The Effects of Competency, Training and Education, and Career Development on Employees' Performance at Hermina Hospital Kemayoran

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Abstract:- The purpose of this study was to understand and explain the influence of competency, training education and career development on employees' performance at Hermina Hospital Kemayoran. The authors used quantitative approach method. The population in this study were 535 employees of Hermina Hospital Kemayoran. Sample selection was using Disproportionate Stratified Random Sampling technique, where 22% of the population were used as samples. Data collection techniques using interviews and questionnaires. The questionnaire survey instrument was sent randomly to Hermina Hospital Kemayoran's employees. Data were analyzed using SPSS (Statistical Package for Social Sciences) 25. This study revealed that competency, training education and career development have a significant positive influence on employee performance, both partially and simultaneously.

Keywords:- Competency, Training Education, Career Development and Employee Performance.

I. INTRODUCTION

The healthcare industry has high competition. Hermina Hospital Kemayoran faces competition from government hospitals and others private hospitals, also from local clinics as well. Some competitor in Indonesia manage larger hospitals and offer broader services and specializations. Furthermore, they may offer more sophisticated health services. Indonesia continues try to attract regional and global hospitals, there is no guarantee that constitution changes will not make easier for foreign hospitals to enter Indonesian market and offer wider services. Some competitors may have better financial, human and other resources than Hermina Hospital Kemayoran. In addition, customers can choose hospital or other healthcare facilities in the city or nearby area freely. Hermina Hospital Kemayoran has a plan to develop their network, because to face the competition it is required to have high-performance of Human Resource and competency in the way to answer the challenges faced by. If Hermina Hospital Kemayoran unable attract patients, doctors, nurses, and other health workers, then business activities, financial conditions, operational performance and prospects of the Hermina Hospital Kemayoran may experience material losses due to unachieved performance.

Hermina Hospital Kemayoran has 535 employees. Based on employee performance data of permanent employee in 2017 and 2018, there is a competency assessment of 3a as many as 307 employees with 87.46% achievement with competency results of good and fully competency, 3b as many as 43 employees with 12.25% achievement with competency results good and can provide input, 4a as many as 1 employee achieving 0.0028% with competency results excellent & provide inspiring advice and in 2018 no one received 4a achievement.

The increase of number and trend of employees whose have 3a achievement (as much as 87.46%) in the category "Good", compared to employees with 3b (only 12.25%) with the category "Fully Independence" indicates there are still problems related to employee performance in Hermina Hospitals Kemayoran. Another problem faced by Hermina Hospital Kemayoran is the level of training and education program's attendance is not achieved target 100%. Attendance of training and education program's rate and general training implementation in 2017 only reached 69%, in 2018 only reached 71%, and least implementation of training and education program for general affairs employee. In 2017, the implementation of general training and education program was only 16% compared to medical's, and in 2018 the implementation of general training and education program only 17% compared to medical's.

Besides competency and training education issues, in 2018, showed in average of 69.24% employees experienced career development tardiness, it was meant career development planning was not well implemented. It indicated there were problems related career development tardiness and caused decrease of employees' performances. To make sure the factors affect the employees' performance of Hermina Hospital Kemayoran are Competency, Training Education and Carrier Development, the authors conducted a pre-survey of 50 (fifty) employees. Based on the results, it was known that top 3 factors that affect employee performance are competency (62%), training education (72%), and career development (56%). Based on the information described above, the authors chose the topic as follows: **"The Effect of Competency, Training and Education, and Career Development on Employee Performance at Hermina Hospital Kemayoran".**

II. LITERATURE REVIEW

A. Competency

Competency is an individual characteristic that underlies performance or behavior in workplace. Performance at work is influenced by (a) knowledge, ability, and attitude; (b) work style, personality, interests, background, attitudes values, beliefs, and leadership style. Therefore, a good implementer is those who show competency on a higher level scale, with a higher frequency, and has better results than the average. Competency is also a fundamental characteristic of each individual associated with criteria that referenced to excellence or effective performance in a job or situation.

There are five types of competency characteristics in Wibowo (2015: 273), namely as follows:

➢ Motive is something that people think or want consistently that causes action. Motives encourage, direct, and choose behavior towards certain actions or goals.
➢ Character is physical characteristics and responses that are consistent with the situation or information. Speed reaction and eye sharpness are physical characteristic of competency of a fighter pilot
➢ Self-concept is a person's attitude, values or self-image. Confidence is people's faith that they can be effective in almost every situation is part of self-concept.
➢ Knowledge is an information that people owns in a specific subject. Knowledge is a complex competency. Scores on knowledge tests often fail to predict work performance because it fails to measure knowledge and skills in the actual way in work.
➢ Skill is the ability to do certain physical or mental tasks. Mental competency or cognitive skills classified as think analytical and conceptual.

Competency is a behavior dimension behind competent performance. Often called behavioral competencies because it is intended to explain how people behave when they perform their roles well (Armstrong and Baron in Wibowo (2014: 273).

B. Education and Training

Education and training are one of the strategic corporate programs in order to maintain and provide motivations to employees. Factors that support the success of training according to Rivai (2015:163) are:

➢ Required material: material is prepared form training needs estimation, in form of special skill teaching and presenting required knowledge.
➢ Method used: the choses method is adjusted to training type that will be implanted.
➢ Training instructor capabilities: look for other sources of information that might be useful in identifying training needs.
➢ Learning facilities or principles: guidelines so learning process will run more effectively.

➢ Training participants: it is very important to consider worker type and division to be trained.
➢ Training evaluation: after conduct a training, there should be an evaluation of result in training with calculate the reaction rate, learning level, behavior level, organizational level, and final value.

C. Career Development

Career development is something expected by employees at work. It is because they want get a higher right than before. According to Handoko (2014:131) career development indicator are:

➢ Work Achievement: Work achievement is an activity that base every career development's activity. A good work achievement is a good important thing to develop a career.
➢ Exposure: Exposure is become known by people who decides promotion, mutation, or other opportunities.
➢ Organizational Loyalty: In many organization, people put their career progress depends on organizational loyalty with long dedication to same organization will decrease work-cycle level.
➢ Mentor and Sponsor: Mentor is someone who offer an informal career guidance, while sponsor is someone in organization who can create career opportunities for other. If mentor could nominee an employee for a career development activity, they call as sponsor.
➢ Opportunity to Grow: Employees who try to increase their ability means they have been utilize the opportunity to grow.
➢ Management support: To support career development, it is very influenced by support from management.

D. Performance

According to Wibowo (2014:70) performance can be seen as a process or work outcome. Performance is a process of how work takes place to achieve results. However, work result itself also show performance. According to Robbins in Mangkunegara (2017:75) here are 6 indicators to measuring employee performance individually, namely:

➢ Quality. Work quality is measured by employee perceptions if wok quality result and tasks' perfection of skill and employees' ability.
➢ Quantity: is a produced amount expressed in terms such as a number of units and number of activities completed cycle.
➢ Punctuality: is an activity level completed at the early at the time line, seen from coordination view with output result and maximize the available time for other activities.
➢ Effectiveness: is use level of organizational resources (energy, money, technology, and raw materials) and maximized in order to increase result if each unit in use of resources.
➢ Independency; is level of an employee who later will able to run his/her job desk. Work commitment is level where employees have a work commitment with the organization and responsibilities towards the office.

E. Previous Research

There were studies on factors in literature review above. A study from Rahayuningsih (2017) found there was a relationship between competency, compensations, and career development on employees' performance, then a study from Ameeq-ul-Ameeq, and Furqan (2013) clearly showed that training has direct effect toward employees' performance and improve work efficiency, and finally Fleisher, et. al. (2014) showed with their career development, they can contribute more to the organization.

F. Conceptual Framework

Based on theoretical study result and previous research on skill management influence, competency, education and training on diversion pattern, authors develop the following framework (figure 1):
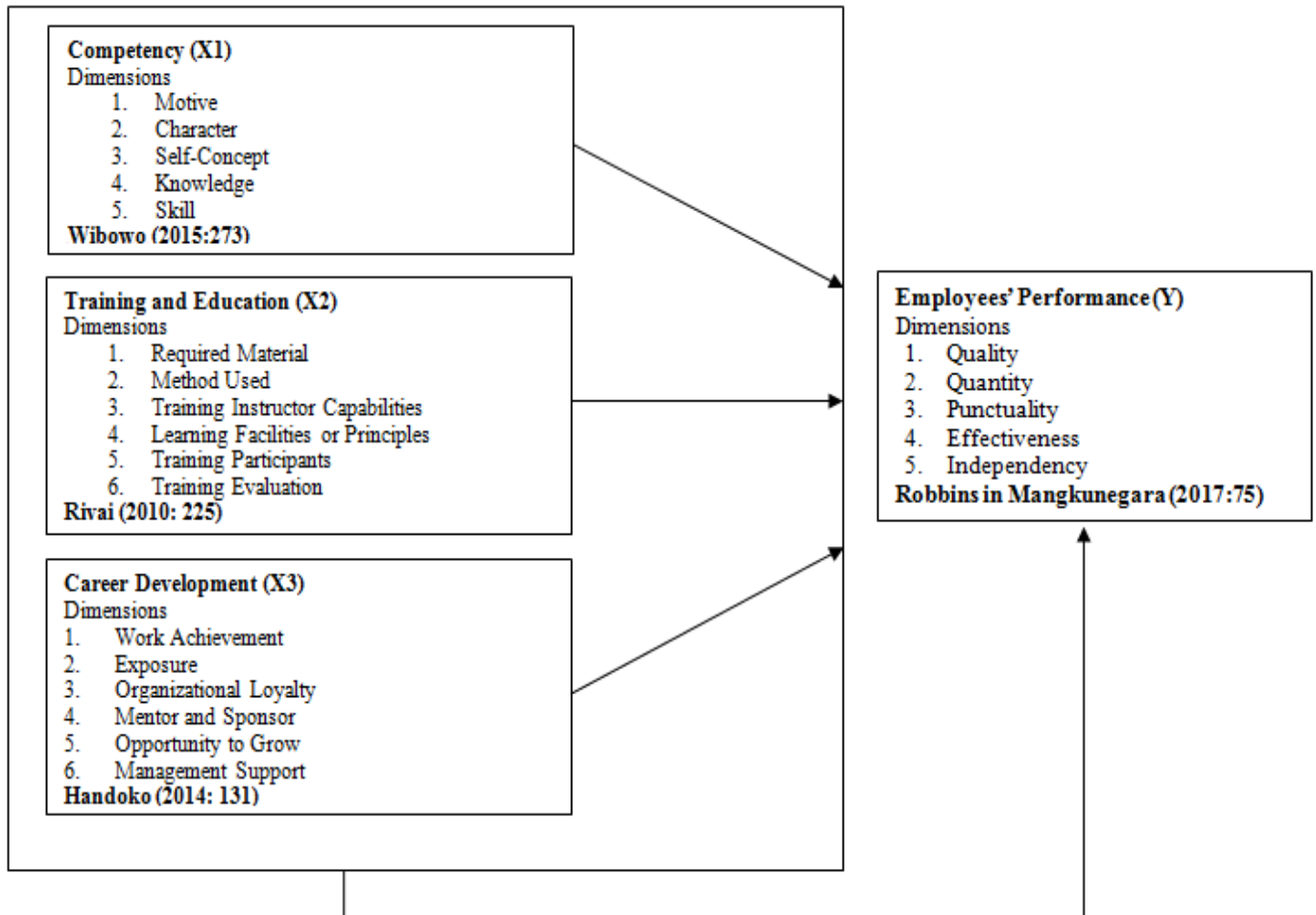

Fig 1: - Conceptual Framework
Source: Theoretical Review

G. Research Hypothesis

Based on description of framework above, the hypothesis in this study were as follows:

- H1: Competency affects employees' performance
- H2: Training and Education affects employees' performance
- H3: Career Development affects employees' performance
- H4: Competency, Training and Education, and Career Development together affects employees' performance

III. RESEARCH METHODOLOGY

Based on the conceptual framework, the purpose of this study was to get an understanding about the effect of competency, training and education, and career development on performance's analysis. Variables were considering in three independent variables namely competency (X1), training and education (X2), and career development (X3) and one dependent variable namely performance. An operational definition parameter is with measure and examine variables, dimensions, and indicators as shown in table 1:

VARIABLES	DIMENSIONS	INDICATORS
Competency (Wibowo, 2014:273)	1. Motive	a) Orientation on achieving tasks b) Capable to influence others to support the agenda made c) Willingness to achieve work targets d) Willingness to increase work motivations
	2. Character	a) Have high initiative in doing the tasks b) Corporate with team in finishing the tasks c) Build corporate with others d) Tenacity in finishing tasks
	3. Self-Concept	a) Confidence in self-ability to complete tasks b) Maintain emotions well in doing the tasks c) Be positive
	4. Knowledge	a) Understanding the problem b) Master the work-related knowledge c) Ability to do analysis thinking in doing the tasks d) Ability to understand situations/think conceptual in do the tasks
	5. Skill	a) Always look for the latest information in do the tasks b) Have technical skills in run the tasks c) Having work innovation d) Capable to use work-related facilities
Training and Education (Rivai,2010 : 225)	1. Required Material	a) Subjects, curriculum, and trainer form training as needed b) Prepared subject in training are complete and sufficient c) The provided subject in training is fit with employees' work difficulty level
	2. Method Used	a) Practical and applicative is more accurate to give in improving employees' skill and abilities
	3. Training Instructor Capabilities	a) Master the provided subjects b) Chances to discussion/question and answer and instructor answer to it
	4. Learning Facilities or Principles	a) Provided facilities in training are as expected b) The followed training type is fit with employees' needs
	5. Training Participants	a) Active participate in training and education programs implementation b) Master if various subject given c) After attending training and education, employees can complete the work as job description quickly.
	6. Training Evaluation	a) Work quality (knowledge and skill) is more improved than before b) Capable to improve company service quality

Career Development Handoko (2014: 131)	1. Work Achievement	a) Work quality consists of high work performance, employee can understand and complete job desk well. b) The produced work quantity fit to target c) Work reliability suit to supervision instructions and provide input (initiative).
	2. Exposure	a) Able to do job desk outside routine tasks such as committee and participating in scientific writing competitions b) Know the higher organizational structure well c) Establish good relationship with stakeholders in the organization
	3. Organizational Loyalty	a) Employee willing to follow the company's rule b) Employees are proud of the values applied in company c) Employees are loyal to the values set by company and implement it at work
	4. Mentor and Sponsor	a) Supervisions provide positive support b) Supervisions provide guidance at work c) Company provides the same career opportunities for all employees a) Company gives equal opportunities for all employees to grow b) All employees have same right to career and develop c) Company provides a clear career plan to each employee d) Company gives clear information about career opportunities
	5. Opportunity to Grow 6. Management Support	
Employees Performance Robbins in Mangkunegara (2015:75)	1. Quality	a) Well understanding the tasks. b) Doing the work with satisfactory results
	2. Quantity	a) Capable to complete tasks to meet the target
	3. Punctuality	a) Capable to complete tasks on time b) Maximizing the spare time for other activities
	4. Effectiveness	a) Capable to maximize the use of organizational resources (energy, money, technology, and raw material).
	5. Independency	a) Able to run the tasks regarding its unit b) Capable to complete tasks without help from others

Table 1:- Definitions of Operational and Indicators
Source: Theoretical Review

A. Population and Sample

The population target in this study was the employees of Hermina Hospital Kemyoran, located in Jl. Selangit Blok B-10 Kavling No 4, Gunung Sahari, Kemayoran, Jakarta Pusat with total 535 employees. The status of permanent employees is 419 and 116 as contract employees. The sampling technique use was Disproportionate Stratified Random Sampling (number of samples if population us stratified but less proportional) where 22% of the population were used as samples.

B. Collecting Data Method

The instruments in this study was data collection technique, namely literature review, documentation, questionnaires, and interviews.

C. Data Analysis Method

Data analysis techniques used to test the hypothesis. Statistical test instrument used was multiple linear regression with help of SPSS 25 (Social Sciences Study Program Statistics) for data processing. Processing data using several analyzes, namely Validity and Reliability Test.

IV. RESULTS AND DISCUSSION

As shown in table 2, the respondents characteristics based on gender mostly were women, men as many as 22 people (18.3%) compared to women as many as 98 people (81.7%). Based on age, most respondents were under 25 years old as many as 74 people (61.7%), between 25-35 years old as many as 24 people (20%), and between 36-45 years old as many as 22 people (18.3%).

Respondents characteristics based on education, mostly were Diploma 3 as many as 76 people (63.3%), bachelor degree as many as 24 people (20%), high school as many as 18 people (15%), and master/doctoral degree as many as 2 people (1.7%).

Based on work period, the longest period was between 1-10 years as many as 88 people (73.3%), between 16-25 years as many as 21 people (17.5%), and between 11-15 years as many as 11 people (9.2%).

Furthermore, characteristic based on position, mostly were Executives as many as 76 people (63.3%), 24 people (20%) as Structural, and Functional position as many as 20 people (16.7%).

No.	Description	Frequency (person)	Percentage (%)
	Gender		
1	Men	22	18.3
	Women	98	81.7
	Position		
2	Executives	76	63.3
	Functional	20	16.7
	Structural	24	20.0
	Education Degree		
3	High School	18	15.0
	Diploma 3	76	63.3
	Bachelor	24	20.0
	Master/Doctoral	2	1.7
	Work Period		
5	1 - 10 years	88	73.3
	11 - 15 years	11	9.2
	16 - 25 years	21	17.5
	Age		
4	Under 25 years old	74	61.7
	25 - 35 years old	24	20.0
	36 - 45 years old	22	18.3
	45 - 55 years old	0	0.0

Table 2:- Respondents' Distribution of Hermina Hospital Kemayoran Employees
Source: Primary Data

A. Research Test Instrument

➢ *Validity Test*

Validity means accuracy. The higher data accuracy obtained by authors, the higher data validity. Pearson Product Moment Correlation is used to test the data, if r count > r table the it means data are valid. Based on the testing criteria, if the correlation between item and total score of more than 0.3 then the instrument is valid, but if it less than 0.3 the instrument is invalid. If r count > r table with α = 0.05, the correlation coefficient is significant. According to Sugiyono (2016:88) items show a positive correlation with the criteria (total score), especially when it shows a strong correlation, this indicates that item has high validity. The minimum requirement for the value range is r = 0.3.

variabel	Amount of Statement	Value Range (r Count)	Needs	Description
Competency(X1)	19	0.583 - 0.744	> 0,3	**Valid**
Training and Education(X2)	13	0,578 – 0.762	> 0,3	**Valid**
Career Development (X3)	16	0,386 – 0.768	> 0,3	**Valid**
Performance (Y)	8	0,440 – 0.711	> 0,3	**Valid**

Table 3:- Validity Test of Indicator Variable Results
Source: Analysis Result with SPSS version 25

➢ *Reliability Test*

Reliability is related to consistency test and predictability of a measuring parameter. The test is done by comparing Cronbach Alpha number where the minimum Cronbach Alpha values is 0.6 or ≥ 0.6. if the value form the SPSS calculation results is higher than 0.6 then the questionnaire is reliable, while if it is opposite it is not reliable.

Variable	Cronbach's Alpha Value	Requirement	Explanation
Competency	0.758	> 0.6	**Reliable**
Training and Education	0.763	> 0.6	**Reliable**
Career Development	0.763	> 0.6	**Reliable**
Performance	0.758	> 0.6	**Reliable**

Table 4:- Reliability Test of Indicator Variable Results
Source: Analysis Result with SPSS version 25

➢ *Normality Test*

The purpose of normality test is to find out whether two dependents and the independent variable in regression model have a normal distribution or not. Good regression model has normal or close to normal distribution. This can be seen through normal probability plot, if the plot is spread along the diagonal line and follows the direction of diagonal line (Sugiyono, 2016:295).

The assumption of normality in figure 2 shows that the data on histogram graphic follow the normal line, and the data distribution in the normal P-Plot graph is located in diagonal line. This means that the tested data have normal distribution. Furthermore, the reason for decision making on normality test above is as follows: if the number of significance Kolmogorov-Smirnov Test Sig 5 0,05 then data is normally distribution. From normality test data results, the significant valued obtained is 0.200 and bigger than $\alpha = 0.05$. therefore, the tested data have normal distribution.
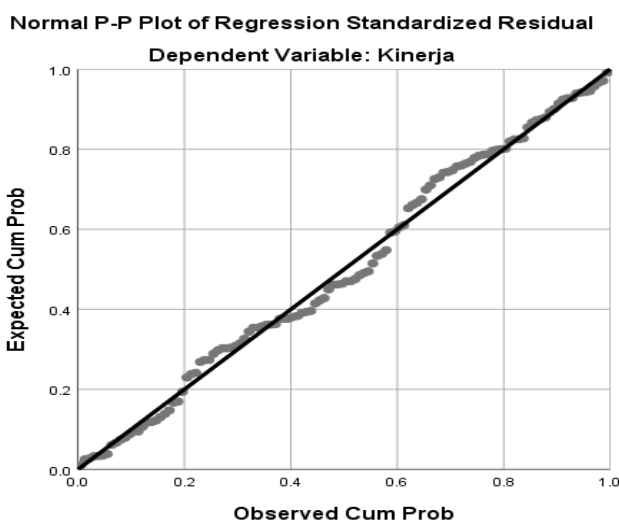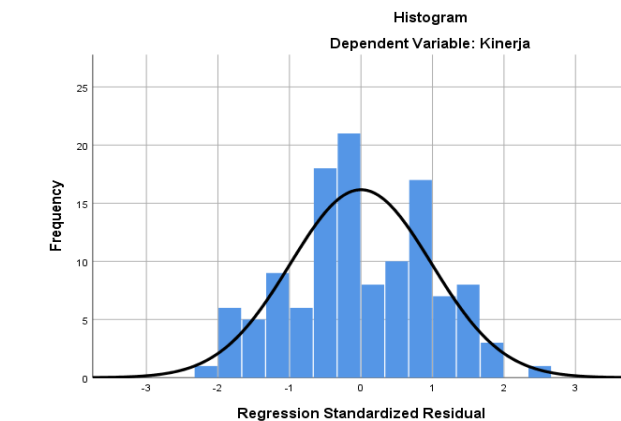
➢ *Multicollinearity Test*

Multicollinearity assumption test is used to measure the level of association, closeness of relations or linear relationships between independent variables.

Coefficients[a]		
Model	**Collinearity Statistics**	
	Tolerance	**VIF**
(Constant)		
Competency	0.436	2.291
Training and Education	0.408	2.450
Career Development	0.353	2.832

Table 5:- Multicollinearity Data Test Results
Source: Analysis Result with SPSS version 25

Seems in table 5 that VIF value of each variable are less than 10. It can be concluded that the tested data did not occur multicollinearity.

➢ *Heteroscedasticity Test*

Multiple regression need to be tested whether or not the variant of the residual observation is one with the other. If the residual has the same variant, then it is called homoscedasticity, while if the variant is not the same it is called heteroscedasticity. A good regression equation is if heteroscedasticity does not occur. By using the Scatter Plot, the following result are:

Fig 2:- Normality Test Results
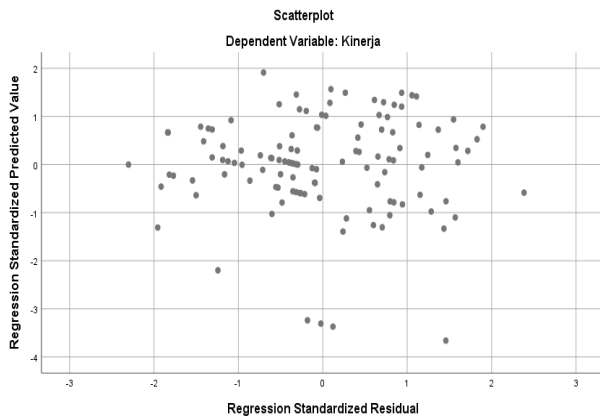Source: Analysis Result with SPSS version 25

Fig 3:- Heteroscedasticity Test Results
Source: Analysis Result with SPSS version 25

Based on figure 3, it can be seen there are no clear patterns such as widening points above and below the number 0 and the Y axis, so the points spread randomly and does not form a specific pattern. It can be concluded that the tested data is free form the heteroscedasticity assumption.

➢ *Multiple Linear Regression Analysis*

Multiple Linear Regression techniques are used because this study uses more than one independent variable, including Competency (X_1), Training and Education (X_2), and Career Development (X_3) to determine its effect on the dependent variable namely Performance (Y) at Hermina Hospital Kemayoran. The results if multiple linear regression analysis can be seen in the following table 7:

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.485	0.097		15.328	0.000
Competency	0.078	0.039	0.110	1.998	0.048
Training and Education	0.314	0.039	0.458	8.014	0.000
Career Development	0.280	0.040	0.434	7.061	0.000

Table 7:- Multiple Linear Regression Analysis Results
Source: Analysis Result with SPSS version 25

Based on Table 4.12 above, the regression equation is obtained as follows:

$$Y = 1{,}485 + 0{,}078\ X_1 + 0{,}314\ X_2 + 0{,}280\ X_3;$$

It can be interpreted as follows:

• Constants a = 1.485;

• Competency variable (X_1)

Having a constant value if $\beta1 = 0.078$ means the competency variable (X_1) has a positive effect on the performance variable (Y) and if Training and Education (X_2) and Career Development (X_3) are consider zero (none or not done) the competency variable (X_1) will increase performance variable (Y) by 7.8%

• Training and Education (X_2)

Having a constant value if $\beta2 = 0.314$ means the Training and Education (X_2) has a positive effect on the performance variable (Y) and if competency (X_1), and Career Development (X_3) are consider zero (none or not done) the Training and Education (X_2) will increase the performance variable (Y) by 31.4%

• Career Development (X_3)

Having a constant value if $\beta3 = 0.280$ means the Career Development (X_3) has a positive effect on the

performance variable (Y) and if competency (X_1) and Training and Education (X_2) are consider zero (none or not done) the Career Development (X_3) will increase the performance variable (Y) by 28%

➢ *Determination Coefficient Test (R^2)*

Determination coefficient (R^2) basically measures how far the model's ability to explain the variation of dependent variable. The value of determination coefficient is between 0 and 1. The small R^2 value means that the ability of independent variables to explain the variation of dependent variable is very limited. Values close to 1 independent variables provide almost all the information needed to predict variations in dependent variables. From the result of the regression analysis, summary of model output and presented as follows:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919[a]	0.845	0.841	0.187

Table 8:- Results of Coeeficient Test from *R*-SquareDetermination
Source: Analysis Result with SPSS version 25

As shown in table 8, it its known that the adjusted R Square value = 0.841. this shows 84.1% Performance (Y) is influenced by the Competency (X_1), Training and Education (X_2), and Career Development (X_3) variables while the rest (100% - 84,1%) 15.9% Performance (Y) is influenced by other factors outside this study.

➤ *Simultaneous Significance Test (fTest)*

Based on F Test, value of F Count from 210,945 in Sig column is the probability value or significance at 0,000 or 0% significance. F table value for significance level (α) = 5% with sample 120 obtained df numerator using k-1 or number of variables minus 1 that is df numerator 4-1=3, and df denominator uses nk-1 or sample amount minus number independent variable i.e. df denominator 120-3-1=116, then obtained F Table is 2.68. The appraisal is based on the F test: if Fcount>Ftable then Ho is rejected and it means significance. From calculation of analysis result above is 210.945 > 2.68, then Ho is rejected and it means significance. Based on probability: if the probability is <0.05 then Ho is rejected, the result of analysis is obtained by valued 0,000 < 0.005, it means than Ho is rejected and Ha is accepted. Therefore, Competency (X_1), Training and Education (X_2), and Career Development (X_3) together have a significance effect on the Performance variable (Y).

B. Statistical Test (t Test)

T-Test results show:

➤ There is an effect of Competency (X_1) onPerformance (Y), indicated relationship between competency (X_1) and Performance (Y) is significant with t-count of 1,998 (t-count > t-table (df = 117) = 1.98) and Sig. = 0.048. the coefficient value is positive and is equal to 0.243 which indicates direction of relationship between Competency (X_1) and Performance (Y) is positive. So that hypothesis H1 in this study which said "Competency influences Employee Performance" is accepted. This is in line with previous research conducted by Rahayuningsih (2107) and Bagheri, Sodeif, et. al. (2013) where the result shows the importance of competencies for performance improvement.

➤ There is an effect of Training and Education (X_2) on Performance (Y), it is significant with t-count of 8.014 (t-count > t-table = 1.98) and Sig. = 0,000. The coefficient value is positive which is equal to 0,314 which indicates the direction of the relationship between Training and Education (X_2) and Performance (Y) is positive. Thus, hypostasis H2 in this study which said "Training and Education has an effect on Employee Performance" is accepted. This is in line with previous research conducted by Ameeq-ul-Ameeq, and Furqan (2013), and Ugbomhe et.al. (2016) where results how

that training and education can achieve organizational goals to improve performance.

➤ There is an effect of and Career Development (X_3) on Performance (Y), it is significant with t-count of 7.061 (t-count > t-table = 1.988) and Sig. = 0,000. The coefficient value is positive which is equal to 0,280 which indicates direction of the relationship between Career Development (X_3) and Performance (Y) is positive. Thus, hypostasis H3 in this study which said "Career Development has an effect on Employee Performance" is accepted. This is in line with previous research conducted Fleisher, et.al. (2014) and Shan, Sidra (2016) where the result show that career development contributes a lot in improving performance.

➤ Last one, Competency, Training and Education, and Career Development have effects to Employees' Performance simultaneously. This is based on results of simultaneous significant test (*f* test) showing the F-count value of 210.945 (F-count > F-table (n = 120, and k = 3) = 2.68) and Sig. = 0,000, which indicates Competency (X_1), Training and Education (X_2), and Career Development (X_3) together have a significance effect on the Employees' Performance (Y). Thus, the hypostasis H4 in this study which said "Competency, Training and Education, and Career Development together affects Employees' Performance" is accepted.

C. Interdimensional Correlation Matrix

Correlation analysis dimension used to determine relationship between dimension of Competency, Training and Education, and Career Development on Performance. The result of the correlation between dimension can be seen in table 9.

The biggest correlation value in interdimensional that the greatest correlation value in Competency variable (X_1) on Performance variable (Y) is between dimensions X1.1Motives with dimension Y.4 Effectiveness is 0.620, and falls into category of strong relationship level.

The biggest correlation value in interdimensional that the biggest correlation value in Training and Education variable (X_2) on Performance variable (Y) is between dimensions X2.6 Training Evaluation with dimension Y.1 Quality is 0.677, and falls into category of strong relationship level.

The biggest correlation value in interdimensional that the biggest correlation value in Career Development variable (X_3) on Performance variable (Y) is between dimensions X3.1 Work Achievement with dimension Y.5 Independency which is 0.650, and falls into category of strong relationship level.

Correlations						
		Performance (Y)				
Variable	Dimension	Y.1 Quality	Y.2 Quantity	Y.3 Punctuality	Y.4 Effectiveness	Y.5 Independency
Competency (X1)	X1.1 Motive	.484**	.536**	.596**	**.620****	.403**
	X1.2 Character	.451**	.462**	.476**	.341**	.528**
	X1.3 Self-Concept	.428**	.409**	.474**	.284**	.392**
	X1.4 Knowledge	.477**	.433**	.424**	.385**	.394**
	X1.5 Skill	.479**	.412**	.468**	.423**	.399**
Training and Education(X2)	X2.1 Required Material	.460**	.487**	.549**	.417**	.483**
	X2.2 Method Used	.499**	.506**	.432**	.449**	.467**
	X2.3 Training Instructor Capabilities	.512**	.441**	.419**	.369**	.538**
	X2.4 Learning Facilities or Principles	.541**	.397**	.500**	.536**	**.644****
	X2.5 Training Participants	.564**	.506**	.523**	.426**	.550**
	X2.6 Training Evaluation	**.677****	.413**	.475**	.465**	.606**
Career Development (X3)	X3.1 Work Achievement	.556**	.418**	.454**	.598**	**.650****
	X3.2 Exposure	.509**	.496**	.566**	.517**	.431**
	X3.3 Organizational Loyalty	.565**	.559**	.528**	.565**	.504**
	X3.4 Mentor and Sponsor	.551**	.594**	.501**	.600**	.546**
	X3.5 Opportunity to Grow	.446**	.463**	.353**	.533**	.421**
	X3.6 Management Support	**.629****	.543**	.564**	.498**	.529**

Table 9:- Interdimensional Correlation Results
Source: Analysis Result with SPSS version 25

V. CONCLUSION AND SUGGESTION

A. Conclusion

Based on data analysis and discussion described above, the following conclusion are:

➢ Competency, Training and Education, and Career Development together have positive and significant effects on employees' performance at Hermina Hospital Kemayoran.
➢ Motive that oriented in achieving task have a strong correlation to improve performance's effectiveness.
➢ Training and Evaluation explain about work quality (knowledge and skill) has strong correlation in improving company quality services to improve performance.
➢ Work performance about high work quality has strong correlation in independency to run the task in their unit/division.

B. Suggestion

➢ Management need to make programs that can raise employees' competencies such as making company programs/performances' target with attractive packaging like the best creative ideas, favorite employee, training and education that held fit to work situation/suit to job description, and the best performance target will motivate employees to improve their competency by maximize organizational resources.
➢ After completing training and education, management need to convey the result to the participants, and do sustainable evaluation, how far the participants apply (knowledge, skill, and attitudes) that they get effectively and sustainably into their daily work and the improve organizational performance. If evaluation result shows a performance increacityin positive way, it can be seen as strategic effort that have to be run continuously
➢ The supervisions need to provide rating openly, review the work result, provide training opportunities, seminars, and workshop to support career development

so employees can assess their potential. Career development helps to make employees aware of their ability to occupy a certain position according to their potential and expertise.

➢ Suggestion for Future Researchers: To support the science improvement an improve this study, it is recommended to future researchers hold a study with different variable that effects performance such as turnover, promotion, transfer, leadership, and compensation to get better conclusions.

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