



Career Development Training and Mentoring to Improve Employee Performance at UD. Al-Amien Gabru, Gurah, Kediri

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Abstract

This community service activity aims to improve the performance of UD. Al-Amien Gabru employees, Gurah, Kediri through training and career development mentoring. Problems faced by partners include declining employee performance, low work competency, the absence of career development paths, an unstructured incentive system, and a less productive work environment. The implementation method uses a participatory approach based on Capacity Building, involving five employees who were selected purposively. Activities include basic work skills training, career ladder development, development of a performance-based incentive system, and improvement of the work environment. Supporting media in the form of training modules, presentations, educational posters, learning videos, and pre-post questionnaires were used to facilitate the learning process. The results of the activity showed an increase in participants' understanding of work motivation, incentive systems, and career development, which is expected to have a positive impact on productivity and business sustainability. This program makes a real contribution to strengthening HR management in micro-enterprises, while increasing partners' competitiveness in the midst of market competition.

1. Introduction

Every agency, institution or organization is a group of human resources who work together to achieve common goals that have been previously determined and agreed upon.(HP Djunaedi, 2017; N. Djunaedi & Muh. Akil Rahman, 2023; Laely et al., 2020). In order to achieve the goals within the institution, both at the managerial and employee levels, this can create a harmonious work environment and be able to create high work discipline.

An organization is a form of association between two or more people who work together in a formal manner in order to achieve predetermined goals.(Dewi et al., 2017)Every organization has goals that must be formulated clearly so that they are easy to understand.(Daulay et al., 2019). Achieving a goal is generally done through various relevant efforts or activities.(Komari, 2023; Komari et al., 2019)These activities include balanced authority, appropriate systems and

methods, and are supported by appropriate technology to help ensure the smooth and high-quality results of achieving objectives.(Supihati, 2014).

In order to improve employee performance, the company uses several methods, namely providing incentives, creating a conducive work environment and providing opportunities for career development.(Anwar & Kasnadian, 2019)Employees are expected to be able to maximize their responsibilities in their work after being provided with training and development provided by the company.(Irwan et al., 2017)Meanwhile, incentives, a conducive work environment and opportunities for career development are the rights of employees and also the obligations of the company.(Lestary & Chaniago, 2018).

Incentives are everything that employees receive as compensation for their work, the amount of compensation or incentive can influence employee work performance, motivation and job satisfaction.(Anggreni Made Ria & Suardhika I Made Sadha, 2018). The incentive system is expected to motivate employees to work as hard as possible, employees in the company are not only objects for achieving company goals, but also as subjects who play a role in determining whether or not the company's goals are achieved.(Hendro, 2018)Therefore, human resource management is an activity that must be carried out by every company to produce quality human resources.

Incentives are given depending on the employee's achievements or performance, while wages are something that the company is obliged to provide.(Anwar & Kasnadian, 2019). The higher the work performance, the greater the incentive received.(Cindrawasih, 2020)It has become common practice for every company to set high targets and, if successful, to receive additional income.

Providing incentives serves to empower employees with responsibility and encouragement. Incentives ensure that employees are directed toward achieving company goals. As a business grows, it is required to maintain and increase its growth rate. This is also the case for UD. Al-Amien Gabru Gurah Kediri, given the increasingly fierce competition currently faced by companies, coupled with rapidly changing market conditions. Undeniably, a business's success depends on its ability to capture market share. This means that only companies that understand consumers and dominate the market can survive the competition.

Human resources play a crucial role in market dominance, supported by strong performance. High-quality human resources contribute to a company's success. UD. Al-Amien Gabru Gurah Kediri needs to pay attention to this, considering that sales have declined over the past year. Missing targets indicates suboptimal employee performance.

Companies or organizations have various instruments/tools to achieve their goals.(Febryana, 2017)These instruments need to be managed (management) such as natural

resources (raw materials), human resources (labor), technology and capital.(Nitisemito, 2010)However, the most important instrument is human resources, where humans are the most important driving factor in the wheels of an organization or company.(Simamora, 2006)Human resources are one of the main driving forces for every company operation, and have the ability to analyze management problems, especially in the organizational field.(Rosid, 2017)Human resources are a very important part in achieving the company's goals to develop macro and micro businesses.(Sadat et al., 2020)Human resources play a very important role, considering the current business developments which are always increasingly competitive, so that companies in managing their businesses are expected to be able to use good and proper human resources.(Laely et al., 2023, 2024; Lidiawan, 2024).

2. Problems and Solutions

UD. Al-Amien Gabru, Gurah, Kediri is a micro-enterprise engaged in the distribution of basic necessities and agricultural products. Over the past year, this business has experienced a significant decline in sales. Based on discussions and field observations, the main problem faced by partners is declining employee performance. This problem is reinforced by several mutually agreed-upon sub-problems, including: low employee competency and work skills, the lack of career development paths, an unstructured incentive system, and a work environment that does not support productivity. All of these problems directly impact employee efficiency and morale, and hinder overall business growth.(Irwan et al., 2017).

As a systematic solution, this community service activity offers several approaches based on the priority needs of partners. First, basic work competency development training will be provided to all employees to develop skills in communication, transaction recording, time management, and customer service.(Yoevita & Widjajanti, 2022)Second, a simple career ladder system will be developed to provide long-term direction and motivation. Third, a performance-based incentive system will be developed to increase work enthusiasm and responsibility. Finally, the work environment will be improved by improving the division of tasks, creating a collaborative work atmosphere, and conducting regular weekly evaluations. All of these solutions are designed to address not only technical aspects but also strengthen a productive and professional work culture.(Charli, 2021; Rivalita & Ferdian, 2020).

The implementation of this solution is expected to generate several important outcomes that will directly impact business sustainability. These outcomes include improved employee basic skills, the development of career structure and promotion documents, the implementation of a fair incentive system, and the creation of a healthy and communicative work environment.(Cindrawasih, 2020)All of these outputs fall within the framework of improving

production and human resource management, which will strengthen UD. Al-Amien's competitiveness amidst increasingly competitive market dynamics. In the long term, this solution is expected to drive increased business revenue and improve the welfare of workers in the surrounding area.(Lestary & Chaniago, 2018;(Anwar & Kasnadian, 2019).

3. Methods

3.1. Method of Implementation

This community service activity uses a participatory and training-based approach, adopting a Capacity Building framework. This method was chosen to directly involve partners in every activity process, from problem identification to evaluation, to enhance employee understanding, skills, and commitment in supporting improved business performance. This approach combines educational practices through training, group discussions, work simulations, and structured assignments.(Sugiyono, 2021).

3.2. Location and Duration Activity

This activity will be held at the partner's location, UD. Al-Amien, located in Gabru Village, Gurah District, Kediri Regency, East Java Province. The program is planned to last two months, from September to October 2025, with regular training and mentoring scheduled according to an agreed-upon agenda with the partner.

3.3. Partner Group

The primary target group for this activity was five active employees of UD. Al-Amien, selected purposively. These five employees were chosen based on the following criteria: they play a significant role in the daily operations of the business, have worked for at least one year, and demonstrate enthusiasm for self-development. Participants consisted of employees from the logistics, sales, administration, and customer service departments, aged 25–40.

3.4. Tools and Media

To support the effectiveness of training activities at UD. Al-Amien, various relevant learning tools and media have been prepared. One of the main media is a training module containing structured material on work motivation, career development, work communication, and incentive systems. This module is designed to help participants understand the basic concepts related to improving the quality of human resources in the workplace.(Laely & Lidiawan, 2022) In addition to modules, PowerPoint presentations were also used as visual aids during the training sessions to make the material more engaging and easier to understand. To determine perceptions and the effectiveness of the training, a questionnaire was provided for participants to complete before and after the training. This questionnaire served as an evaluation tool for changes in participants' understanding of the material presented.

3.5. Implementation Procedures

Other supporting media include educational posters displaying messages about a positive work culture and the importance of discipline, as well as short videos used as sparks to open discussions during training sessions. This combination of tools and media is expected to create an interactive, communicative training process and encourage tangible changes in work behavior.

4. Results and Discussion

4.1. Result

4.4.1. Overview of Implemented Activities

The training activities conducted at UD. Al-Amien are part of a community service program focused on improving the understanding and practice of Occupational Safety and Health (K3) and developing human resources. This training is conducted in stages through several main sessions, including: work motivation training, understanding incentive systems, career development, and group discussions on work culture. In addition, direct mentoring is provided to provide feedback on participants' work behavior.

As part of the activity evaluation, pre-test and post-test questionnaires were used, along with statistical analysis, including the F-test and coefficient of determination (R^2). The F-test was used to determine whether incentives, work environment, and career development variables simultaneously had a significant effect on improving employee performance. The R^2 was used to measure the overall influence of these three variables on training participant performance.

4.4.2. Community Participation and Engagement

UD. Al-Amien employees participated in the training very well. Five of them actively participated throughout the event. Participants demonstrated high enthusiasm during the training sessions and small group discussions. Activities such as watching educational videos, completing questionnaires, and developing ideas for a collaborative work culture were proven to encourage active engagement. Furthermore, during the mentoring sessions, most participants were able to reflect on the training results and translate them into concrete actions in the workplace.

4.4.3. Outcomes and Impacts

Five participants demonstrated a strong understanding of the importance of incentives, the work environment, and career development in supporting performance. The analysis revealed a strong and convincing relationship, with test scores well above the minimum threshold for statistical validity, indicating that these three aspects have a significant impact. The 24.2% contribution percentage indicates that nearly a quarter of the participants' observed performance improvements stemmed directly from their understanding and application of the training materials. The remaining three-quarters were influenced by factors outside the training, such as prior work experience, personal motivation, or organizational support. In other words, the

training provided a strong foundation for participants to improve their work practices, and the effects are already visible, although there is still room for further strengthening.

4.4.4. Challenges and Mitigation Strategies

Challenges arose, such as limited training time due to the company's busy operational schedule and varying levels of initial understanding among participants. To address these challenges, the implementation team adopted a participatory learning strategy using group discussions, providing live examples, and adapting the language of the material for easier comprehension. This approach ensured that participants were still able to effectively participate in all activities.

4.4.5. Community Feedback and Evaluations

Evaluations using questionnaires and group discussions revealed that participants responded very positively to the training materials and methods. Most stated that the training was very beneficial in providing new insights into the importance of a positive work culture, a fair incentive system, and a clear career path. The average score from participant evaluations showed an increase in perception and understanding after the training, which is in line with the quantitative findings from the F and R² tests. This confirms that the training successfully fostered participants' understanding and awareness of more professional and safe work practices.

4.2. Discussion

4.2.1. Discussion and Interpretation

Two main aspects, namely incentives and the work environment, are the most influential factors in improving employee performance. This finding aligns with the objectives of the community service program, which emphasizes increasing productivity through a motivational approach and improving working conditions. Theoretically, this supports Herzberg's motivation theory, which states that extrinsic factors such as compensation (incentives) and hygiene factors (work environment) play a significant role in shaping satisfaction and performance. Comparison with previous research(Prihatini & Putri, 2022),Research consistently shows that incentives and the work environment have a significant impact on performance, especially in labor-intensive sectors. However, career development has not shown a direct impact, which may be due to a lack of clear promotion paths or employees' need to focus more on short-term incentives and job satisfaction.(Laely & Lidiawan, 2024)This difference aligns with a study by the Indonesian Ministry of Religious Affairs, which showed that career development does not necessarily increase loyalty or performance without effective system support.

4.2.2. Sustainability and Follow-Up Plan

The follow-up strategy includes implementing a transparent, performance-based incentive scheme, accompanied by regular evaluations to maintain employee motivation. The work

environment also needs to be continuously improved, particularly in areas where complaints persist, such as noise, to create a safe and comfortable working environment. Meanwhile, although career development has not yet had a significant impact, efforts in this direction remain crucial as a long-term strategy, for example through competency training programs, mentoring, and establishing clear career paths. This combined approach is expected to not only maintain the positive results achieved but also build a strong foundation for future performance growth.

5. Conclusions and Recommendations

5.1. Summary of Key Activities and Achievements

This community service activity focuses on strengthening employee performance through training and mentoring, emphasizing three key aspects: providing effective incentives, improving the work environment, and career development. Throughout the program, participants were provided with practical insights and strategies for implementation in their respective workplaces. Evaluation results indicate that incentives and the work environment significantly impacted performance improvement, while career development has not yet shown a direct impact but remains relevant as a long-term strategy.

5.2. Impact on the Community or Target Group

The program had a significant positive impact on five participants, marked by increased understanding, changes in work attitudes, and awareness of the importance of incentives and a healthy work environment. Employees demonstrated a greater commitment to achieving work targets and experienced increased comfort and safety in their work environment.

5.3. Challenges and Lessons Learned

The main challenge faced was the limited training time, which prevented the career development aspect from being implemented optimally. Furthermore, improving the work environment required further coordination with management. A key lesson learned was that short-term interventions through incentives and improved work environments can produce immediate change, but long-term interventions such as career development require a more structured strategy.

5.4. Recommendations and Follow-Up Plans

Potential collaboration with training institutions and company management can strengthen program success, ensure consistent performance improvement, and support employee well-being on an ongoing basis.

Declaration of Competing Interest

None

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CRedit authorship contribution statement

Shely Vionita: Conceptualization, Method Design, Data Analysis, Draft Writing. IGG Heru Marwanto: Supervision, Data Validation, Manuscript Editing. Nur Laely; Shely Vionita: Data Analysis, Interpretation of Results, Reference Preparation.

Data Availability Statement

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