

EFFECT OF JOB INVOLVEMENT, TRAINING AND CAREER DEVELOPMENT ON PERFORMANCE EMPLOYEES HR BUREAU ORKUM LAPAN

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Abstract

The purpose of the research effect of job involvement, training, and career development on the performance Bureau of Human Resources, Organization, and Law LAPAN. The population is employees of the Environment Bureau Human Resources, Organization, and Law LAPAN. The sampling technique with the probability sample technique used cluster sampling, and the respondents in the study were 40 respondents. The data collection tool used is a questionnaire with a Likert scale and data processing using SPSS 24. The research method uses analysis multiple linear regression. Research results and hypotheses indicate partially or simultaneously, job involvement, training, and career development affect the performance of Bureau Human Resources, Organization, and Law LAPAN.

Keywords: Work engangment, career development, training, performance

INTRODUCTION

Good Human Resources are human resources that are built with the real needs of good governance. The achievement of organizational goals cannot be separated from the activities of the people who are members. The various fields handled by the agencies require quality human resources in their areas to obtain good performance to reach effective and efficient ones. not a few agencies have human resources who do not have good performance and quality as expected. Some employees are less than optimal in providing their ability to work compared to other employees.

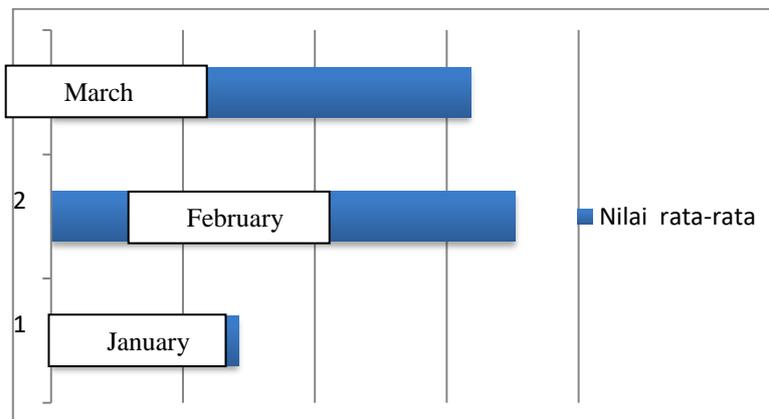


Figure 1. Diagram of the Average Value of Action Plan

Source : Data processed by author (2021)

From the report results on the achievement of the performance action plan above, it can be seen that there was an increase in performance in February 2021 and a decrease in performance in March 2021. Researchers conducted pre-research intended to find out what factors support employee performance. Pre-research results from 20 respondents showed that the highest factor was career development, 18% or as many as 11 respondents. This is followed by the training factor, which is 15% or nine respondents. Then the work involvement factor is 13% or eight respondents. The minor factors that support employee performance are the work environment and organizational culture, each of which is 5% or three respondents.

Based on the above results that have been conducted, there are problems in job involvement, training, and career development or career patterns that affect performance. From these results, it is known that there are problems in each of these variables. This is known from the results of the distribution of questionnaires and interviews conducted

with several employees who chose these variables; among others, some employees still prioritize other things in work involvement. In training, the training materials provided do not follow the type of work and are not orderly. In the career pattern, namely career development which has an impact on increasing employee motivation and performance. According to (Sutrisno, 2016) performance is an employee's work output which can look at from the aspect, namely working time, quality, quantity. Cooperation for achieving the goals had been set by the agency. Performance at the LAPAN Orkum HR Bureau can be improved by considering several factors that support and increase employee morale. Saleh and Hosek (Johnpray 2015) suggest that job involvement is a concept based on cognition, namely the extent to which individuals identify with work, actions, namely the time to which individuals actively participate in position, and feelings, namely the extent to which individuals perceive work performance as important for themselves. Work involvement is an essential part of achieving employee performance. This happens because work involvement can show the level of integration between employees and their work (T. F. Prasetyo, 2016).

Increasing expertise, especially in keeping up with technological developments that continue to grow, is something that employees must have at this time. Training is activities employees systematically add skill and add knowledge so that they can produce professional performance in their fields (Widodo, 2015). The target of the training program is to achieve increased performance for individuals in a position and function they have. Development involves anticipating the ability of an employee than skills are prepared for a future career that is interesting by the employee. According to understanding, the training provided each year to employees is different. Competency-based employee development is required to support the organization's success, which is brought out following the needs than plans for competency development.

Meanwhile, to support the improvement of HR qualifications, it is necessary to increase the level of HR Education to the highest level. (Kadarisman, 2013) career development is one of the factors that can support improving the performance of LAPAN Orkum HR Bureau employees. Career development is an employee's personal efforts to achieve a career plan. Career planning is prepared to increase career paths, but as a Civil Servant,

career development is structural, such as class, rank, loyalty, education, etc., requires four years to move up the ranks.

Work involvement positively affects performance; the higher the feeling, the higher the resulting performance (Amelia, 2016). Then research by (Sethi 2016) Work involvement has a negative effect on performance; employees with minimal participation and are not emotionally attached consider work unimportant and reduce performance results. The findings between Amelia and Sethi are assumed whether there is an influence between the interaction on performance or not.

Training has a positive effect on performance, opportunities through training provide opportunities for employees to hone skills and knowledge according to their work so as to produce good performance (Sari, 2016), while Edi, 2016 found that training did not affect performance because inappropriate activity resulted in a lack of employee attention. On work. The findings between Sari and Edi raise the assumption whether there is a positive or negative influence between work involvement on performance or not

Career development has a positive effect on performance, the existence of work performance, loyalty, sponsorship, and opportunities to develop future careers so that they can be promoted and produce quality performance (Handoko, 2015) and (Cahyawati 2019); research found that career development hurts high and low career performance. Effect on work results. The findings between Handoko and Cahyawati raise the assumption of whether there is a positive or negative influence between work interactions on commission or not.

The background on the phenomena found from the results of the pre-research questionnaire data, this research was proposed with the title "The Influence of Job Involvement, Training, and Career Development on Performance Employees HR Bureu Orkum LAPAN".

LITERATURE REVIEW

Performance

The performance of an employee is an ability to realize a specific skill possessed. (Siswanto, 2015) revealed that performance is job performance which is the same as the work performance that has been achieved by employees when carrying out tasks and work submitted. (Sinambela,

2016) also states employee performance as a result of work is reaching by group or individual in institute order for achieve the expected organizational purpose and not violate existing rules. The theory put forward by Colquitt in (Kasmir 2016) says that employee performance is the basis of the organization, which is influenced by individual characteristics of employees, personal motivation, expectations, performance appraisals carried out by management on employees achievement results. Gibson in (Kasmir 2016) divides performance into two types, including individual performance and organizational performance. Robbin argues that employee Performance is the result of some of the work that has been done and is known in terms of quality and quantity that has been achieved in complemented work according to the responsibility. (Robbins & Coulter, 2012).

According to previous experts, The employee's task is compared to the requirements contained in the organization, in addition to the work achieved according to the role or study within a certain period. The achievement of the best results of an agency is associated with the vision carried out by the organization so that the positive and negative impacts on agency policies are known.

Job Involvement

Lodahl and Kejner (Cilliana, dan Mansoer, 2008) state that work involvement is how much psychological identification of individuals with their work. The greater the individual identifies with his work, the higher the job involvement. However, keep in mind that individuals involved in their work do not necessarily feel happy with their work because individuals who are not satisfied with their work can also have the same degree of involvement as individuals who like their work. (Robbins & Coulter, 2012) states that job involvement is the level of employee identification with his work actively participates in his career, and considers performance in his work more valuable for his good. The degree to which individuals identify with their work, actively participate in it, and consider their performance to be important for their self-worth (Hiriyappa, 2009).

Based on some of the opinions and limitations put forward by the experts above, it can be synthesized that job involvement is the commitment of an employee or employee to his work which is characterized by employees having a deep concern for work, feeling psychologically bound to the work he does, and having a strong belief in his career. Firm in his ability to complete work and be actively involved in his work, and realize that his work performance is essential for his self-esteem.

Training

The theory of training (Widodo, 2015) is an individual activity in systematically increasing skills and knowledge to have expert performance according to each position, where there is a process

to learn and obey standards set by the institute. Training provides an environment for workers so that employees can know and learning skills, attitude, knowledge, abilities, and then their behavior that are specific and related to work (Rachmawati, 2008). This is following the opinion (Carrel, Michael R., Elbert, Norbert E & Hatfield, 2016), which states that training of employees continues process to show good knowledge and good skills than attitude following by employee are more skilled and effect responsibility. Training also refers to the development of work skills that can be used to support performance. Based on the above understanding, it can be synthesized that training is an activity carried out by a company or agency to improve, assist, and improve the skills and knowledge of employees.

Career Development

A career in the history of a person's work or a series of positions held during his working life. (Sinambela, 2016) that career development is an effort made by organizations in planning the careers of their employees, which is called career management, including planning, implementing, and supervising careers. Career development will affect the personal improvements that a person makes to achieve a career plan (Megita, 2016). There are two perspectives on a career as described below. From one perspective, a career is a series of jobs that an individual undertakes since his life called a career of objective. Meanwhile, the other perspective includes changes in values, attitudes, and motivations that occur with increasing age, called subjective careers (Marwansyah, 2015). According to (Bernardin, H. J dan Russell, 2013) revealed that in practice, career development can increase employee career satisfaction and increase organizational effectiveness.

The explanation synthesized that career development is an employee of personal effort aimed at pursuing a career plan through education, training, job search, acquisition, and work experience supported by intellectual or emotional abilities.

Theoretical Framework

Relationship between Work Involvement (X1) on Employee Performance (Y)

Job involvement is one of the variables that can predict conditions within the organization, such as absenteeism and turnover (Y. N. Prasetyo, 2016). Meanwhile (Ching-Sheue, 2015) revealed that job involvement is the degree to which the work experienced by employees affects self-esteem and performance. This happens because work involvement can show the level of integration between employees and their work. It can be synthesized that job involvement is the

degree to which an employee is committed to his job. An employee considers their job to be the essential thing in their life.

Research by Vicky Natalia (2015) with the title "The Influence of Employee Engagement Leadership Style and Organizational Commitment in Improving Employees Performance (Study at BRI Probolinggo Branch)" concludes Variable X1 (Employee Involvement) affects Y (Employees Performance) through X2 (Organizational Commitment). The results of previous research by (Jonathan 2014) said that job involvement simultaneously affects an employee's performance. Rizwan (2011) study found same thing.

Relationship between Training (X2) and Employee Performance (Y)

(Rachmawati, 2008) reveals training as an environment for employees to accept and learn individual attitudes, capacities, skills, knowledge, and behavior related to work. A systematic process in training changes employee behavior that aims to achieve organizational expectations (Rivai & Sagala, 2011) said that training has related skills and abilities for employees and doing jobs.

Thus, it is known that through the knowledge and skills, and attitudes obtained through the training, an employee or member of the organization can be more confident in dealing with the problems faced in their duties.

Based research conducted by Dahmiri and Kharisma Sakta (2014) titled "The Effect of Training on Employee Performance of the Sarolangun Regency Education Office" shows that training contributes to the performance of Sarolangun Regency Education Office employees. The results of previous research by (Very Mahmudhitya Rudhaliawan, 2015) show the effect of training and employee performance. Feriza Fadhil's research (2015) found there is a relationship between activity with performance. This study is the same as (Mawardi 2010) there is the effect of simultaneous training and performance.

Relationship of Career Development (X3) to Employee Performance (Y)

If a person's career goes well, an increase will have a positive employee of performance. The research previously studied by Rozani (2011) concluded that career development significantly affects an employee's performance. Another study by (Harlie 2010) concluded that there was a significant positive.

Research conducted by Enjang Mya Afyati (2018) entitled "The effect Career of Development, Work Motivation and Work Discipline on Employee Performance at Bank Syariah Mandiri Surakarta Branch," shows a positive career development. Meanwhile, Abdul Haeba Ramli and Rizki Yudhistira (2018) research also indicate a positive effect. The same results are obtained from research conducted by (Pillay, 2015) who said career development affects motivation

employees. It means a promising career of development makes higher the employee's performance. It is also proven by Arfindy Parerung (2014), which shows there a positive effect too.

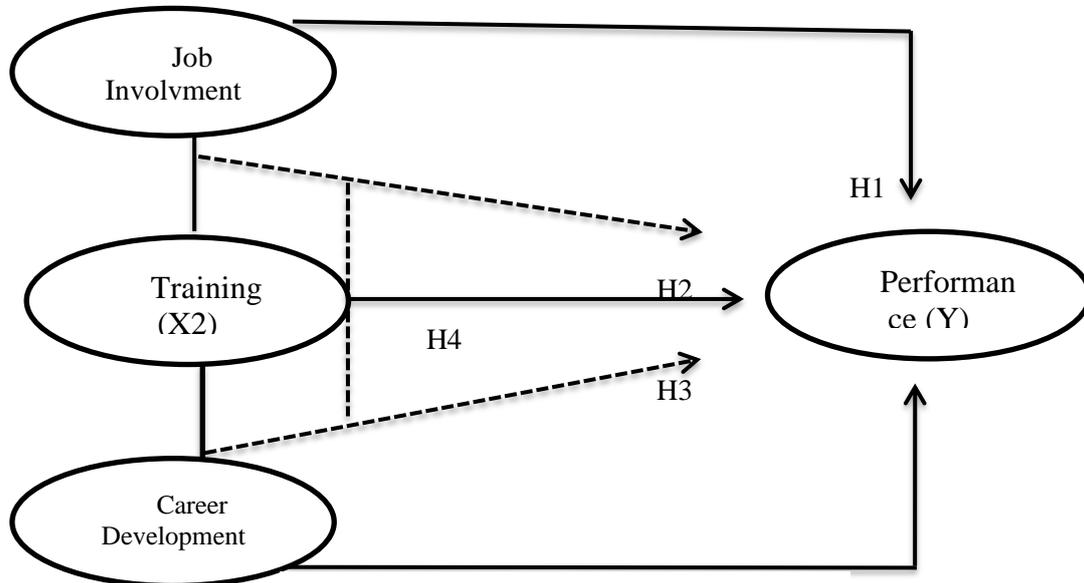


Figure 1. Research Model
Source : Data processed by author (2021)

Hypothesis

Parallel Hypothesis:

Hypothesis 1:

H0: Work involvement harms the performance of employee Bureau Human Resources, Organization and Law Indonesian National Institute of Aeronautics and Space.

Ha: Work involvement has a positive effect on the performance of employee Bureau Human Resources, Organization and Law Indonesian National Institute of Aeronautics and Space.

Hypothesis 2

H0: Training has a negative effect on the performance of employee Bureau Human Resources, Organization and Law Indonesian National Institute of Aeronautics and Space.

Ha: Training has a positive effect on the performance of employee Bureau Human Resources, Organization and Law Indonesian National Institute of Aeronautics and Space.

Hypothesis 3

H0: Career development has a negative effect on the performance of employee Bureau Human Resources, Organization and Law Indonesian National Institute of Aeronautics and Space.

Ha: Career development has a positive effect on the performance of employee Bureau Human Resources, Organization and Law Indonesian National Institute of Aeronautics and Space.

Simultaneous Hypothesis

Hypothesis 4

H0: Job involvement, training, and career development have a negative effect on the performance of employee Bureau Human Resources, Organization and Law Indonesian National Institute of Aeronautics and Space.

Ha: Job involvement, training, and career development have a positive effect on the performance of the employee Bureau Human Resources, Organization and Law Indonesian National Institute of Aeronautics and Space.

RESEARCH METHOD

This research is expected to be completed in less than one year, from the seminar proposal in February 2021 to early July 2021. This study used a sample of 40 employees Bureau Human Resources, Organization and Law Indonesian National Institute of Aeronautics and Space. Sampling used probability sampling. The analytical method in hypothesis testing is the multiple regression analysis methods with path analysis techniques. In this case, the data instrument collected will be distributed through respondents and then processed using SPSS 24 to find out the results of the data that has been collected.

RESULT AND DISCUSSION

Table 1. Validity Test

Kinerja Pegawai (Y)				
Item	Pearson Correlation	R table	Sig.(2-tailed)	Description
1	,577**	0,312	,000	Valid
2	,594**	0,312	,000	Valid
3	,588**	0,312	,000	Valid
4	,688**	0,312	,000	Valid
5	,602**	0,312	,000	Valid
6	,411**	0,312	,008	Valid
7	,606**	0,312	,000	Valid
8	,501**	0,312	,001	Valid
9	,339*	0,312	,032	Valid

Source : Data processed by author (2021)

The basis for deciding on an indicator is said to be valid or not, that is, if the value of Rcount is more excellent Rtable, so the data is correct, and if the value of Rcount smallest Rtable, so the information is invalid. N (df) as much as 40 then the r table product-moment at a significant level of 5% is 0.312. Based on the employee performance validity table above, it is known that in items 1 to 9, all Pearson Correlation values or Rcount higher Rtable or r count higher than 0.312 then all items stated are valid. The highest level of validity value is in item 4 of 668, and the item with the lowest level of validity is item 9 of 0.339. When viewed from the significance level, it is said to be valid if Sig. (2-tailed) <0.05. From the table, it is known that Sig. (2-tailed) items 1 to 9 are < 0.05.

Table 1. Reability Test

Perhitungan Cronbach's Alpa		
Variabel	Cronbach's Alpa	Description
Performance (Y)	0,726	Reliable
Job Involment (X1)	0,717	Reliable
Training (X2)	0,715	Reliable
Career Development (X3)	0,729	Reliable

Source : Data processed by author (2021)

The basis for decision-making in the variable validity test is reliable when the value of Cronbach's alpha is > 0.60 . From the table, variables Performance (Y), Job Involvement (X1), Training (X2), and Career Development (X3) each produce Cronbach's alpha higher than 0.60, so it is known, so each variable is reliable.

Table 2. Multicollinearity Test**Coefficients^a**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Job Involment	0,814	1,228
Training	0,799	1,252
Career Development	0,946	1,057

a. Dependent Variable: KINERJA

Source : Data processed by author (2021)

The multicollinearity from the table, the Tolerance of Work Involvement (X1) is 0.814 > 0.10 , then there is no multicollinearity, the Tolerance of Training (X2) is 0.799 > 0.10 . There is no multicollinearity and the Tolerance of Career Development (X3) is 0.946 > 0.10 then there is no multicollinearity.

Judging from the VIF, if the VIF value is < 10.00 , it means that it is not multicollinear. The VIF value for work involvement is 1.228 < 10.00 , then it is not multicollinearity, the VIF value for Training is 1.252 < 10.00 , it is not multicollinearity, and the VIF

Career Development value is $1.057 < 10.00$ it is no multicollinearity. So it is concluded that the variable does not occur multicollinearity.

Table 3. Normality Test Job Involvement
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	0
	Std. Deviation	2,50271706
Most Extreme Differences	Absolute	0,1
	Positive	0,091
	Negative	-0,1
Test Statistic		0,1
Asymp. Sig. (2-tailed)		,200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source : Data processed by author (2021)

From the normality test for the job involvement variable above, the results shown in the SPSS 2.4 calculation obtained the Kolmogorov-Smirnov value of 0.1 with a significance of 0.200. Significance value $> .$ alpha in this test is 0.05 or 5%. The work involvement variable (X1) has a positive value of $0.200 > 0.05$, so the data is normal

Table 4. Normality Test Training
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	0
	Std. Deviation	2,38982617
Most Extreme Differences	Absolute	0,092
	Positive	0,076
	Negative	-0,092
Test Statistic		0,092
Asymp. Sig. (2-tailed)		,200 ^{c,d}

-
- a. Test distribution is Normal.
 - b. Calculated from data.
 - c. Lilliefors Significance Correction.
 - d. This is a lower bound of the true significance.

Source : Data processed by author (2021)

From the normality test of the Training variable above, the results of the SPSS 2.4 calculation obtained the Kolmogorov-Smirnov value of 0.092 with a significance of 0.200. Significance value $>$. alpha in this test is 0.05 or 5%. The work involvement variable (X1) has a significant with value of $0.200 > 0.05$, so this is normal.

**Table 5. Normality Test Career Development
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	0
	Std. Deviation	2,50549317
Most Extreme Differences	Absolute	0,117
	Positive	0,103
	Negative	-0,117
Test Statistic		0,117
Asymp. Sig. (2-tailed)		,184 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source : Data processed by author (2021)

From the normality test Career Development variable, the results shown in the SPSS 2.4 calculation obtained the Kolmogorov-Smirnov value of 0.117 with a sig of 0.184. Sig value $>$. alpha in this test is 0.05 or 5%. In the Career Development variable (X3), the significant value is $0.184 > 0.05$, then the data is normally.

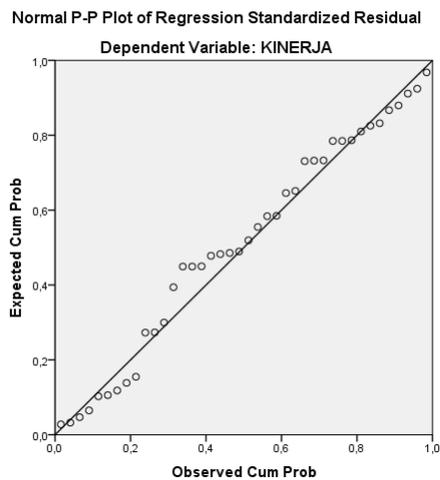


Figure 2. Diagram Normality Test

Source : Data processed by author (2021)

The normality test can be seen from the diagram above which shows the point following the line that runs from left to bottom to top right, it is said to be normal.

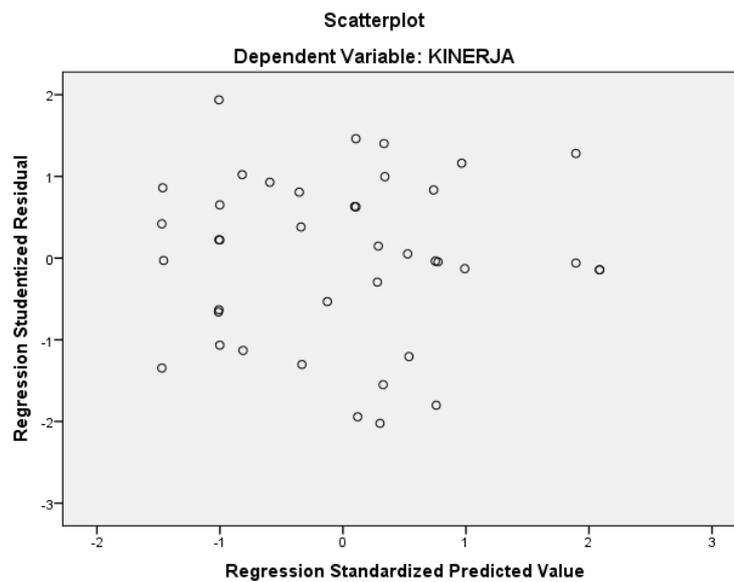


Figure 3. Heteroscedasticity Test

Source : Data processed by author (2021)

From the diagram, can be seen there is a spread on the scatter graph so that there is no certain and irregular pattern the 0 axis on the Y axis. It shows that nothing heteroscedasticity .

Table 6. Multiple Linear Regression Analysis

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	30,805	4,489		6,863	0,000
	Job Involvement	0,307	0,206	0,006	3,032	0,025
	Training	0,409	0,198	0,358	2,064	0,046
	Career Development	0,206	0,180	0,182	2,142	0,021

a. Dependent Variable: KINERJA

Source : Data processed by author (2021)

Based on data analysis using SPSS 2.4, the following equation is obtained:

$$Y = 30.805 + 0.307X_1 + 0.409X_2 + 0.206X_3$$

From these equations, it can be concluded as follows.

The value of contents is 30.805, which means if there is no change in the variables of work involvement, training, and career development (the value of the variable $X = 0$). The environmental employee performance of the LAPAN Orkum HR Bureau is 30.805. The value in the job involvement coefficient of regression is 0.307, so positive, so the job involvement variable (X_1) increases by 1%. The dependent variable, namely the environmental employee performance of the LAPAN Orkum HR Bureau, will also increase by 0.307 and vice versa. This shows that the work involvement of environmental employees in the LAPAN HR Bureau has a positive effect on employee performance, so the employee's job involvement is higher than the performance.

The value of the training coefficient of regression is 0.409. It is positive, which means that if the training variable (X_2) increases by 1%, then the dependent variable, namely employee performance of the LAPAN Orkum HR Bureau, will also increase by 0.409 and vice versa. This shows that training positively influences employee performance, so the lower the training, the lower the employee of performance.

The career development coefficient of regression value is 0.206 and is positive, which means career development variable (X_3) increases by 1%, then the dependent variable, namely the performance of environmental employees of the LAPAN Orkum HR Bureau,

will also increase by 0.206 and vice versa. This shows that the higher the employee's career development, the higher the employee's performance.

Table 7. F-Test

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	302,747	3	110,916	5,429	,000 ^b
	Residual	214,853	36	5,968		
	Total	447,600	39			

a. Dependent Variable: KINERJA

b. Predictors: (Constant), PENG. KARIR, KET. KERJA, PELATIHAN

Source : Data processed by author (2021)

From the table F test in the table above, it is known that the calculated F value is 5.429 with a significance level of $0.000 < 0.05$ and the F table value is 2.866. Then $5.429 > 2.866$ then F count is greater than F table. Thus, it is concluded that work involvement (X1), training (X2) and career development (X3) have a significant or simultaneous effect on employee performance (Y).

Table 8. T-Test

Model	T	Sig	T tabel	Description
Job Involvement	3,032	0,025	2,028	Positif
Training	2,064	0,046	2,028	Positif
Career Development	2,142	0,021	2,028	Positif

Source : Data processed by author (2021)

From the table, t count greater t table, it is declared to have a positive influence. In this study, $n = 40$ by knowing t table = $n - k - 1$ then the result is 2.028. On the work involvement variable $3.032 > 2.028$, so there is a partial positive effect on performance. In the training variable $2,064 > 2,028$, it is stated that it has a partial positive effect on performance. In the career development variable $2.142 > 2.028$, it is stated that it has a partial positive influence on performance.

Table 9. Coefficient of Determination Test

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,864 ^a	,732	,720	2,443

a. Predictors: (Constant), PENG. KARIR, KET. KERJA, PELATIHAN

b. Dependent Variable: KINERJA

Source : Data processed by author (2021)

From the table coefficient of determination test results, it is influenced by the R square coefficient value of 0.732 or 73.2%. So it can be concluded that the influence of work involvement, training and career development variables on performance of employee is 0.732 (73.2%). While the other 26.8% is explained by the other variables that are not examined

Interpretation of Work Involvement Research Results on Employee Performance. Work involvement (X1) has a positive effect on the employee of performance the Organizational and Legal Human Resources Bureau of the National Aeronautics and Space Institute. The impact of work involvement on performance is examined by Riza (2017), who explains that there is a positive and significant effect between work involvement on employee performance. He found that employees devote most of their time to work because employees feel that their current job is part of their self-esteem. This is in accordance with (Umam. 2010), (Erisman 2019), Alexander (2017), that find the hypothesis that job involvement on employee performance has a positive influence. From the description of characteristics of respondents in the study, work involvement is influenced by personal factors, including demographic and psychological, in demographics, including age and education. In respondents, the majority of the environmental employees of the LAPAN Orkum HR Bureau are aged 31-35 years, as much as 32%. Employees who are mature and mature are usually more active in their work and have a higher level of work involved both with fellow employees and superiors. The more employees feel comfortable with their work and their environment, the higher their involvement in work.

In addition, the level of education is also one of the factors that affect the level of employee work involvement. The higher the level of education's employee, the higher the level of knowledge possessed, and the lower problems faced at work. So that the intention of employees to be involved in work is getting better and results in a good performance. 77% of employees have the latest education level of S1 or Bachelors. This means that employees already have extensive knowledge and are well involved in the work.

Interpretation of Training Research Results on Employee Performance. Training (X2) has a positive effect on the performance of environmental employees of the Bureau of Human Resources Organization and Law of the National Aeronautics and Space Institute. Research with the same results was found by Amelia (2016) which shows that the training variable has a significant influence on the performance of employees at PT. Bank of North Sulawesi Go Manado. In this case, training has a significant effect on employee performance. Furthermore, research conducted by (Kasimu & Kimuli 2018) and (Afroz 2018) shows that training has a positive impact on performance.

Based on the description of the respondent's characteristics, the period affects the performance results through training. The longer a person's working period, the more amount of training that has been obtained, on the other hand, employees with a not too long working period, the less the amount of training that is passed. tenure in the LAPAN HR Orkum HR Bureau for 21-25 years as many as 47% of the Orkum HR Bureau employees including training that is quite a lot and varied. In achieving training in accordance with employee goals, agencies need to be careful in providing training. requires every aspect of training such as the required materials, training facilities, methods used, the ability of instructors and trainees, which are very important in improving employee performance.

Interpretation of Career Development Research Results on Employee Performance

Career Development (X3) positively affects the performance (Y) of employees of the Bureau of Human Resources Organization and Law of the National Aeronautics and Space Institute. Research with the same results was found by (Sari, 2016) which shows that career development influences employee performance. Furthermore, a study conducted by (Nasfi 2020), Waloyo (2020) found that career development results had a significant and positive effect on employee performance.

In the characteristics of the respondents, tenure is one of the factors that influence one's career development. The majority of LAPAN's HR bureau employees work 21 – 25 years with a rate of 47% and > 25 years with a rate of 23%, which means that employees of the Orkum HR bureau have long tenure and certainly have a history of career development that is more related to work performance and opportunities for growth within the organization. The longer a person's tenure, the greater the opportunity for promotion or promotion to the position received.

Interpretation of Research Results on Job Involvement, Training, and Career Development on Employee Performance

Job involvement, training, and career development together have a positive effect on employee performance. So it can be concluded that H_0 is rejected and H_a is accepted, namely Job Involvement (X1), Training (X2), and Career Development (X3) have a positive effect on the performance (Y) of employees of the Bureau of Human Resources Organization and Law of the National Aeronautics and Space Institute. This is supported by the explanation that has been applied in sections a, b, and c previously regarding the interpretation of the results of work engagement research on performance, training on performance, and career development on performance. Research with the same results was found by (Erisman, 2019) who found a positive effect of job involvement and job training on performance together, and by (Younas, 2018) who found a positive effect of training and career development on performance.

CONCLUSION

Description of Work Involvement, Training, Career Development, and Employee Performance of LAPAN Orkum HR Bureau concluded.

The job involvement of employees of the Environmental Bureau of Human Resources Orkum LAPAN belongs to the perfect category; this shows that the agency has succeeded in getting employees involved in work. The training of Environmental Human Resources Bureau of LAPAN Orkum's employees is in the very good category; this shows that the training provided by the agency to employees is quite maximal. The career development of LAPAN's Orkum LAPAN HR Bureau's environmental employees is in the very good

category; this shows that LAPAN's Orkum LAPAN HR Bureau's Environmental employees are employees with professional Human Resources.

Job involvement positively impacts the performance, training positive impact on the performance, career development positive impact on the performance and Job involvement, training, career development together positive impact on the performance of employees the Bureau of Human Resources Organization and Law at the National Aeronautics and Space Institute. The third variable has a positive impact on employee performance. The higher of work involvement of employees, the more frequent training is carried out for employees, and the greater the career that employees have for future development, the more and the performance of employees will increase.

Recommendation for conduct research for a good time such as a pandemic or to condition research according to the development of the situation so that the results obtained are more optimal. Asking about what data can be used or cannot be used by researchers. Paying attention to the research results can then add or change variables that can affect the performance of employees or agencies, or companies and can carry out data collection methods in other forms such as direct observation, surveys, personal interviews to obtain accurate information results. Researchers can research different objects in LAPAN, such as the Financial Planning Bureau, Public and Public Cooperation Bureau, and others, or research government agencies or other private companies.

In the work involvement variable, financial and non-financial benefits that encourage employees to be more active in doing a good job reached 87.5%, which means that employee involvement in the Orkum HR Bureau is supported by awards. So from this, it is known that 87.5% of agencies have provided rewards that aim to support employees involved with their work. If rewards are received, opportunities result in greater performance and increase job involvement.

On the variable, the right time will help employees in mastering the training material and apply it directly to employees so that it will give maximum results after getting the previous knowledge reaching 95%, which means that the agency is on time in providing training to employees. Thus, employees can immediately apply the training results either directly or directly to work and can be better at solving a problem work in a responsive and timely manner.

On the career development variable, participating in the training will add skills that can make it easier for employees to complete work effectively and efficiently and have an effect on further career development, reaching 95%, which means that the agency has provided appropriate training to facilitate employees in completing their workloads. Influence on the career development of employees who adjust the needs with employees' goals on the opportunities provided by the organization in the future.

In the performance variable, employees can respect and appreciate fellow employees and superiors with a proportion of 100%, which means that they have succeeded in establishing cooperation between employees and fellow employees as well as superiors. This is something that needs to be maintained within the agency in order to achieve cooperation with good and compact performance.

Academic Implications. The results showed that work involvement had a positive effect on employee performance. This supports the results of Nanda's research (2019), which explains that work involvement can indicate the level of integration between employees and their work. If employees integrate with their work, then work will be seen as very important, will be more involved, and provide more time to do work so as to produce a good performance. The results of this study also support the results of previous research conducted by Riza (2017), then Alexander (2017), and Gian F. Kaseger (2017), which state that there is a positive influence of work involvement on employee performance.

The results showed that training had a positive effect on employee performance. This supports the results of Amelia's research (2016), which reveals that training has an important influence on increasing and decreasing performance. The results of this study also support the results of previous research conducted by Kasimu (2018) then Nushrat (2018), and Nurul Afifah (2014), which found that there was a positive effect of training on employee performance.

The results showed that career development had a positive effect on employee performance. This supports the results of Waloyo's research (2020), which states career development as the acquisition of knowledge, skills, and behaviors that improve individual work abilities. The higher the career development of an employee, the more experienced and the better the performance will be. The results of this study also support the results of previous research conducted by Nasfi (2020), then Novitri (2016), and Rizky

Fadhila Hanief (2016) found that there is a positive influence of career development on employee performance.

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