

Chapter 1

Introduction

1.1 Background

At present, the global competition has focused on company operation to be the best, strong, flexible in the market. The most valuable assets of a company, human resources, or employees need to be invested in that asset to achieve a company's goal. Any company achieves the goal, and an employee stands an important function to be able to do employee work duties, and the company has to take care and improve more on employee performance to support the company's activities and achieve the company's plan. Employees are concerned with training and development to improve their performance. Employees have soft and hard skills because of the training and development of an employee to better performance.

The function of motivation and ability for willingness to complete a job degree and level of ability of a person is performing. Individual performance is the benchmark for achieving the goal and there are three criteria to evaluate performance as (a) individual task, (b) individual behavior, and (c) individual characteristic (Suhariadi, 2013). Employee performance means both employee inputs (*behavior*) and output (*results*) that an employee performs in the workplace and defines a contribution or outcome of a team and an individual to reach a company's goal with a specific task. The inputs (*behavior*) and output (*results*) from the team or individual performance in a company that employee behave showed from employee mental and physical of their effort on work duty and responsibility that company has determined and the results of employee refer to work that defined from supervisor and manager related to company's object that outcome can be achieved by the employee responsible with great results and base on employee's abilities, knowledge, skills, experience, and personality of employee performs with a good result in job responsibility will be delivered through the employee. Performance of an employee based on training and development from the company to improve the job performance with the

company objective (Hassan et al., 2020). Training is an indicator in the process of enhancing the knowledge and skills of individuals whose employers have the vision to develop their employees. It results in an effect on the performance of the employee, and training has been effective for many desired outcomes (Morsy et al., 2016). The company provides training well, and the employees, and employees will be well acquainted with job performance, and there will be less wasteful time and employee efforts. For activities within the system that are planned to bring the level of competencies, skills, and knowledge necessary to perform the work effectively, it is training that those multi-disciplinary activities are continuing. An employee or company with practice in a developing company (Afroz, 2018). The company assets are employee inactive role toward company success. Through this asset in the company, the effectiveness of training and development for the company to improve their employee's job performance with a great amount of investment from the employer needs to invest in human resources. The development will return the work process to the quality and effectiveness of work performance. Career development is the way that an employee strategically plans, explores, creates, and designs a personal learning plan of their potential and success achievement for all the organization's mission requirements through employee development (Charity, 2015). There are companies that have been invested in employee development when the company has contributed to the activity of employee development, employees are hard-working, they have skills, and effort to achieve the company's goals. Employee job satisfaction is interconnected with the company with how their employee, emotional and observe their job performance (Javed et al., 2014). An employee's job satisfaction is an emotional state of the employee that has a result in an assessment of the damage to his or her job or work experience. Job satisfaction refers to the perception between an employee and the company regarding the employee's attitude with the job responsibility to meet the company's goal. An employee having satisfaction on the job can help the employee have a better performance.

In MA HOUR Engineering Co., Ltd, the phenomenon of the training program provided by the company can make an employee increase their skill and knowledge to make it easier for them to perform their work. In the company, when a worker's skill and knowledge increases, it can help a team leader, supervisor, and management easier to control and divide the work to do based on their skill and knowledge. In addition, the employee also develops their career by themselves through work conditions to support the employee in the company. For non-management level, it

increases their productivity to complete a project for a customer, middle management is easier to divide and control the work for non-management on each project, top management always gets many projects, even small or big projects from customers who feel confident and confident in their activity and confidently. Because the company had provided many benefits after the gross salary to employees to make them feel good, and all the management level always helps to teach and support them with motivation, if someone who works well gets opportunities to promote or bonus for motivation. After those conditions had been applied, career development can help employees increase their ability, and productivity is increased too. Other hand, employees are satisfied with their job responsibility in the company because the company also takes looking for motivation, and employees have the confidence to work and be satisfied to work with the company for a long period. Job satisfaction in the company is an important function for an employee willing to perform their work without knowing whom to determine it, but they are satisfied to do it to get a better result and completed the project of the company plan before or on time was set by the customer. The employee performance in the company is related to their activities on the job that are issued by the leader, supervisor, and manager allow the company to plan for customer needs. The phenomenon of employee performance had increased productivity after joint in the training, and employees in the company feeling well with the company to develop their career and they are satisfied to work with MA HOUR Engineering Co., Ltd according to another benefit, work condition, management level support to the worker, it can make company had completed project for a customer and received new big project from both of government and private sector.

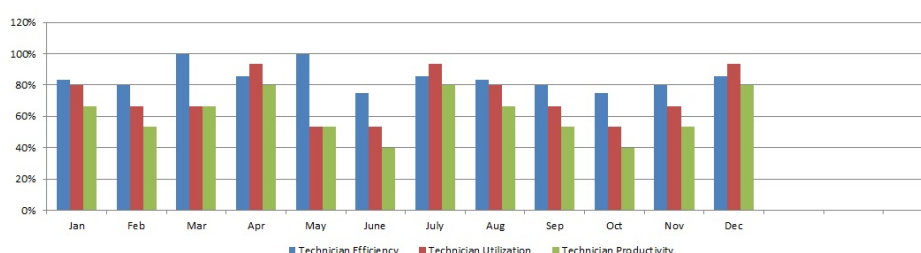
Figure 1.1 shown as an available data of MA HOUR Engineering Co., Ltd have address in Home #1B, Street Betong, Songkat Veal Sbov, Khan Chba Om pov, Phnom Penh City, Cambodia. MA HOUR Engineering Co., Ltd is the company that provided service to install *Fire Fitting*, *Ducting*, and *Chiller Systems* to the consumer. The company has 100 employees, including staff females and 07 people in the year 2021. There are three departments in the company are *Site Department*, *Stock Department*, and *Operation Department*. The company has provided training twice a year, technical training for technicians, and safety training for all employees in the company.

Figure 1.2 shown the technician performance in the year 2020 is the percentage of technician efficiency that is higher in March and May is 100% and for April, July, and December have technician utilization and technician productivity higher

Company Name	MA HOUR Engineering Co., LTD 
Location	Home#1B, St. Betong, Sangkat Veasbov, Khan Chbar Om Pov, Phnom Penh City, Cambodia.
Employee	In 2021 is 100 people (07 people is female staff).
Departments	1. Site Department 2. Stock Department 3. Operation Department
Services Provider	- Install Fire Fitting, - Ducting, - Chiller System.
Training Program (a twice time per year)	1. Technical Training 2. Safety Training

Source: MA HOUR Engineering Co.,Ltd.

Figure 1.1: Information of Company



Source: MA HOUR Engineering Co., Ltd.

Figure 1.2: Yearly Technician Performance In 2020

than other months. The Company has provided a twice-time training program for workers, it was conducted in January and March every year. The percentage of technician performance after the training program provided by the company has a higher percentage. This phenomenon means the worker performance higher after joint in the training program provided and developed by the company, and for worker development by themselves included employees satisfied with their job, willing to perform the job to get a better result for achieving the company plan in the period. Employee performance in the company is a good result if employees get training and develop themselves with satisfaction on the job. The interesting research in MA HOUR Engineering Co., Ltd has no previous researcher. It is the first time that a

company has done a study on “The impact of training and career development on employee performance with job satisfaction as a moderating variable”.

1.2 Research Problem

Human resource or employee is producing a talent that needs of an organization to be suitable to the employee knowledge, a well-known fact that training improves skills, knowledge, abilities, and employee performance in a company. The problem that arises in the MA HOUR Engineering Co., Ltd is that the company has provided training to employees and employee development themselves to impact on performance to get improvement for employee performance in the company. So, this study is conducted to evaluate the impact of training and career development on employee performance as follows:

1. What is the impact of training on employee performance?
2. What is the impact of training on employee performance with job satisfaction as a moderating variable?
3. What is the impact of career development on employee performance?
4. What is the impact of career development on employee performance with job satisfaction as a moderating variable?

1.3 Research Objective

The company has provided a training program for developing employee knowledge and capability. The diversity of employees needs training and development to get quality work performance and achieve organizational goals. The objective is to analyze the impact of training, career development, on employee performance with job satisfaction at MA HOUR Engineering Co., Ltd.

1.4 Research Benefits

The benefits achieved from this study for researchers in the files of performance (*content analysis*) and human resource management, especially training and development.

1.4.1 Practical Benefits

The result of this research first, we were expected to provide practical benefit to the management of MA HOUR Engineering Co., Ltd. The company relates to the training and career development with job satisfaction on employee performance. Second, in this study, we are expected to be taken into consideration in training and career development on human resources in MA HOUR Engineering Co., Ltd. Third, we expected the organization to continue and improve more on training and career development to be effectively and efficiently used to increase employee performance for the long term in the future.

1.4.2 Theoretical Benefits

The theory in this research is we expected that it can help to be a reference for a future researcher who is interested in analyzing training and career development, and human resource executive level or trainer position want to get more knowledge for their job's duty.

1.5 Scope of Research

According to the theory of training, training is initiated by an organization to learn their employee's skills and knowledge. Career development is to increase the individual's ability to achieve the goals and achievement of the company. Job satisfaction is the attitude of an individual in the performance of their work as perceived through communication between an employee and the company. The type of research used a quantitative method to support the method and was conducted on the impact of training and career development on employee performance with job satisfaction as a moderating variable from January 2021 to March 2021 at MA HOUR Engineering Co., Ltd in Phnom Penh City, Cambodia. The gap of this research from previous research had training and career development having a positive impact on employee performance with job satisfaction as a moderating variable in the different types of companies to do the business. So, in this study, we would like to find the impact of training and career development on employee performance with job satisfaction as a moderating variable in the MA HOUR Engineering Co., Ltd. This type of company provides engineering services to consumers, and those will improve the level of employee performance, work with effectiveness.

1.6 Systematic of Thesis

The systematic thesis writing the results of this study is divided into six chapters. There is an introduction, literature review, research methods, an overview of general objects and research subjects, analysis and discussion included conclusions and recommendations. In each chapter there will be an explanation as follows:

Chapter I: Introduction

This chapter will explain the background of a researcher to do research that will be a criterion about the problem to be discussed to find the root cause of the main problem that the research topic appointed, the purpose of doing research, and the benefits of the research that is the main topic explained in this chapter too.

Chapter II: Literature Review

This chapter will explain the theoretical foundation that is a basic reference in research and as well as previous research that has been done, accompanied by empirical studies derived from the previous studies and conceptual framework.

Chapter III: Research Methods

This section is the chapter describes the approach research to conduct, variable identification, operational definition of each research variable was used, type and source data, data collection procedure, and data analysis technique. This chapter provides an overview of the research objects to be used in research. The explanation is related to the history of the company, the value of the company's vision and mission. The research method will be conducted with a quantitative approach and aims to determine the impact of training and career development on employee performance in an organization.

Chapter IV: Result and Discussion

This chapter provides a brief and clear overview of the subjects and objects of research. Apart from this section, this section also included analysis, discussion, and description of the analysis of research data as well and explained the results of the analysis data to be discussed as a whole.

Chapter V: Closing

The closing chapter is the last chapter which contains a conclusion that can be drawn from the research conducted as well and suggestions regarding further research that can be done based on research results that have been obtained.

