

THE EFFECT OF JOB TRAINING, CAREER DEVELOPMENT, AND JOB ROTATION ON EMPLOYEE PERFORMANCE (Survey on Augusta Pelabuhan Ratu Hotel Employees)

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Abstract

This research investigates the impact of job training, career development, and job rotation on employee performance at the Augusta Pelabuhan Ratu Hotel. The study employs quantitative methods, analyzing data collected from 40 employees. The findings indicate that while career development has a significant positive effect on employee performance, job training and job rotation do not have a significant individual impact. However, the combined effect of all three variables shows a statistically significant influence on employee performance, suggesting that a holistic approach to human resource development is crucial for improving overall employee effectiveness in the hospitality sector.

Keywords: *Job Training, Career Development, Job Rotation, Employee Performance, Hospitality, Human Resource Management.*

INTRODUCTION

In the hospitality industry, Human Resources (HR) has a strategic role as the main driver of hotel operations. Superior, competent, and adaptive HR not only determines the quality of service, but also becomes an indicator of the success of the organization's overall performance. Good HR management, such as through job training, career development, and job rotation. This is the right strategy where companies can compete in global dynamics and the digitalization era, ensuring sustainability and operational success amidst increasingly complex industry challenges.

Human Resource (HR) Development is a top priority for companies to improve employee performance. Amidst the rapid changes in the business environment and ongoing technological developments. Companies are required to carry out various initiatives, such as job training, competency strengthening, and career development programs. According to Suryanto (2019), good HR planning, including workforce needs analysis and planning, is very important to help companies adapt to changes that occur. Companies that focus on HR development tend to have more motivated, competent, and innovative employees. Where this can make a greater contribution to achieving organizational goals. This strategy not only focuses on improving individual skills, but also has a positive effect on employee performance, as explained by (Wahyuni et al., 2021) and (Qustolani & Hernita, 2023).

The book written by (Dessler, 2019), entitled "Human Resource Management" Edition 15, states that one of the results of effective HR management is increased employee performance. Rintjap et al., (2021) also stated that the success of HR management and development has a direct impact on employee performance, which includes the ability to carry out tasks according to standards, maintain productivity and contribute to achieving company targets. According to Sedarmayanti & Rahadian (2018), performance is the work result achieved by a group in an organization according to their respective authorities and responsibilities, in order to achieve organizational goals legally, without violating the law, and in accordance with norms. Amalia & Awaliyah (2023) added that employee performance is influenced by motivation, competence, and the work environment. Therefore, optimal employee performance is an important key to achieving competitive advantage, improving quality, and supporting organizational success.

In practice, employee performance is not always optimal. As happened at Hotel Augusta Pelabuhan Ratu, employee performance is a major concern because of its vital role in supporting the sustainability of Hotel operations. Based on the author's observations, Hotel Augusta Pelabuhan Ratu has a 4-star rating on the Google and Traveloka platforms, although overall this Hotel received a fairly good rating. However, there were still several complaints of 24.47% related to the services provided by hotel employees. This phenomenon indicates the need for further analysis regarding the factors that influence employee performance. Therefore, Hotel Management needs to

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formulate strategic efforts to improve employee performance in order to meet the expected standards. Based on the results of interviews with the Hotel Manager on Friday, December 30, 2024, it was discovered that there were several factors that influenced employee performance that was not optimal, including:

Table 1 Interview Results with the Manager of Augusta Pelabuhan Ratu Hotel

Factors – Factors	Description	Impact on Employee Performance
Educational background	Not a few employees do not have education or experience in the hospitality sector.	Employees have little understanding of operational procedures and service standards.
Difficulty Adapting	Some new employees are still in the adaptation stage and learning about the work and hotel environment.	Adaptation affects the speed and accuracy of employees in carrying out tasks.
Competency Gap	New employees need time to adjust to the Hotel's culture and service standards.	During the adjustment process, employee performance in providing services will be disrupted and affect guest satisfaction as reflected in reviews.

Source: Augusta Pelabuhan Ratu Hotel Manager, 2024

The results of the data compiled in the table show three problems that affect performance, namely the lack of educational background in the hospitality sector, the difficulty of new employees in adapting to the standards applied in the hotel, and a fairly large competency gap among employees. These significant problems indicate that there are aspects that need to be studied more deeply to understand the factors that affect employee performance. Therefore, job training is very important to improve this condition. With effective training, employee performance can improve, which in turn will improve the quality of service provided to guests, because good service is the result of optimal employee performance.

Job training plays an important role in improving employee performance, especially in the hospitality sector which demands high service standards. According to Modise (2023), proper training, empowerment and ongoing motivation can significantly improve employee performance. Which ultimately has an impact on the quality of service provided. This is in line with research (Indriani & Mulia, 2020) which states that when employees have competencies that are in accordance with company expectations, they tend to show optimal performance in carrying out their duties. According to Nursyahputri & Saragih (2019) training is an important factor in improving employee skills in completing their work properly. Job training according to (Sedarmayanti & Rahardian, 2018) is learning that involves certain activities to develop employee skills and knowledge with the aim of improving performance in the organization.

Hotel Augusta Pelabuhan Ratu has implemented several training programs in 2024. Such as food safety training for restaurants and kitchens, and cleaning service certification for housekeeping. This training program reflects management's efforts to improve employee competency. However, even though this training has been implemented, the challenges faced are the gap in employee competency and educational background. Some employees, especially those who do not have a formal educational background in the hospitality sector. This takes a lot of time to be able to fully understand the training material and apply it well in their work, the training provided by the company reflects the organization's commitment to the career development of its employees. Career development also plays an important role in motivating employees to achieve the best performance. This statement is supported by (Wahyuni et al., 2021) and (Qustolani & Hernita, 2023) that career development encourages employees to improve employee performance. Career development is achieved through promotion, which involves increasing employees in the organizational level through a performance achievement evaluation system while working.

Job rotation is also another strategy that plays an important role in improving employee skills and experience. According to Azizah (2024), rotation aims to improve work enthusiasm, performance, and prevent employees from getting bored with their jobs. Job rotation is one of the effective steps to prepare employees to face greater career challenges in the future. With well-planned job rotation, the company not only improves employee performance but also supports employee career growth, this creates a win-win situation for both parties. Job training, career development, and job rotation are three aspects that greatly affect employee performance. Realizing the importance of these three factors, the study aims to explore more deeply how they affect employee performance improvement at the Augusta Pelabuhan Ratu Hotel, as an effort to support the achievement of the organization's strategic goals. Based on the results of the observations conducted by the researcher, there are several gaps such as research by Senen (2021) stating that employee performance is significantly influenced by job rotation. Meanwhile, research by Dini Putri Ayu et al., (2021) stated that job rotation has a negative and insignificant effect on employee

performance, in addition, research by Hartomo & Lutarlean (2020) stated that training has a significant effect on employee performance, in addition, research by Saputra & Mayangsari (2024) highlighted that job rotation affects performance mediated by loyalty. These three variables, namely job training, career development, and job rotation, have been widely studied separately. However, until now there has been no direct research discussing these three variables comprehensively examining the relationship between these three variables on employee performance, especially in the hotel sector including at the Pelabuhan Ratu Hotel. This shows that there is a gap in research that needs to be explored.

Literature Review

Literature review

In this study, the Grand Theory used is the Human Resource Management (HRM) theory. This theory is based on the idea that effective HR management is the key to a company's success. According to Faizal Mulia Z (2020) in the book, human resource management is a set of processes, practices, programs and systems that are integrated in an organization that focuses on the effective distribution and development of employees. Furthermore, Prof. Dr. H. Eddy Sutrisno (2017) stated that HRM is an approach that includes effective employee planning, management, and development. He also highlighted the importance of the role of HRM in creating a positive work climate, which will ultimately have an impact on employee job satisfaction and performance in the organization.

According to Sari (2024) organizational behavior is a study that studies human behavior starting from individual behavior, groups and behavior when organizing where they do or join the organization. The main focus of this study is to understand how human behavior, both individuals and groups, affects organizational effectiveness. Researchers make organizational behavior a middle theory, because it is relevant to the topic taken, where job training, career development and job rotation are part of the human resource management strategy that aims to influence employee performance.

Employee performance

According to Indriani & Mulia (2020) Performance is the result of work in terms of quality and quantity of work carried out by employees in accordance with the tasks assigned. Meanwhile, according to Sari (2024) employee performance is the achievement of an individual or group in an organization in completing their duties or responsibilities in order to achieve the organization's goals legally without violating the law and morally and ethically. From the two definitions above, it can be concluded that employee performance is the result of work achieved by individuals or groups in an organization both in terms of quality and quantity, in accordance with the tasks entrusted to support the achievement of the organization. According to Jen & Andani (2021) employee performance can be measured through three main dimensions, namely work results, work behavior, and personal characteristics: a.

Work Results include tangible and intangible objects resulting from tasks completed by employees, with indicators such as work quality (level of employee ability in completing tasks), quantity of work results (amount of work produced), and speed in completing work (time efficiency) b. Work behavior, refers to the attitude or action shown by employees while working, which is measured through indicators of hard work (high dedication in carrying out tasks, Personal nature, includes internal aspects of a person that affect performance, with indicators including knowledge (understanding of work), skills (ability to carry out tasks), work spirit (enthusiasm in working to achieve goals), and responsibility (awareness in fulfilling goals, and responsibility (awareness in fulfilling obligations).

Job Training

According to Dessler (2019) job training is an activity designed to improve employees' abilities in carrying out their duties. Employees who receive training tend to complete tasks faster with lower error rates, this has a direct impact on the efficiency of the work process and the reduction of operational production costs due to work errors. Planned training can increase individual productivity by 20% -30% in the short term. It can be concluded that job training can influence positive changes in their work behavior.

According to Dessler (2015:125) job training can be analyzed through five main dimensions, namely 1) Instruction, which includes aspects of competence in mastering the material, good communication skills when conveying information clearly, and relevant experience in related fields. The second dimension is 2) Training participants, which are characterized by motivation to learn, level of understanding of the material provided, and active participation during the training process. The third dimension is 3) Methods in achieving training objectives. The fourth dimension is 4) Material, which is relevant to job needs, and up-to-date material to match current developments.

Career Development

According to Arismunandar & Khair (2019) career development is an employee activity that helps employees plan their future careers in the workplace, so that both employees and companies can develop optimally. Career development programs show that the organization cares about the future of employees/members, when employees feel that the organization supports their career development, they tend to be more loyal and committed to their work and the company. In addition, career development often involves training and learning that helps employees adapt to changes in technology, markets, or the work environment. In conclusion, career development not only improves individual employee performance, but also strengthens the overall competitiveness of the organization.

Job Rotation

According to Rohmana et al., (2024) job rotation is one of the development processes carried out by companies or agencies to improve employee performance. In addition, job rotation is carried out to improve employee professionalism. By using this method, employees will gain skills, experience, knowledge, and abilities in various fields of work. In turn, it will improve their performance (Dini Putri Ayu et al., 2024). In conclusion, rotation is a periodic horizontal transfer of employee job positions without causing changes in salary or job status and also functions as a development tool that helps employees gain new skills and experience in various positions in the organization. Job rotation can also improve their performance. According to Naibaho (2020), the indicators used to measure job rotation include five main aspects, including; a. Employee abilities which include (level of expertise and individual competence in carrying out tasks in new positions), b. Employee knowledge (insight and understanding of new jobs or responsibilities), c. Employee boredom/saturation (assessing the extent to which rotation can overcome monotony in work), d. Working conditions (physical and non-physical environmental factors that affect employee comfort after rotation), e. Personal Attitude (Individual characteristics and performance in undergoing rotation).

Conceptual Framework

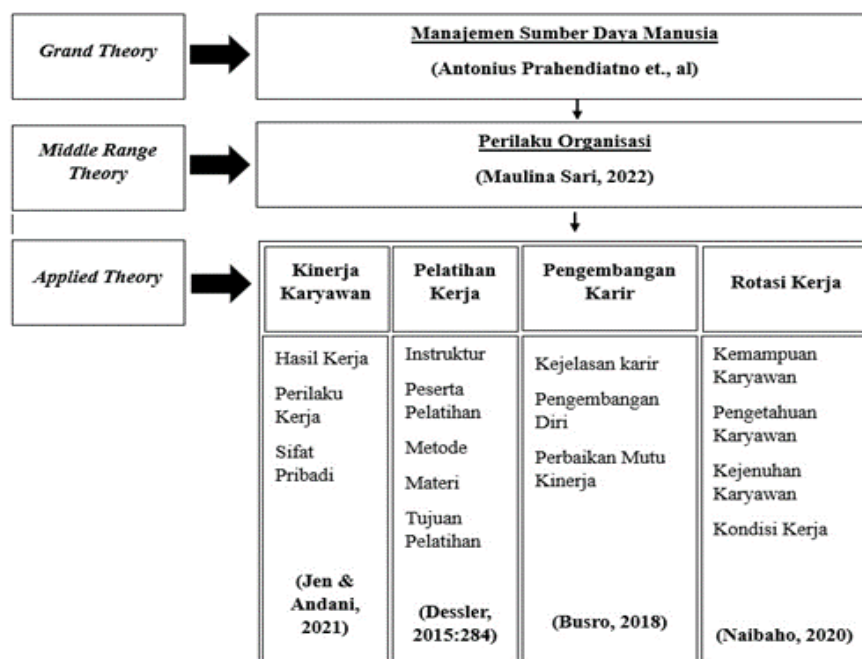


Figure 1 Conceptual Framework
Source: Processed by the Author, 2025

Previous Research

Previous research aims to provide theoretical foundations, identify research gaps, and compare results to strengthen arguments. This ensures that new research is relevant, focused, and in accordance with the context of previous studies. The following are previous studies that are still related to the theme that the author is studying. Teja & Oktavio (2020), in a study entitled "The Effect of Job Training and Career Development on Improving Employee Performance at The St. Regis Bali Resort". This study aims to observe the extent to which the independent variable is related to the dependent variable. This study shows that although both variables are important in an organization, training has a greater influence than career development.

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Indriani & Mulia (2020), in a study entitled "The Effect of Employee Training and Work Ability on Employee Performance", the results of the study conducted at PT. World Innovative Telecommunication in the Sukabumi branch using descriptive methods and associative methods with a quantitative approach, found that employee training has a positive and significant effect on employee performance. Lestari & Afifah (2020) this study is entitled "The Effect of Work Discipline and Job Training on Employee Performance at PT Ardena Artha Mulia production division". This study focuses on the division in the production section, focusing on work discipline that does not affect employee performance, while job training has an effect on employee performance.

Balbed & Sintaasih (2019), in a study entitled "The Influence of Career Development on Employee Performance Through Employee Work Motivation Mediator". This study was conducted at PT, Kanmo group on the Havainas brand, by conducting interviews with all Havainan brand stores located in nine locations. The results of this study indicate that career development has a significant positive effect on employee performance and also on employee work motivation. Lutfiani et al., (2020), in a study entitled "Career Development in Measuring the Level of Employee Work Productivity at PT. BANK (BJB) Sukabumi Branch". The results of this study indicate that career development variables have a positive and significant effect on employee work productivity.

The Last Supper (2024) in a study entitled "The Effect of Compensation, Employee Loyalty, and Career Development on Employee Performance at Hotel Sari Kamboti Bandung". The research method used is the survey method, with results using multiple linear regression analysis showing that partially only employee loyalty has a significant positive effect on employee performance at Hotel Sari Ater Kamboti Bandung. In addition, simultaneously compensation, employee loyalty and career development have a significant positive effect on employee performance at Hotel Sari Ater Kamboti Bandung.

Fadili et al., (2018), in a study entitled "The Effect of Job Training and Career Development on Employee Performance". The results of the study indicate that job training and career development as dependent variables have a significant influence on employee performance, this is because job training can improve employee skills, knowledge and work attitudes. Meanwhile, career development can provide motivation and opportunities for employees to develop themselves and improve work results.

Monday (2021), in a study entitled "The Effect of Job Rotation, Organizational Communication, and Job Satisfaction on Employee Performance at Kopegtel Jaya". The purpose of this study was to determine the partial effect of job rotation on employee performance. The results of this study indicate that partially the job rotation variable has an effect on employee performance.

Dini Putri Ayu et al., (2024), in a study entitled "The Effect of Job Rotation and Workload on Employee Performance at Truntum Padang Hotel". The results of the study showed that the job rotation variable had a negative and insignificant effect on employee performance, this shows that the better the level of job rotation given and according to employee abilities, the higher the level of employee performance.

Nasution et al., (2022), in a study entitled "The Effect of Job Rotation on Employee Performance at PT Citra Kencana Industri". The results of the study stated that job rotation has a positive and significant effect on employee performance at PT. Citra Kencana Industri. The first step for researchers is to create a research paradigm that will facilitate the research process that will facilitate the research process that will facilitate the research process that will be carried out. The following is a picture of the research paradigm:

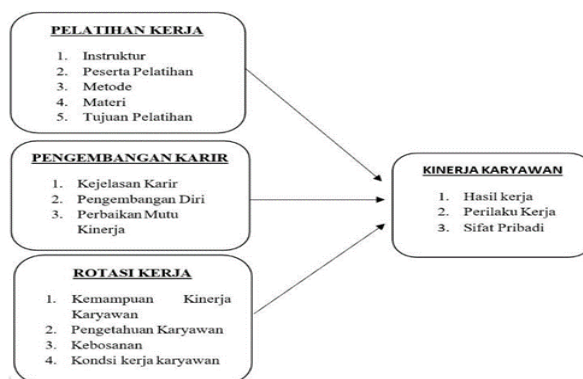


Figure 2 Research Paradigm

Source: Processed by Researchers, 2025

Hypothesis

H1: Job training has a significant effect on employee performance at the Augusta Pelabuhan Ratu Hotel.

H2: Career Development has a significant effect on employee performance at Hotel Augusta Pelabuhan Ratu

H3: Job rotation has a significant effect on employee performance at the Augusta Pelabuhan Ratu Hotel.

METHOD

Research Object

This research was conducted on employees at the Augusta Pelabuhan Ratu Hotel, Sukabumi Regency, with the variables of Job Training (X1), Career Development (X2), and Job Rotation (X3) and the dependent variable in this study was Employee Performance (Y).

Population and Sample

Research Population

According to Sugiyono (2021), Population is a generalization area that includes objects or subjects with certain criteria and characteristics determined by the researcher. The population in this study was all employees at the Augusta Pelabuhan Ratu Hotel.

Research Sample

In this study, the author used a saturated sampling technique. This technique is a sampling technique where all members of the population are used as samples (Sugiyono, 2019). This study was conducted on all employees of the Augusta Pelabuhan Ratu Hotel, totaling 40 people.

Table 2 Number of samples studied

Division	Number of people
Front Office	4
ADM Staff	1
Room Boy	5
Chief House Keeper (HK)	1
Chief Cook	1
Helper Cook	5
Chief Restaurant	1
Waitress	4
Chief Maintenance	1
Maintenance	3
Chief Security	1
Security	3
Laundry	2
Swimming Pool	2
Chief Gardener	1
Gardener	2
Cleaning Services	1
TOTAL	40

Source: Hotel Augusta Pelabuhan Ratu Processed: By researchers, 2025

Data collection technique

Data collection methods are an important stage in research, information collection can utilize primary or secondary sources, this depends on the needs of the researcher in their research (Vera Yunita et al., 2021).

Observation Techniques

Observation technique is the most common method used for research, observation is used to measure the effectiveness, interest, attitudes, principles, and reactions of participants to situations and problems. In this technique there are observations or laboratory studies, which are used to measure the impact of one variable on another variable in accordance with applicable research guidelines (Andriani et al., 2020)

Questionnaire

A questionnaire is a collection of questions or statements submitted to a number of people in a group called respondents. A questionnaire is one way to collect data used for information to evaluate the views, beliefs, abilities, and characters of several people in several contexts (Amanda et al., 2019).

This study used a questionnaire created through gform and distributed to 40 employees at the Augusta Pelabuhan Ratu Hotel.

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Table 3 Weighting of Values Based on Likert Scale

No	Respondents' Answers	Score
1	Strongly agree (SS)	5
2	Agree (S)	4
3	Hesitation (RR)	3
4	Disagree (TS)	2
5	Strongly Disagree (STS)	1

Source: Processed by the author, 2025

Primary Data

Primary data is data that is already available and can be obtained from several sources, such as publications from libraries or government agencies (Amanda et al., 2019)

Literature study

Literature study is an event to collect information by exploring books, articles, papers, and notes related to the problem being studied. The data collection process in this literacy includes searching through notes, books, journal papers, and other sources to obtain information about various things or variables (Riskha Ramanda, 2019).

Documentation

These data include biographies, notes, journals, personal correspondence, court documents, newspaper publications, magazine articles, pamphlets, and images. The information needed by researchers can be obtained through documentation from articles, websites, or other sources containing relevant information about employees at the Augusta Pelabuhan Ratu Hotel. (Mulkhis Aziz, 2015)

Data Analysis Techniques

In quantitative research, the next stage after collecting data from all respondents and other sources is data analysis. One method for collecting this data is through a questionnaire marked with a score for each selected option. Data that is calculated carefully is called quantitative data, one example of numerical data applied in quantitative research methodology is the results of a survey from respondents. Analysis methods in quantitative data usually involve the use of statistical and mathematical models. (Priadana & Sunarsi, 2021)

RESULT AND DISCUSSION

Classical Assumption Testing

Classical assumption testing is done through several tests, namely normality, multicollinearity, heteroscedasticity, and linearity tests. The results of these tests are presented in the following table:

Table 4 Results of the Classical Assumption Test

Test	Criteria	Scale	Results	Information
Classical Assumption Test	Normality	0.05	0.198	Normal
	Multicollinearity	Q: 0.1 VIF: 10	<i>Tolerance</i> : 0.575 VIF: 1.740	There is no multicollinearity
	Heteroscedasticity	0.05	X1 0.282 X2 0.128 X3 0.515	There is no heteroscedasticity
	Linearity	0.05	X1-Y 0.033 X2-Y 0.329 X3-Y 0.085	Non-Linear Linear Linear

Source: SPSS Data Management Results V26, 2025

Based on the results of the classical assumption test, it was obtained that the data was normally distributed with a significance value of 0.198 which exceeded the significance limit of 0.05. Furthermore, the multicollinearity test showed that there was no multicollinearity between the independent variables, indicated by the Tolerance value of 0.575 (> 0.1) and the VIF value of 1,740 (< 10). In the heteroscedasticity test, the significance value for the job training variable (X1) was 0.282, career development (X2) was 0.128 and job rotation (X3) was 0.515, so it can be

concluded that there was no heteroscedasticity. The results of the linearity test showed a linear relationship in two variables, namely X2 to Y of 0.329 and X3 of 0.085. However, in variable X1 there was linearity, namely X1 to Y of 0.033.

Multiple Correlation Analysis

In this study, multiple correlation analysis is used to measure the extent to which job training, career development, and job rotation affect employee performance. The following are the results of the multiple correlation test using SPSS 27

Table 5 Multiple Correlation Analysis Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.459 ^a	.211	.145	3.74828	2.204

a. Predictors: (Constant), rotasi, pengembangan, pelatihan

b. Dependent Variable: kinerja

Source: Results of questionnaire data processing, 2025

Based on the table above, it can be concluded that the results obtained are R figures of 0.459. The calculation results obtained can then be interpreted by looking at the following table:

Table 6 Multiple Correlation Coefficient Table

Coefficient Interval	Relationship Level
0.00-0.199	Very Low
0.20-0.399	Low
0.40-0.599	Currently
0.60-0.799	Strong
0.80-1000	Very strong

Source: Azizah, 2023

Based on the coefficient table above, the results of the correlation coefficient calculation produce a value of 0.459 and are included in the moderate category. So there is a moderate relationship between X1, X2, and X3 to Y.

Testing the Coefficient of Determination

Criteria for the coefficient of determination

If "Kd" approaches 0 (zero) the influence of variable X on Y is weak.

If "Kd" approaches 1 (one), the influence of variable X on Y is strong.

Table 7 Results of Determination Coefficient Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.459 ^a	.211	.145	3.74828	2.204

a. Predictors: (Constant), rotasi, pengembangan, pelatihan

b. Dependent Variable: kinerja

Source: Results of questionnaire data processing, 2025

Based on the results above, it can be seen that the coefficient of determination or R square is 0.211. R square is obtained from the result of squaring the r value, which is $0.459 \times 0.459 = 0.2106$ if rounded to 0.211 or equal to 21.0%. So the influence of Job Training (X1), Career Development (X2), and Job Rotation (X3) on employee performance (Y) is 21.0% where it is said to be close to 0, then the value is said to be low.

Multiple Linear Regression Analysis Testing

Table 8 Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.974	8.584		2.327	.026
	pelatihan	.233	.136	.335	1.716	.095
	pengembangan	.431	.202	.348	2.134	.040
	rotasi	-.127	.123	-.206	-1.035	.308

Source: 2025 data a. Dependent Variable: kinerja

Based on the table above, it can be seen that the value of the multiple linear regression equation is as follows:

$$a = 19.974$$

$$b_1 = 0.233$$

$$b_2 = 0.431$$

$$b_3 = -0.127$$

so that a multiple linear regression equation is obtained (X1,X2,X3), namely:

$$Y^* = 19.974 + 0.233X_1 + 0.431X_2 - 0.127X_3$$

1. The positive constant value indicates that the three independent variables increased by 19.974.
2. If the work training variable experiences an increase or rise of (1) unit, assuming the assessment effectiveness variable remains the same, then employee performance will experience an increase of 0.233.
3. If the career development variable experiences an increase or rise of (1) unit with the assumption that the development variable for employee performance will experience an increase of 0.431.
4. Job rotation has a negative coefficient of -0.127, which means that every one unit increase in job rotation actually decreases employee performance by 0.127.

Simultaneous Significance Test (F-Test)

If $F_{hitung} \geq F_{tabel}$ then it is significant

If $F_{hitung} < F_{tabel}$ then it is not significant

The following are the results of the simultaneous significance test (F-Test) obtained through calculations in the SPSS 27 application:

Table 9 Results of Determination Coefficient Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	135.315	3	45.105	3.210	.034 ^b
	Residual	505.785	36	14.050		
	Total	641.100	39			

a. Dependent Variable: kinerja

b. Predictors: (Constant), rotasi, pengembangan, pelatihan

Source: Results of questionnaire data processing, 2025

Based on the SPSS calculation, it can be seen that the test results obtained the f count of the variables of job training, career development, job rotation is 3.210. Furthermore, the f count value is compared to the f table value, based on the numerator dk = k and the denominator dk (nk-1) and the error rate set at 5% or 0.05 so the numerator dk = 3, and the denominator dk 40-3-1 = 36 so that the F table value is 2.87. It can be seen that this hypothesis can be accepted and declared feasible to explain the dependent variable analyzed because the F count > F table 3.210 > 2.87

Based on the results of this test, it shows that there is a significant influence of the three independent variables having a simultaneous effect on the dependent variable.

Partial Significance Test (t-Test)

If T count > table then H0 is rejected and Ha is accepted

If T count < table H0 is accepted and Ha is rejected.

Table 10 T-Test Results

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	19.974	8.584		2.327	.026		
pelatihan	.233	.136	.335	1.716	.095	.575	1.740
pengembangan	.431	.202	.348	2.134	.040	.826	1.211
rotasi	-.127	.123	-.206	-1.035	.308	.551	1.816

a. Dependent Variable: kinerja

Source: Results of processing 2025 questionnaire data

a. Hypothesis 1

Job training does not have a significant effect on employee performance with a sig. result of $0.095 > 0.05$

b. Hypothesis 2

Career development has a significant effect on employee performance with a sig. $0.040 < 0.05$

c. Hypothesis 3

Job rotation does not have a significant effect on employee performance, with a sig. result of $0.308 > 0.05$

The Influence of Job Training (X1) on Employee Performance (Y)

Based on the results of the t-test, it was obtained the calculated value for variable X1 (job training is 1,716, which is smaller than the t table of 2,028. So it can be concluded that job training does not have a significant effect on employee performance at a significance level of 5%. These results indicate that the effectiveness of existing job training is not optimal in improving skills relevant to employee tasks.

The Influence of Career Development (X2) on Employee Performance (Y)

Based on the results of the t-test obtained, the calculated value for the career development variable (X2) of 2.134 is greater than the t table. It is concluded that career development has a significant effect on employee performance. This is in line with research conducted by Balbed & Sintaasih (2019) in their study entitled "The Effect of Career Development on Employee Performance Through Employee Work Motivation Mediator" which states that career development has a positive and significant effect on employee performance.

4. The Effect of Job Rotation (X3) on Employee Performance (Y)

Based on the results of the t-test, the calculated value for the Job Rotation variable (X3) of 1.035 is smaller than the t table of 2.028. So it can be concluded that job rotation does not have a significant effect on employee performance. This means that the implementation of job rotation in the company has not been able to provide a real impact on improving employee performance.

The Role of Job Training (X1), Career Development (X2), and Job Rotation (X3) Together in Improving Employee Performance (Y)

From the results of the study conducted on 40 respondents by looking at the results of the hypothesis test, it can be seen that the calculated f is greater than the F table $3210 > 2.87$. So it can be concluded that there is a significant influence between the variables of job training, career development, and job rotation on employee performance at the Augusta Pelabuhan Ratu Hotel. Although partially only career development has a significant effect, simultaneously these three variables still have an important contribution in improving performance. Job training provides the knowledge and skills needed by employees, career development provides motivation and a clear direction of professional levels, while job rotation can broaden employees' experience and understanding of various tasks even though it does not have a significant effect partially. The combination of the three can create a work environment that supports improving employee performance as a whole.

Conclusion

Based on the results of research and discussions that have been conducted regarding the analysis of job training, career development, and job rotation on employee performance at the Augusta Pelabuhan Ratu Hotel, the following conclusions were obtained:

1. Based on the results of the hypothesis test, it shows that job training has a positive influence on employee performance at the Augusta Pelabuhan Ratu Hotel. Thus, H1 is rejected, meaning that increasing job training does not necessarily have a direct real impact on improving employee performance at the Augusta Pelabuhan Ratu Hotel.
2. Based on the results of the hypothesis test, career development has a positive and significant effect on employee performance at the Augusta Pelabuhan Ratu Hotel. Thus, H2 is accepted, this shows that the implementation of effective career development can improve employee performance at the Augusta Pelabuhan Ratu Hotel.
3. Based on the results of the hypothesis test, it shows that job rotation has a negative and insignificant effect on employee performance at the Augusta Pelabuhan Ratu Hotel. Thus, H3 is rejected, this shows that job rotation does not directly affect the improvement of employee performance because this may cause new adjustments that are not necessarily in accordance with the individual abilities of employees at the Augusta Pelabuhan Ratu Hotel.

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THE EFFECT OF JOB TRAINING, CAREER DEVELOPMENT, AND JOB ROTATION ON EMPLOYEE PERFORMANCE (Survey on Augusta Pelabuhan Ratu Hotel Employees)

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