increasing employee motivation can increase commitment to work responsibilities which will ultimately improve employee performance.

Even though the factors that influence employee performance have often been intensively researched, the results of previous research still show that there is a research gap. Empirical research related to training conducted by Shidiq and Azizah (2019); Syahputra and Tanjung (2020) stated that there is no significant influence between training and employee performance. Ambarwati and Baehaqi (2019) conducted empirical research related to career development where the results showed that there was no significant influence on employee performance. Apart from that, Hidayat (2021); Ragiwani et. al. (2020); Siahaan and Bahri (2019) researched the relationship between motivation and employee performance where the results showed there was no significant effect.

B. METHOD

This study uses a quantitative approach. The population in this study were all functional employees of AirNav Indonesia Manado Branch Office. The sampling technique uses the census method because the population is relatively limited. The data collection technique is by distributing questionnaires, while secondary data is collected through literature study after reading various literature. The data analysis technique uses the Partial Least Square Structural Equation Model (PLS-SEM) method with the help of SmartPLS Software.

C. RESULT AND DISCUSSION

Outer Model Evaluation

Outer model analysis is carried out to assess the validity and reliability of a research instrument. With outer model analysis, the relationship between each indicator and its latent variable can be identified, or it can be said that the outer model defines how each indicator relates to its latent variable (Hair et al., 2019).

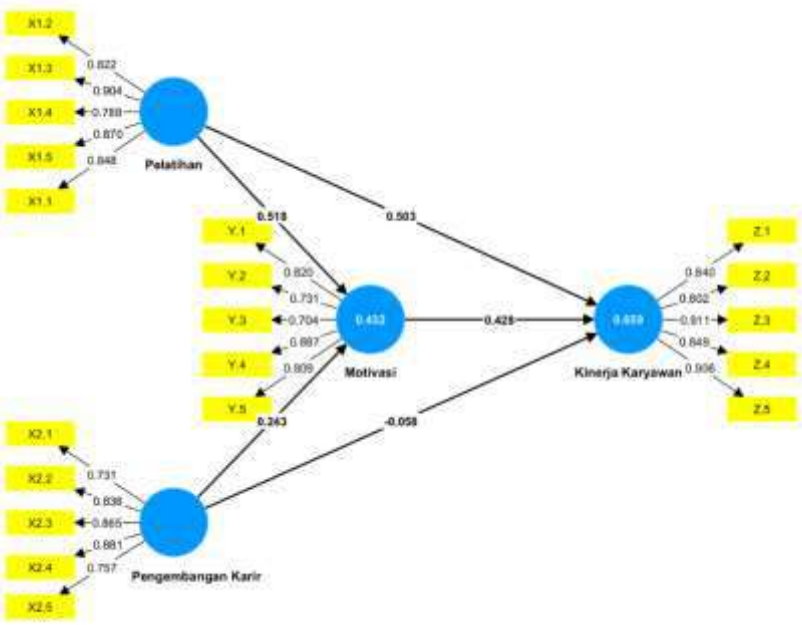


Figure 1. Measurement Model Test Results on the PLS-SEM Algorithm

This research uses a reflective measurement model, where the variables of training, career development, motivation and employee performance are measured reflectively. Figure 1. above is the measurement model prepared in this research along with the results of the measurement model analysis carried out.

Loading Factor

The first step in checking the measurement model is to check the loading indicator value. A loading indicator value > 0.7 is recommended because it shows that the construct explains more than 50 percent of the variance thereby providing acceptable item reliability (Hair et.al 2019). If the loading factor value is below 0.70, it will be dropped from the model and retested.

Table 1. Loading Factor Test Result

Variable	Measurement Item	*Loading Factor*	Remark
Training	Training Instructor	0.848	Valid
	Training Participants	0.822	Valid
	Training materials	0.904	Valid
	Training Methods	0.788	Valid
	Training Objectives	0.870	Valid
Career Development	Career Justice	0.731	Valid
	Corporate Concern	0.836	Valid
	Career Opportunities	0.865	Valid
	Promotional Interests	0.861	Valid
	Satisfaction Level	0.757	Valid
Motivation	Driving Force	0.820	Valid
	Will	0.731	Valid
	Willingness	0.704	Valid
	Skills	0.887	Valid
	Responsibility	0.809	Valid
Employee Performance	Work result	0.840	Valid
	Job Knowledge	0.802	Valid
	Initiative	0.911	Valid
	Mental Dexterity	0.849	Valid
	Attitude	0.906	Valid

Source: SmartPLS version 4.0 Data Processing Results

Based on the table above, it can be seen that each measurement item has a loading factor value of > 0.70, which reflects that all the indicators used in the measurement validly reflect measurements regarding training, career development, motivation and employee performance.

Of all the measurement items above, the items measuring training methods, career fairness, level of satisfaction, willingness and willingness already have quite good scores, but need to be accelerated to be improved. Meanwhile, other measurement items have high outer loading values and represent variations in data measurement.

Composite Reliability

Construct reliability is assessed in two ways, namely composite reliability and Cronbach's alpha. Composite reliability aims to test the validity of an instrument in a research design or to measure internal consistency. Values between 0.70 and 0.90 range from satisfactory to good, while values above 0.95 are problematic because they indicate that the item is redundant, thereby reducing construct validity. Meanwhile, Cronbach's alpha is another measure of internal consistency reliability which assumes the same threshold, but produces a lower value than composite reliability. If all latent variables have composite reliability and Cronbach's alpha values ≥ 0.7, this means that the construct has good reliability or the questionnaire used as a tool in this research is reliable or consistent (Hair et. al. 2019).

Table 2. Composite Reliability Test Result

Variable	*Cronbach's Alpha*	*Composite Reliability*	Remark
Training	0.901	0.927	Valid
Career Development	0.894	0.909	Valid
Motivation	0.851	0.894	Valid
Employee Performance	0.914	0.936	Valid

Source: SmartPLS version 4.0 Data Processing Results

The table above shows that the level of reliability in the training, career development, motivation and employee performance variables is declared acceptable and has good reliability and internal consistency because all reliability measures exceed 0.70 with composite reliability values > 0.70 and Cronbach's alpha > 0.70.

Convergent Validity

Convergent Validity is the extent to which a construct can be measured to describe the differences between each item. The metric used to evaluate the convergent validity of a construct is the value of average variance extracted (AVE). An acceptable AVE value is 0.50 or higher indicating that the construct explains at least 50 percent of the variance in its items.

Table 3. Convergent Validity Test Result

Variable	AVE	Remark
Training	0.927	Valid
Career Development	0.666	Valid
Motivation	0.628	Valid
Employee Performance	0.744	Valid

Source: SmartPLS version 4.0 Data Processing Results

Based on table 3 above, it can be seen that the level of convergent validity indicated by each construct has an AVE value > 0.5 so it can be said to have met the requirements for good convergent validity. Overall, the variation in measurement items contained in the training variable is 92.7%, career development is 66.6%, motivation is 62.8%, and employee performance is 74.4%.

Discriminant Validity

Discriminant validity testing is the degree to which the measurement results of a concept are able to differentiate themselves from the results of measuring other concepts theoretically. Hair et al. (2019) recommended HTMT in measuring discriminant validity because the HTMT criteria are considered more sensitive or accurate in determining discriminant validity. The recommended value is below 0.90. Table 22 below shows the results of the discriminant validity test using the HTMT criteria.

Table 4. Results of Discriminant Validity Measurement of HTMT Criteria

	HTMT	Remark
Motivation ←→ Employee Performance	0.790	Valid
Training ←→ Employee Performance	0.813	Valid
Training ←→ Motivation	0.695	Valid
Career Development ←→ Employee Performance	0.287	Valid
Career Development ←→ Motivation	0.424	Valid
Career Development ←→ Motivation	0.377	Valid

Source: SmartPLS version 4.0 Data Processing Results

The test results show the HTMT value is below 0.90. A variable divides the variation of a measurement item into the item that measures it more strongly than it divides the variance into other variable items. Therefore, discriminant validity can be fulfilled.

Inner Model Evaluation

Inner model analysis is carried out to ensure that the structural model has been prepared accurately (Hair et.al., 2019). Standard assessment criteria that must be considered include RSquare, blindfolding-based cross-validated QSquare, and statistical significance (p-value) and path coefficient significance. Additionally, researchers should assess the out-of-sample predictive power of their models using the PLSpredict procedure and robustness check testing.

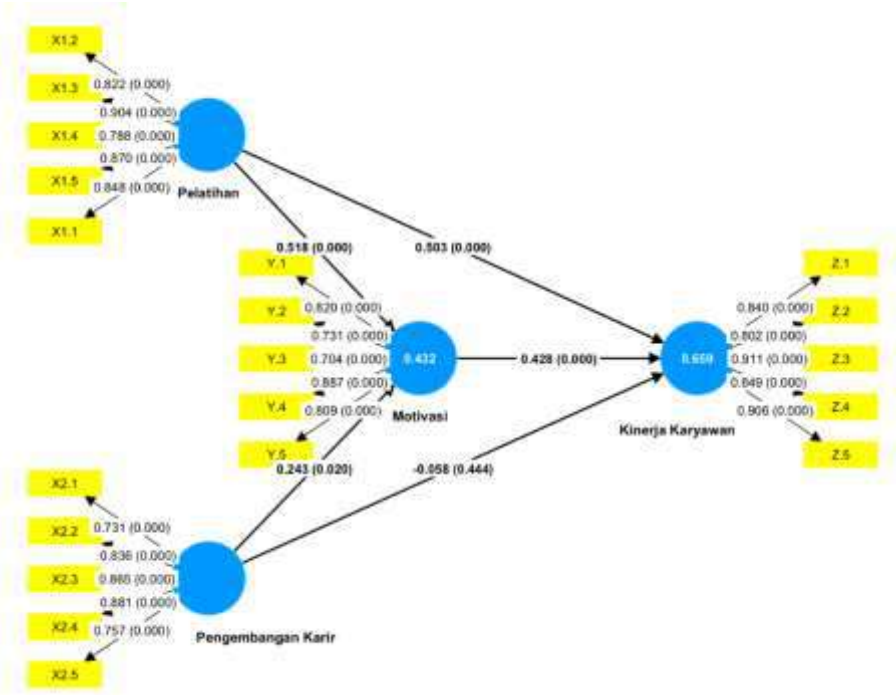


Figure 2. Structural Model Test Results using the Bootstrapping Method

Figure 2. above is the measurement model prepared in this research along with the results of the structural model analysis carried out using the bootstrapping method.

Collinearity

Multicollinear tests using VIF (Variance Inflated Factor) statistics are important before testing the hypothesis. This is done to see whether there is multicollinearity between variables so that the research results obtained are not biased. A VIF value below 5 indicates that there is no multicollinearity between variables, but ideally the VIF value should be close to 3 or lower. (Hair et al 2019). The table below shows the results of the inner VIF test.

Table 5. Collinearity Test Result

	VIF	Remark
Motivation → Employee Performance	1.761	Valid
Training → Employee Performance	1.680	Valid
Training → Motivation	1.207	Valid
Career Development → Employee Performance	1.311	Valid
Career Development → Motivation	1.201	Valid

Source: SmartPLS version 4.0 Data Processing Results

The table above shows that the test results obtained a VIF value < 3. This strengthens the parameter estimation results in SEM-PLS, which indicates that the research conducted was not biased.

Direct Effect Hypothesis Testing

Hypothesis testing of the direct influence of the independent variable on the dependent variable was tested using direct effect analysis by looking at the path

coefficient and p-value. The unidirectional relationship between the independent and dependent variables can be seen from the positive path coefficient value. The opposite relationship occurs if the path coefficient is negative. Meanwhile, the p-value is used to determine the significance of the relationship. If the p-value of the test results is smaller than 0.05, it can be said that there is a significant influence between the variables (Ghozali & Latan, 2015).

Apart from assessing the significance of the relationship between variables, it is necessary to display the 95% confidence interval value of the estimated path coefficient parameter and measure the magnitude of the direct influence between variables at the structural level with the effect size. The effect size of the direct influence can be seen from the f square values which are more than 0.02, 0.15, and 0.35, indicating low, medium, and high effect sizes (Hair et al., 2019).

Table 6. Direct Effect Hypothesis Test Result

Hypothesis	Path Coefficient	p-value	95% Confidence Interval Path Coefficient		f square	Remark
			Lower Limit	Upper Limit		
H1. Training → Motivation	0.518	0.000	0.327	0.710	0.392	Accepted
H2. Career Development → Motivation	0.243	0.020	0.036	0.442	0.086	Accepted
H3. Training → Employee Performance	0.725	0.000	0.544	0.852	0.442	Accepted
H4. Career Development → Employee Performance	0.046	0.513	-0.071	0.204	0.007	Rejected
H5. Motivation → Employee Performance	0.428	0.000	0.253	0.621	0.305	Accepted

Source: SmartPLS version 4.0 Data Processing Results

The Influence of Training on Motivation at AirNav Indonesia Manado Branch Office

Based on the table above, the first hypothesis (H1) can be accepted, namely that there is a positive and significant influence between training and motivation at AirNav Indonesia Manado Branch Office. This is shown by the path coefficient value of 0.518 and p-value of 0.000. Apart from having a significant influence, the role of training in increasing employee motivation has a high influence which can be seen from the f square value of 0.392.

This explanation indicates that any changes in the provision of training will significantly affect employee motivation at AirNav Indonesia Manado Branch Office. The training provided by management has direct benefits for employees and has a positive and significant impact on motivation. In the 95% confidence interval, the magnitude of the role of training in increasing motivation lies between 0.327 to 0.710. This indicates that if improvements are made in providing training programs, the influence of training on motivation will increase to 0.710, whereas if improvements

are not made to the training program, the influence of training on motivation will be 0.327.

The influence of career development on motivation at AirNav Indonesia Manado Branch Office

Based on the table above, the second hypothesis (H2) is accepted, namely that there is a significant influence between career development variables on motivation. This is shown by the path coefficient value of 0.243 and p-value of 0.020. Apart from having a significant influence, the role of career development in increasing employee motivation is classified as having a high influence. This can be seen from the f square value of 0.086.

This explanation indicates that any changes in providing career development programs will significantly affect employee motivation at AirNav Indonesia Manado Branch Office. In the 95% confidence interval, the role of career development in increasing motivation lies between 0.036 to 0.442. If improvements are made in providing career development programs, the influence of career development on motivation will increase to 0.442, whereas if there are no improvements to the career development program then the influence of training on motivation will be 0.327.

The influence of training on employee performance at AirNav Indonesia Manado Branch Office

Based on the explanation above, the third hypothesis (H3) is accepted, namely that there is a significant influence between training variables on employee performance. This is shown by the path coefficient value of 0.725 and p-value of 0.000. Apart from having a significant influence, the role of training in improving employee performance has a high influence. This can be seen from the f square value of 0.442.

This explanation indicates that any changes in the provision of training will significantly affect employee performance at AirNav Indonesia Manado Branch Office. In the 95% confidence interval, the magnitude of the influence of training in improving employee performance lies between 0.544 to 0.852. If improvements to the training program are made, the effect of training on employee performance will increase to 0.852, whereas if there are no improvements to the training program then the effect of training on employee performance will be 0.544.

The influence of career development on employee performance at AirNav Indonesia Manado Branch Office

Based on the table above, the fourth hypothesis (H4) is rejected, namely that there is no influence between career development variables on employee performance. The research results show a path coefficient value of 0.046 and a p-value of 0.513. These results indicate that the career development program provided to employees, if it experiences an increase or decrease, will not have a direct effect on the performance of AirNav Indonesia Manado Branch Office employees.

The influence of motivation on employee performance at AirNav Indonesia Manado Branch Office

Based on the explanation above, the fifth hypothesis (H5) is accepted, namely that there is a significant influence between motivation variables on employee performance. This is shown by the path coefficient value of 0.428 and p-value of 0.000, which means that there is a significant influence between motivation and employee performance at AirNav Indonesia Manado Branch Office. Apart from having a significant influence, the role of motivation in improving employee performance has a moderate influence. This can be seen from the f square value of 0.305.

This explanation indicates that any changes to company policy regarding employee motivation will significantly affect employee performance at AirNav Indonesia Manado Branch Office. In the 95% confidence interval, the role of motivation in improving employee performance lies between 0.253 to 0.621. If improvements are made in providing motivation, the influence of motivation on employee performance will increase to 0.621, whereas if there are no improvements in providing motivation then the influence of motivation on employee performance will decrease to 0.253.

Indirect Effect Hypothesis Testing

The indirect effect of the independent variable on the dependent variable is through mediating variables using specific indirect effects by looking at the path coefficient and p-value. The unidirectional relationship between the independent and dependent variables can be seen from the positive path coefficient value. The opposite relationship occurs if the path coefficient is negative. Meanwhile, the p-value is used to determine the significance of the relationship. If the p-value of the test results is smaller than 0.05, then the independent variable influences the dependent variable through the mediating variable (Ghozali & Latan, 2015).

The effect size of the mediating influence is called the upsilon v statistic which is obtained by multiplying the squared path coefficient of the direct influence and the indirect influence. Upsilon v values of more than 0.02, 0.075, and 0.175 indicate low, medium, and high mediation effects (0.175) (Ogbeibu et al., 2021).

Table 7. Indirect Effect Hypothesis Test Result

Hypothesis	Path Coefficient	p-value	95% Confidence Interval Path Coefficient		Upsilon v	Remark
			Lower Limit	Upper Limit		
H6. Training → Motivation → Employee Performance	0.222	0.001	0.108	0.380	0.049	Accepted
H7. Career Development → Motivation → Employee Performance	0.104	0.037	0.016	0.213	0.107	Accepted

Source: SmartPLS version 4.0 Data Processing Results

The influence of training on employee performance through motivation at AirNav Indonesia Manado Branch Office

The sixth hypothesis (H6) is accepted where motivation plays a significant role in mediating the indirect influence of training on employee performance with a mediation path coefficient value of 0.222 and a p-value of 0.001. The role of motivation variables in mediating the effect of training on employee performance is categorized as partial mediation. However, at the structural level, the mediating role of motivation is still considered a low mediating influence. This is indicated by the upsilon v value of 0.049.

This explanation indicates that any changes related to employee motivation in terms of training will significantly affect employee performance at AirNav Indonesia Manado Branch Office. In the 95% confidence interval, the role of motivation in improving employee performance lies between 0.253 to 0.621. If it is created by increasing motivation, the mediation role will increase to 0.380, whereas if there is no improvement in providing motivation, the mediation role will be 0.108.

The influence of career development on employee performance through motivation at AirNav Indonesia Manado Branch Office

The seventh hypothesis (H7) is accepted where motivation plays a significant role in mediating the indirect influence of career development on employee performance with a mediation path coefficient value of 0.104 and a p-value of 0.037. The role of motivation variables in mediating the influence of career development on employee performance is categorized as full mediation. Apart from that, at the structural level the mediating role of motivation is classified as having a mediation influence that is close to high. This is indicated by the upsilon v value of 0.107.

This explanation indicates that any changes related to employee motivation in terms of career development will significantly affect employee performance at AirNav Indonesia Manado Branch Office. In the 95% confidence interval, the magnitude of the role of motivation in improving employee performance lies between 0.016 to 0.213. If it is created by increasing motivation, this mediation role will increase to 0.213, whereas if there is no improvement in providing motivation, this mediation role will be 0.016.

Model Fit Evaluation

PLS is a variance-based SEM analysis with the aim of testing model theory which focuses on prediction studies. Therefore, several measures were developed to state that the proposed model is acceptable, such as R Square, Q Square, PLS Predict, as well as robustness check using linearity, endogeneity and unobserved heterogeneity tests (Hair et. al., 2019).

R Square

The R Square statistical measure describes the magnitude of variation in endogenous variables that can be explained by other exogenous or endogenous

variables in the model. R Square values range from 0 to 1, with higher values indicating greater explanatory power. As a guide, R Square values of 0.75, 0.50 and 0.25 can be considered high, medium and weak (Hair et.al., 2019).

Table 8. R Square Test Result

	R Square	Remark
Motivation	0.432	Weak Effect
Employee Performance	0.659	Moderate Effect

Source: SmartPLS version 4.0 Data Processing Results

Based on the processing results above, it can be seen that the magnitude of the joint influence of training and career development on motivation is 43.2% and is categorized as low influence, meaning that the variation in motivation that can be explained by the latent variable training and career development is 43.2%, the remaining 56.8% is explained by the other variable that are not hypothesized in the research model. Apart from that, the magnitude of the influence of training, career development and motivation on employee performance is 65.9% which is categorized as a moderate influence, meaning that the variation in employee performance that can be explained by the latent variables of training, career development and motivation is 65.9%, the remaining 34.1% is explained by other latent variables that are not hypothesized in the research model.

Q Square

Q Square describes the accuracy of predictions, namely how well each change in the exogenous variable can predict the endogenous variable. This measure is a form of validity in PLS to express the significance of model predictions. If the Q2 value > 0 then it can be said to have a good predictive value, whereas if the Q2 value < 0 then it can be said to have a poor predictive value. Q2 values higher than 0, 0.25, and 0.50 describe the predictive relevance of the model as small, medium, and large Hair et.al., 2019).

Table 8. Q Square Test Result

	Q Square	Remark
Motivation	0.377	Medium
Employee Performance	0.536	Large

Source: SmartPLS version 4.0 Data Processing Results

Based on the processing results above, the Q Square value of the motivation variable is 0.377, where the model used can explain the information contained in the research data by 37.7% with prediction accuracy categorized in the moderate group. Meanwhile, the Q Square value of the employee performance variable has a Q Square value of 0.536, where the model used can explain the information contained in the research data by 53.6% and is categorized as having high prediction accuracy.

PLS Predict

PLS Predict works as a form of validation of the strength of the prediction test to show how good the predictive power of the proposed model is. To show that the

PLS results have a good measure of predictive power, it is necessary to compare them with the basic model, namely the linear regression model (LM).

Table 9. PLS Predict Test Result

	PLS-SEM RMSE	PLS-SEM MAE	LM RMSE	LM MAE
Y.1	1.390	1.145	**1.360**	**1.073**
Y.2	**1.730**	**1.325**	1.791	1.352
Y.3	**2.257**	**1.688**	2.330	1.695
Y.4	**1.505**	**1.087**	1.710	1.263
Y.5	**1.584**	**1.236**	1.631	1.239
Z.1	**1.315**	**1.031**	1.425	1.060
Z.2	**1.428**	**1.163**	1.467	1.168
Z.3	**1.189**	**0.970**	1.233	0.985
Z.4	**1.384**	**1.091**	1.513	1.161
Z.5	**1.135**	**0.893**	1.207	0.954

Source: SmartPLS version 4.0 Data Processing Results

The processing results of the observations presented in the table above show that of the 10 measurement items, 9 measurement items in the PLS-SEM model have lower RMSE and MAE prediction error values than the LM (linear regression) model. This shows that PLS-SEM has medium predictive power.

Linearity

Hair et. al., (2019) stated that it is important to ensure that the relationship between variables is linear. The examination was carried out using the quadratic effect method. If each relationship has an insignificant influence, then there is no problem in linearity and the linearity test is met.

Table 10. Linearity Test Results using Quadratic Effect

	Path Coefficient	p-value	Remark
QE Training → Motivation	-0.030	0.660	Nonlinear
QE Career Development → Motivation	-0.022	0.829	Nonlinear
QE Training → Employee Performance	-0.041	0.533	Nonlinear
QE Career Development → Employee Performance	0.028	0.645	Nonlinear
QE Motivation → Employee Performance	0.027	0.641	Nonlinear

Source: SmartPLS version 4.0 Data Processing Results

Based on the processing results shown in the table above, it is known that the quadratic form of all endogenous variable relationships has insignificant results relative to the exogenous variables. So, the relationships in this research are linear or the linearity effect of the model is fulfilled.

Endogenity

When the research perspective is explanatory in PLS-SEM analysis, researchers must test its endogeneity. Endogeneity usually occurs when researchers remove constructs that are correlated with one or more predictor constructs and dependent constructs in partial regression PLS path models. To assess and handle endogeneity, testing can be carried out using the Gaussian copula approach. If each relationship

has an insignificant influence, then there are no endogeneity problems and the endogeneity test is fulfilled.

Table 11. Endogeneity Test Results using Gaussian Copula

	Path Coeficient	*p-value*	Remark
GC Training → Motivation	-0.009	0.980	Endogen
GC Career Development → Motivation	-0.234	0.742	Endogen
GC Training → Employee Performance	0.333	0.268	Endogen
GC Career Development → Employee Performance	0.041	0.946	Endogen
GC Motivation → Employee Performance	0.105	0.769	Endogen

Source: SmartPLS version 4.0 Data Processing Results

The assessment of potential endogeneity is based on a Gaussian copula approach. The results showed that none of the Gaussian copulas were significant. So, it can be concluded that there is no endogeneity problem, thus supporting the robustness of the structural model in this research.

Training has a positive and significant effect on motivation at AirNav Indonesia Manado Branch Office

The research results show that training has a positive and significant impact on the motivation of AirNav Indonesia Manado Branch Office employees. By providing opportunities for employees to develop new skills, training can stimulate employees' sense of accomplishment and personal responsibility. This encourages increased employee self-confidence and competence which in turn increases motivation to achieve set goals.

Training creates a sense of self-worth and recognition for employees. When companies invest in developing employee skills through training, it not only strengthens the employee's skill set, but also sends a message that the individual's contributions are valued. This sense of appreciation forms the basis of intrinsic motivation, where employees feel they have a significant role in achieving company goals. In addition, training also allows individuals to understand their roles better, realizing the relevance of their tasks in the organizational context. This creates a deeper understanding of how individual contributions contribute to the overall success of the company, providing greater meaning and purpose. This awareness can increase intrinsic motivation, namely the internal drive to achieve self-satisfaction and develop.

The results of this research are strengthened by previous research conducted by Shidiq and Azizah (2019) and Darmawan, et. al. (2017) which shows that training has a positive and significant influence on motivation. This means that training creates an environment where employees feel valued, supported and motivated to make their best contribution. Therefore, if employees can receive good training, their motivation will increase in carrying out each task they are given. Employees who believe that training will improve their skills and that the application of these new skills will lead to increased productivity or recognition, and feel that these results are of value to them personally, will tend to be more motivated to attend and complete the training. So it

is very important for companies to see training as an investment in terms of increasing employee potential and motivation.

Career Development has a positive and significant effect on Motivation at AirNav Indonesia Manado Branch Office

The research results show that there is a positive and significant influence between career development on the motivation of AirNav Indonesia Manado Branch Office employees. The career advancement program provided by the company can be the main driver for continuously increasing employee motivation. When employees have a clear understanding of how their careers can develop, they tend to be more motivated to contribute to their full potential. Additionally, career development opportunities provide a significant sense of accomplishment. When individuals successfully complete or achieve certain career milestones, it will build self-confidence and motivate them to pursue further achievements. This sense of achievement provides a positive emotional boost that will strengthen employees' intrinsic motivation.

This is in line with previous research conducted by Natalia and Netra (2020) and Balbed and Sintaasih (2019) which shows that there is a positive and significant influence between career development and motivation. The positive and significant relationship between career development and motivation will create a dynamic and productive work environment. Companies that recognize and support employee career development efforts have great potential to produce employees who are motivated and contribute positively to the company's success. Employees who believe that their efforts to develop skills and pursue career opportunities will increase their motivation to achieve these advancements. This increase in performance will be recognized and appreciated by the company, and if this recognition or reward is meaningful, employees will be more motivated to be involved in career development. Investment in career development not only benefits individuals personally, but also has a positive impact on overall company performance.

Training has a positive and significant effect on the performance of employees at AirNav Indonesia Manado Branch Office

The research results show that there is a positive and significant influence between training and the performance of AirNav Indonesia Manado Branch Office employees. By providing training programs, employees will broaden their knowledge and improve their skills which can be carried out in their work in order to provide the best service in supporting the safety, orderliness and efficiency of flight navigation. Training makes a major contribution to improving skills, knowledge and attitudes, which in turn has a positive impact on individual and company performance as a whole. By improving their skills in carrying out their duties and responsibilities, employees become more competent in carrying out their work. Furthermore, training facilitates a better understanding of work procedures and company policies. Well-trained employees tend to have a clearer vision of the company's expectations and

how best to achieve goals. This leads to more focused performance and in line with company strategy.

In addition, training provides employees with opportunities to overcome deficiencies or gaps within themselves. Employees can observe, imitate, and learn from the behaviors and skills taught in training. If employees see positive results from applying the lessons learned to their work, this can motivate them to improve their performance. By identifying and addressing areas that need improvement, training helps increase the competitiveness and adaptability of individuals within the company so that employees will become more competent in carrying out their work which will directly influence employee performance and increase productivity.

The results of this research are strengthened by previous research conducted by Darmawan et. al. (2017); Ambarwati and Baehaki (2019); Syitah and Nasir (2019); Onibala et. al. (2017); Ningsih (2019) whose research results show that training has a positive and significant influence on employee performance. Training is not only an investment in individual development, but also an effective way to improve employee performance. This positive impact is holistic, utilizing increased skills, knowledge and attitudes to create sustainable performance excellence.

Career Development has no effect on Employee Performance at AirNav Indonesia Manado Branch Office

In general, many theories and previous research support the idea that good career development can improve employee performance. However, the results of this research show that career development does not directly influence employee performance at AirNav Indonesia Manado Branch Office. The implication is that changes in providing career development will not necessarily affect the performance of AirNav Indonesia Manado Branch Office employees directly. There is no specific theory that explicitly states that career development has no effect on employee performance. However, things that imply that career development does not always have a direct impact on employee performance can arise from various perspectives.

In the work context aspect, career development does not have a significant impact on employee performance in certain work conditions. As is the case at AirNav Indonesia Manado Branch Office, to provide excellent flight navigation services, what is most needed are employees who have adequate competence and skills in their field. Meanwhile, the career development program is not directly a benchmark in providing aviation navigation services.

Furthermore, in the context of implementing career development programs, career development that is not implemented effectively does not necessarily reduce employee performance. AirNav Indonesia Manado Branch Office employees always work by prioritizing safety, security and efficiency of flight navigation even though there are fluctuations in the provision of career development programs. This is because employees do not want to be subject to administrative or criminal sanctions if they perform poorly, let alone affecting flight safety simply because of ineffective career development within the company. However, it is very important for companies

to ensure that career development programs are designed and implemented well, even though they do not have a direct effect on employee performance.

The results of this research are supported by previous research conducted by Ambarwati and Baehaqi (2019); Septiyana (2021); Ningsih (2019); Onibala et. al. (2017) conducted empirical research related to career development where the results showed that there was no significant influence on employee performance.

Motivation has a positive and significant effect on employee performance at AirNav Indonesia Manado Branch Office

The positive and significant influence between employee motivation and performance indicates that work motivation plays a central role in shaping and improving employee performance at AirNav Indonesia Manado Branch Office. Employee motivation acts as a major trigger to increase employee productivity. Employees who feel motivated have a tendency to work with focus and desire, resulting in quality performance. Their intrinsic drive to achieve excellence drives them to pay attention to detail, be creative in their approach, and create better results.

In relation to improving performance, employees tend to focus on fulfilling basic needs such as compensation and health insurance. Once physiological needs are met, employees will aim for job security and stability. By providing a safe and secure work environment, employees tend to feel more secure and can focus on their performance. Additionally, employees have a need for social connectedness and positive relationships at work. A work environment that supports collaboration and social interaction can trigger motivation and improve employee performance. Recognition and rewards related to good work can provide positive reinforcement to employee motivation and performance. This may include praise, promotions, or other rewards. Employees who reach this level in Maslow's hierarchy tend to be motivated to reach their full potential. They seek challenges and personal growth. Providing development opportunities, challenging projects, or greater responsibility can improve performance.

Motivation also plays a key role in strengthening employee engagement. Motivated employees are naturally more engaged in their work, build closer relationships with coworkers, and feel connected to the company's mission and values. High engagement supports more effective collaboration and creates a positive work atmosphere. Apart from that, motivation also provides the additional encouragement needed to overcome obstacles and maintain consistency in achieving goals. Work motivation encourages the development of personal and professional skills. Motivated employees have a desire to continuously learn and develop, looking for opportunities to hone their skills. This initiative produces a skilled team and continuously improves the company's capacity to adapt to change.

The results of this research are strengthened by previous research conducted by Balbed and Sintaasih (2019); Sihombing and Gultom (2019); Gulo (2020) shows that motivation has a positive and significant effect on employee performance. It can be concluded that the positive and significant influence between work motivation and

employee performance forms a solid basis for the company's success. By understanding and stimulating employee motivation, companies can create a cooperative, dynamic work environment and encourage the achievement of good work results.

Motivation mediates the indirect effect of training on employee performance at AirNav Indonesia Manado Branch Office

Training can be a means of providing specific goals to employees, either in terms of improving skills or achieving certain results. In addition, training designed with clear and challenging objectives can encourage employees to develop new skills, improve performance, and achieve predetermined targets. If employees feel involved in the training process and see a direct connection between training and achieving their goals, it can increase their commitment to training and, in turn, their performance. Training that is integrated with the company's vision and goals can ensure that employees' individual goals are aligned with the company's goals, creating cohesion and focus.

By designing training programs in accordance with the principles of goal theory, companies can create an environment that motivates employees to improve their skills and performance. Implementation of specific goals, constructive feedback, and active involvement can be the keys to success in achieving desired results through training. Company support for providing training creates a climate where employees feel valued and supported. Employees who feel that the company cares about their development will tend to be committed and try to achieve company goals.

This is confirmed by research conducted by Darmawan et. al. (2017) where the results show that motivation mediates the influence of training on employee performance positively and significantly. The research results of Shidiq and Azizah (2019) also show that motivation fully mediates the influence of training on employee performance. Through the mediating role of motivation, training can be more effective in achieving performance improvement goals. It is important for companies not only to provide adequate training but also to understand and motivate employees to apply their learning in the context of everyday work. This creates a positive cycle where training and motivation reinforce each other, resulting in continuous performance improvements.

Motivation mediates the indirect influence of Career Development on Employee Performance at AirNav Indonesia Manado Branch Office

Career development can be a key element in increasing employee motivation and performance. Providing interesting and adequate career development opportunities can stimulate intrinsic motivation in terms of increasing employee performance, while deficiencies in this area can cause dissatisfaction, resulting in decreased performance. Companies need to pay attention to both motivator and hygiene factors to create a work environment that motivates and supports employee

growth. By identifying and meeting employee needs from both sides of the spectrum, companies can achieve optimal levels of performance.

Career development programs, such as promotion opportunities and increased responsibility, tend to be motivating factors. Providing this opportunity can increase employee satisfaction and motivation. Meanwhile, the impact on employee performance is that employees who see career development as a means to achieve their self-actualization needs can be motivated to work well. In addition, career development programs can be a hygiene factor if employees perceive them as a given or limited to company policy that meets basic needs. If career development is neglected or inadequate, it can cause dissatisfaction, thereby reducing employee motivation and resulting in a decrease in employee performance.

Apart from that, the presence of motivation as measured by indicators of driving force, will, willingness, skills and responsibility is able to significantly mediate the indirect influence of career development on employee performance at AirNav Indonesia Manado Branch Office. This explanation is supported by research conducted by Balbed and Sintaasih (2019); Natalia and Netra (2020) show that motivation is able to mediate the influence of career development on employee performance. By designing career development programs that consider motivational factors, companies can create an environment that stimulates employee growth and performance.

D. CONCLUSIONS

The results of this research show that: (1) Training has a positive and significant effect on motivation; (2) Career Development has a positive and significant effect on motivation; (3) Training has a positive and significant effect on employee performance; (4) Career Development has no effect on Employee Performance; (5) Motivation has a positive and significant effect on employee performance; (6) Motivation mediates the effect of training on employee performance; and (7) Motivation mediates the influence of Career Development on Employee Performance.

The research results show that employee performance at AirNav Indonesia Manado Branch is influenced by training, career development and employee performance factors by 65.9%. It is important for companies to pay attention to these factors in order to maintain and improve employee performance so that they can achieve company goals. There are several suggestions that AirNav Indonesia Manado Branch Office can consider in improving employee performance, including: (1) There is a need to increase the distribution of training and increase the provision of training for employees; (2) Companies need to pay more attention and make overall improvements in terms of career development; (3) It is necessary to formulate and provide programs that can increase employee motivation; (4) Companies and/or work unit leaders should always monitor work results, evaluate employee performance and provide feedback based on the results of such supervision and evaluation. This feedback is very important so that employees can maintain what they do best and improve what they lack in improving their performance.

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