
RESEARCH ARTICLE

The Effect of Training and Competency on Career Development: A Conceptual Framework

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ABSTRACT

This article investigates the impact of training and competency on employee career development. Effective training and enhanced competencies are expected to bolster employees' competitiveness and facilitate robust career advancement. By gaining the necessary skills and knowledge through training programs, employees can apply these competencies in their professional roles, leading to significant career progression. The research aims to elucidate the direct influence of training and competency on career development. To develop a comprehensive theoretical understanding, a detailed literature review is conducted, encompassing books, empirical studies, and conceptual papers related to employee career development. The proposed framework aims to contribute to the existing literature by clarifying the interconnections between training, competency, and career development, offering valuable insights for organizations seeking to optimize career development strategies.

KEYWORDS

Training, Competency, Career Development.

ARTICLE INFORMATION

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1. Introduction

In today's world, the rapid growth of science, culture, and technology is transforming the character of the Indonesian people. Technological advancements facilitate the swift flow of information, making any news more accessible to the public. This accessibility has encouraged staff across various institutions to adapt to these technological developments effectively. Consequently, their performance is perceived positively by the public, fostering greater public trust in these institutions.

Career development is one way for organizations to motivate employees to improve their performance. In accordance with the statement by Syahputra & Tanjung (2020), career development is a managerial activity of Human Resources (HR), which has the aim of making improvements and increasing the efficiency of employee work implementation so that they can contribute better to achieving organizational targets. On the other hand, career development will also encourage employees to improve their knowledge, attitudes, and skills (Al Rinadra et al., 2019). By improving these factors, employees will have more value and be able to carry out their work more effectively and efficiently. On this basis, career development certainly creates an organization that can achieve organizational and individual employee targets so that it can increase employee loyalty (Maulyan, 2019).

Employees who receive career security will have the desire to work seriously to improve their abilities so that they can obtain achievements to get a better career (Al Hakim et al., 2018). Therefore, it is important to prepare an appropriate career development plan. As a result, employee career development can be achieved more optimally. According to Al Rinadra et al. (2019), there are three components to developing a career development plan, including supporting employees to identify what is needed internally,

creating and publicizing internal career opportunities, matching internal career opportunities with the needs, as well as abilities of internal employees.

Employees often face challenges in competing for positions and career opportunities within their organizations. One of the main factors influencing this situation is the lack of competence and training opportunities provided to them. Competencies are crucial for demonstrating the ability and skills required to carry out job duties and responsibilities effectively. Employees who have high competence will be more confident, reducing the likelihood of making mistakes while working and enabling them to complete their jobs efficiently (Alfian and Wulansari, 2017). Without adequate training, employees may find it difficult to develop and showcase these essential competencies. This gap in training and competency development can hinder their career advancement and limit their potential within the organization.

Increasing the professionalism of staff within an organization is crucial and cannot be overlooked. One effective approach is through the provision of education and training. This can include technical training, leadership development, and both formal and non-formal education relevant to the duties and functions of the organization. However, the challenges are significant, especially in large organizations with numerous employees spread across multiple work units at central and regional levels. Coordinating and organizing education and training programs can be complex, compounded by the diverse needs and backgrounds of employees in various work units. These factors must be carefully considered when designing and implementing effective education and training materials.

2. Literature Review

One effective strategy to enhance employees' competitiveness is to provide comprehensive training programs. These programs consist of ongoing activities designed to explore and improve specific skills and abilities, enabling employees to achieve optimal performance levels (Pangestuti, 2019). According to Upasuji and Satrya (2022), regular training can significantly enhance employees' abilities and skills, thereby opening opportunities for career development within the organizational environment. By investing in continuous training, organizations can ensure that their employees remain competitive and capable of meeting evolving job demands.

Pangestuti (2019) recognizes that training is a shared responsibility between employers and workers. To improve future career opportunities, employees are obliged to plan and participate in training to improve their skills. In line with this, the company prioritizes education for its employees to ensure that they give their best efforts in a professional manner. A variety of training approaches are available, each tailored to the organizational context and individual needs of its workers. By providing training to employees, their value to the company can increase, creating opportunities for career development (Suadnyana & Supartha, 2018).

The level of employee proficiency can increase with the right education and development plan. Besides, they will increasingly understand and master how to carry out their profession. Every employee must be trained so that they can follow developments in the world of work according to their position. A person's work ethic, discipline, attitude, abilities, and level of competence can be improved with appropriate training. If workers receive sufficient training, they will become experts in their field, adapt quickly to new technologies, and keep competitive (Sulu et al., 2022).

The needs of each worker vary; therefore, training needs to be prepared and carried out according to specifications in each field of work. Based on this method, the tasks at hand can be completed smoothly following appropriate procedures (Muhlis et al., 2018). For employees to succeed and advance in their careers, the statement emphasizes the importance of offering a variety of training programs.

Marlina et al. (2022) and Sokolović et al. (2023), whose research results show that training can have a positive influence on career development. On the other hand, training may not make much difference if its content does not match employees' needs and if their specific abilities to receive training are inadequate (Suadnyana & Supartha, 2018).

Besides this training, another variable that can have an impact on employee career development is the employee's competency. Training will increase employee abilities, but to ensure long-term work performance and success, employees must also have the right abilities and competencies to carry out their duties. A competent employee can complete his duties in accordance with the time limits and work program objectives. Employees who have a high level of competence can make a positive contribution to the continuity and growth of the organization (Marlina et al., 2022).

In a world where each person has unique abilities, competency is the defining quality of a person or employee that sets them apart. Setiadiputra (2017) emphasized that competence does not only include knowledge about what to do but also knowledge about how to do it, and not just knowledge without action. Organizations must recognize that staff competency is a factor in improving performance and address it appropriately. Sartika & Kusumaningrum (2018) emphasize the importance of developing

competency-based human resources as a core strategy for achieving organizational goals. A person's competencies determine how well they function and how the organization achieves its goals.

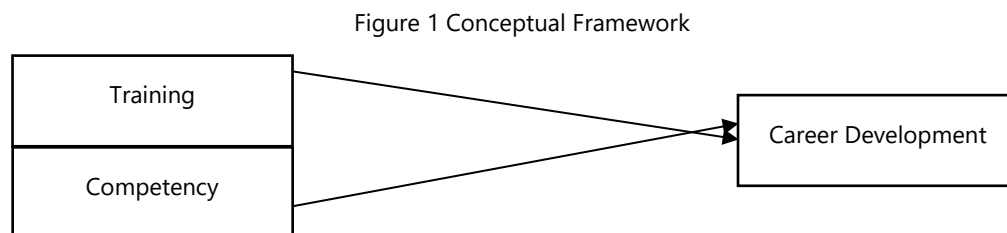
Marsuki et al. (2023) and Propianto et al. (2021), whose research results show that competence can have an influence on career development. On the other hand, research by Agung et al. (2022) and Pangestuti (2019) shows that quality has no impact on career growth. Therefore, there is still a research gap regarding the influence of competence on career development, so further research is still needed to obtain more comprehensive results.

The current study proposes that training and competency have a direct impact on career development. Specifically, effective training programs and high levels of competency are expected to significantly enhance employees' career progression. When employees receive quality training and develop strong competencies, their career development is likely to be more pronounced. Therefore, investing in training and competency development is crucial for promoting career advancement. Understanding and implementing effective training initiatives, along with fostering employee competency, are key strategies for optimizing career development outcomes.

3. Methodology

This conceptual framework is the result of a thorough analysis of the literature on career advancement, training, and acquiring competencies. By means of an extensive literature analysis, this study combines different findings to build a model that highlights the direct impact of training and competency on career development. Through the integration of knowledge from earlier studies, the suggested framework seeks to clarify the relationship between training, competency, and career development. The framework underscores the importance of effective training programs and strong competencies in fostering career advancement, providing a comprehensive understanding of these critical factors.

Based on the discussion of previous literature, the conceptual framework of this paper is shown in Figure 1. This conceptual framework shows the relationship between the variables of the study.



Proposition 1: Training positively affects career development.
Proposition 2: Competency positively affects career development.

Although the focus of this work is conceptual, its implications also apply to empirical domains where more research might be conducted. By utilizing techniques like questionnaires and interviews, future research projects may collect information from a wide range of workers in many sectors. Researchers can gain a deeper grasp of the phenomena they are studying by utilizing the knowledge and experiences of this diverse group. One powerful analytical method for examining the suggested theories and determining the viability of the conceptual framework is structural equation modeling (SEM). Complex interactions between variables can be analyzed using SEM, providing empirical validation and possibly opening new research directions in the areas of career development, competency, and training.

4. Implications

Using this proposed approach could greatly improve managers' and organizations' comprehension of employee career development tactics. Training and competency growth are major indicators of successful career promotion, according to this study and previous research. Thus, management should place a high priority on these aspects, especially given today's competitive employment market.

This research suggests that managers can build a dedicated and motivated workforce by aligning training programs and competency development with employees' career development needs. Increased employee engagement and satisfaction can result from customized career development programs, which include competency-building activities and specialized training opportunities. Given that many development programs are geared more toward entry-level workers than mid- or senior-level staff, there may be benefits. A thorough approach to career development should include workshops on career planning, training, mentorship, and clear career pathways.

This study also suggests that top management in an organization implements extensive career development programs that meet the needs of employees in terms of their careers and offer plenty of room for advancement. By raising upper management's understanding of the important concerns around career development, this strategy can improve staff retention and lower turnover rates. Organizations can guarantee that their staff members are driven, involved, and dedicated to their professional development by cultivating a culture that prioritizes ongoing education and matches career advancement programs with individual passions.

5. Conclusion

The conceptual framework this study offers illuminates the crucial role that career development plays in the relationship between training and competency. By highlighting the complex interactions between these factors, it becomes clear that while competency and training provide a foundation for career advancement, the effectiveness of these elements is significantly influenced by the focus on career development.

The results of this research support a comprehensive approach to talent development in organizations, arguing that to fully realize employees' potential and enable their career advancement, it is essential that organizations develop strategies that include not only the development of technical competencies but also the maintenance and enhancement of employees' intrinsic motivation and passion for their work.

Using Structural Equation Modeling (SEM) analysis, hypothesis testing will be done to validate this conceptual framework. The conceptual framework remains the research's limitation. The current study is mainly theoretical, and instead of using empirical data, its conclusions are based on a conceptual analysis. Furthermore, the framework's development and discussion have been limited to the operations of a single organization, perhaps limiting its generalizability. Subsequent investigations should attempt to examine the framework in diverse industries and organizations in order to evaluate its wider relevance and soundness.

It is recommended that future research initiatives focus on empirical testing of the suggested framework to determine its usefulness and generalizability in a variety of organizational scenarios. Researchers can provide empirical confirmation and improve our comprehension of the complex processes at work in the areas of training, competency development, and career development by putting the conceptual model under empirical inspection. These kinds of projects have the potential to provide useful information that can guide organizational procedures and aid in the enhancement of talent management tactics in a quickly changing work environment.

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