

Training and Career Development on Employee Productivity at New Book Store in Malang Regency

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INDEXING	ABSTRACT
<p>Keywords: Keyword 1; Transformational Leadership Keyword 2; Training Keyword 3; Career development Keyword 4; Employee productivity Keyword 5; Malang Regency</p>	<p>This study aims to determine and analyze the influence of transformational leadership, training, and career development on employee productivity at the New Book Store in Malang Regency. Employee productivity is an important factor in improving company performance, so it requires leadership that is able to motivate, as well as training and career development programs that can improve employee abilities and competencies. This study uses a quantitative approach with a survey method by distributing questionnaires to employees as respondents. The data analysis technique used is multiple linear regression analysis to determine the partial and simultaneous effects between independent variables on the dependent variable. The results of the study indicate that transformational leadership, training, and career development have a positive and significant effect on employee productivity both partially and simultaneously. The most dominant variable affecting employee productivity is training, because it can directly improve employee skills, knowledge, and work abilities. This study concludes that increasing employee productivity can be achieved through the implementation of effective transformational leadership and the implementation of continuous training and career development programs. The results of the study are expected to be a consideration for companies in formulating human resource management policies to improve employee productivity.</p>

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INTRODUCTION

Economic development is a crucial factor in a nation's prosperity. In Indonesia, several key sectors, serving as the backbone and driving force of the real sector, are the MSME sector. This sector has witnessed the ups and downs of economic development. MSMEs persist even when the national economy experiences either a surplus or a deficit. MSMEs in Indonesia continue to experience significant growth, especially in the retail and service sectors. Training and career development play a significant role in increasing the productivity of MSME employees. Furthermore, transformational leadership has been shown to motivate employees to achieve better performance. Research by Santoso (2025) also confirms that a combination of effective leadership and continuous training can significantly increase the productivity of employees at a bookstore in Malang City. To maintain competitiveness, employee productivity is a key factor. Productivity is influenced by many aspects, including transformational leadership, training, and career development. Current economic developments indicate that transformational leadership, training, and career development have a significant impact on employee productivity, including in the retail sector, such as the New Bookstore in Malang Regency. Transformational leadership can increase employee

motivation and performance through inspiration and empowerment, while training and career development strengthen employee work skills and commitment, thus positively impacting productivity.

Similar research is still widely conducted in the government sector or large companies, while research on the retail sector, particularly regional bookstores, is still limited. This creates an important research gap that needs to be filled. Therefore, this study will further examine this issue. The influence of transformational leadership, training, and career development on employee productivity at the New Book Store in Malang Regency. So the problems that arise can include low employee productivity, lack of work motivation, suboptimal leadership quality, inadequate training and development, and unclear career development strategies at the New Book Store in Malang Regency, which can then be analyzed whether transformational leadership, training, and career development factors have a significant influence on employee productivity. This research is important to provide a deeper understanding of the factors that influence employee productivity in MSMEs, especially at the New Book Store in Malang Regency. The results of the study are expected to be a basis for MSME entrepreneurs in implementing effective leadership and human resource development strategies, so as to increase business competitiveness and sustainability.

LITERATURE REVIEW

Transformational Leadership

a) Understanding Transformational Leadership

According to Febrianti (2024) Transformational leadership is a leader who is able to inspire followers to overcome their own interests and who is able to have a profound and extraordinary effect on followers. Meanwhile, according to Kusufa (2019) leadership is the ability of a leader to control, lead, influence the thoughts, feelings or behavior of others to achieve predetermined goals. With high leadership abilities, it is hoped that subordinates or employees will have better performance, because leaders will better understand how to respond and motivate subordinates to work better, more effectively and efficiently. Basically, companies or agencies not only expect employees who are capable, competent and skilled but most importantly they are willing to work hard and want to achieve optimal results.

b) Characteristics of Transformational Leadership

Some characteristics of transformational leadership that differentiate it from other forms of leadership, Febrianti (2024) are as follows:

- 1) Developing followers to become leaders
- 2) Elevating followers' attention from lower physical needs (such as safety) to higher psychological needs (self-confidence and self-actualization).
- 3) Inspire followers to act beyond their own interests for the good of the group.
- 4) Coloring a vision of a desired future state and communicating it in a way that makes change worthwhile.

It can be concluded above that leaders are able to treat others as individuals, consider each individual's needs and aspirations, listen to and educate and train their employees and subordinates.

c) there are 6 indicators of transformational leadership, including: Individual Consideration; Inspirational Motivation; Intellectual Stimulation; Fostering Acceptance of Group Goals and Promoting Team Work; High Performance Expectations; Appropriate Role Model; Contingent Reward

Training

a) Definition of training

Wahyuningsih (2019) defines training simply as a learning process designed to improve a person's job performance. This definition emphasizes four key considerations: the training process, the trainee, performance, and the job. It's important to understand that the training process refers to the changes that must occur in the trainee. In the training process, poor performance is addressed to improve performance. This allows the trained workers to effectively complete the tasks that await them.

b) Training Indicators

Training indicators according to (Kristianto and Hoko, 2025) include:

1. Training Objectives. Training objectives must be concrete and measurable. Therefore, the training will aim to improve work skills so that participants can achieve maximum performance and increase their understanding of the work ethic that must be applied.
2. Training materials can include: management, script layout, work psychology, work communication, work discipline and ethics, work leadership and work reporting.
3. Methods Used The training methods used are training methods with participatory techniques, namely group discussions, conferences, simulations, role-playing (demonstrations) and games, in-class exercises, tests, teamwork and study visits (comparative studies).
4. Participant Qualifications Training participants are company employees who meet the required qualifications, such as permanent employees and staff who have received recommendations from management.
5. Trainer (Instructor) Qualifications Trainers/instructors who will provide training materials must meet the required qualifications, including: having expertise related to the training material, being able to motivate and being able to use participatory methods.

Career Development

a) Career Development

Every employee should be given the opportunity to develop their career, which serves as a motivator for better performance. A career is the totality of positions a person may hold within an organization during their working life, and a career goal is the highest position a person can attain within an organization. The following are definitions of career development from several experts:

Career development is the process of improving an individual's work abilities achieved in order to achieve a desired career. Career development is an effort to improve a person's work skills achieved in order to achieve a desired career. Career development is the path and activity of planning an employee to occupy a position in the government or organization that will be implemented in the future.

b) Career Development Indicators

Career Development Indicators According to Kristianto and Hastanti, (2023) there are several career development indicators as follows:

1. Career needs Assist employees in aligning their own internal career needs.
2. Training Improves employee abilities or skills in operational areas.
3. Fair treatment in careers Providing equal career opportunities to employees to develop themselves.
4. Career information Provides information on career needs needed to determine the possible positions that employees can achieve to develop their careers.
5. Promotion Providing recognition, position, and greater service rewards to high-

- performing employees.
6. Mutation Moving and placing employees in their positions based on employee work performance.
 7. Workforce development Providing education and training programs for employees to increase their potential.

Employee Productivity

a) Employee Productivity

Productivity has different meanings among experts. To deepen our understanding of productivity, below, the researcher cites several definitions of productivity from various expert perspectives. According to Andriyany (2021), work productivity is a mental attitude. A mental attitude that always seeks improvement on what already exists. A belief that someone can do a job better today than yesterday and tomorrow better than today. Meanwhile, according to Andriyany (2021), productivity is the comparison between output (results) and input (input). If productivity increases, it will increase efficiency (time - materials - labor) and work systems, production techniques, and there will be an increase in the skills of the workforce.

b) Work Productivity Indicators

Increased productivity will make it easier for a company to achieve its desired goals. Therefore, companies must closely monitor employee productivity. To determine whether employee productivity is improving or not, a productivity assessment is necessary. Productivity assessments can be conducted by examining several indicators.

RESEARCH METHOD

Research Location

The research location is the place or location where this research was carried out at the New Book Store Malang, Jl. Raya Sengkaling No.1, Jetis, Mulyoagung, Dau District, Malang Regency, East Java.

Research Time

The research time is the time when the research was carried out by this researcher from December 1 to December 31, 2025.

Types of research

Based on the problem formulation and hypotheses mentioned previously, this research design will use a quantitative approach, namely research that uses numbers and analysis using statistics. This type of research uses descriptive and explanatory quantitative research. By collecting, processing, and analyzing data, descriptive research aims to describe phenomena accurately based on existing information and the relationships between the variables being investigated. Meanwhile, explanatory research aims to determine the causal relationship between variables (Sari *et al.*, 2024). This study aims to determine the extent of the influence of transformational leadership (X1), training (X2), and career development (X3) on work productivity (Y).

Data source

The types of data sources used in the research are primary data and secondary data:

a. Data Primer

Primary data is data obtained directly, data from first sources or the researcher himself through various methods such as interviews, observation and

documentation.

b. Data Seconds

Secondary data is data that has been collected by other people and/or institutions and is usually available in the form of reports, statistics, and documents. Researchers use secondary data to support or supplement the primary data they have collected.

Population and Sample

a. Population

The population is the entire research subject. Population determination must be in accordance with the research objectives so that the data obtained can provide a realistic picture of the phenomenon being studied. In this study, the population was 35 employees at the New Bookstore.

b. A sample is a portion of a population that is considered to represent the whole.

population characteristics so that the research results can be generalized. In this study, the sampling method used was a saturation sampling technique, where all members of the population were used as research samples. According to Sugiyono (2018), saturation sampling is a sampling technique where all members of the population are used as samples. This technique is appropriate. used if the population is less than 100 people, so that the entire population can be used as research respondents, this technique is chosen.

Data Collection Techniques

Data collection techniques are the methods or means used to collect data in a study. The data collection techniques used in this study included questionnaires, observation, and documentation.

Data analysis

Descriptive statistical analysis is conducted by providing a description or overview of the collected data, without the intention of drawing general conclusions or generalizations. In this study, descriptive statistical analysis was used to describe the frequency distribution of each data variable. This technique was used to determine students' entrepreneurial interest. Data analysis is presented in tables or graphs.

RESULT AND DISCUSSION

Table 1 Validity Test Results

Can/No	r count				r table	Conclusion
	X ₁	X ₂	X ₃	AND		
1	0,706	0,636	0,635	0,458	0,333	Valid
2	0,767	0,802	0,705	0,335		Valid
3	0,816	0,552	0,845	0,729		Valid
4	0,835	0,681	0,727	0,690		Valid
5	0,555	0,723	0,902	0,597		Valid

Source: Data processed by researchers (2026)

Based on the validity test results presented in the table, it is known that all statement items in the Transformational Leadership (X1), Training (X2), Career Development (X3), and Employee Productivity (Y) variables have a calculated r value greater than the table r. This indicates that each statement is able to measure the intended variable construct accurately. Thus, it can be concluded that all statement items in this research instrument are declared valid and suitable for use in collecting research data. This valid instrument is expected to be able to accurately describe the influence of transformational leadership, training, and career development on employee productivity

at the New Book Store, Malang Regency.

Table 2 Reliability Test Results

Variables	<i>Alpha Cronbach</i>	<i>Alpha</i>	Information
(X ₁)	0,852	0,7	Reliable
(X ₂)	0,702		Reliable
(X ₃)	0,819		Reliable
(AND)	0,884		Reliable

Source: Data processed by researchers (2026)

Based on the reliability test results presented in the table, it is known that the variables Transformational Leadership (X₁), Training (X₂), Career Development (X₃), and Employee Productivity (Y) each have a Cronbach's Alpha value that is above the minimum acceptable limit. This indicates that all statement items in each variable have a good level of consistency. Thus, it can be concluded that all research instruments used in this study are reliable and suitable for use as data collection tools. This reliable instrument is expected to be able to provide consistent measurement results in analyzing the influence of transformational leadership, training, and career development on employee productivity at the New Book Store in Malang Regency.

Table 3 Test Resultslinear Double

Variables	B Unstandardized Coefficients	Information
Constant	16,199	Positive
(X ₁)	0,299	Positive
(X ₂)	0,224	Positive
(X ₃)	0,352	Positive

Source: Data processed by researchers (2026)

In general, the multiple linear regression equation is formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 16,199 + 0,299X_1 + 0,224X_2 + 0,352X_3$$

Explanation of Regression Equation

1. Permanent (16,199)

The constant value of 16.199 indicates that if the variables of transformational leadership, training, and career development are considered zero or unchanged, employee productivity remains positive at 16.199. This indicates the influence of other factors outside the research variables that also influence employee productivity.

2. The Transformational Leadership Coefficient (X₁) is 0.299

The regression coefficient for transformational leadership is positive at 0.299. This means that every one-unit increase in transformational leadership, assuming training and career development variables remain constant, will increase employee productivity by 0.299. This indicates that the better the transformational leadership style implemented, the greater the increase in employee productivity.

3. Training Coefficient (X₂) is 0.224

The training regression coefficient is positive at 0.224. This means that each one-unit increase in training, assuming transformational leadership and career development variables remain constant, will increase employee productivity by 0.224. Therefore, effective and tailored training can improve employee skills and performance.

4. Career Development Coefficient (X₃) is 0.352

The career development regression coefficient is positive at 0.352. This means

that each one-unit increase in career development, assuming transformational leadership and training variables remain constant, will increase employee productivity by 0.352. This indicates that career development has the greatest influence on employee productivity compared to other variables.

Based on the results of multiple linear regression analysis, it can be concluded that transformational leadership, training, and career development have a positive effect on employee productivity at the New Book Store in Malang Regency. Among the three variables, career development (X3) has the most dominant influence, because it has the largest regression coefficient value.

Partial Test (t-Test)

The t-test was used to determine the partial influence of each independent variable on employee productivity at the New Book Store in Malang Regency, with a significance level of 5% ($\alpha = 0.05$).

Table 4 t-Test Results

Variables	t count	t table	Sig t
(X ₁)	5,553	2,040	0,001
(X ₂)	5,188		0,001
(X ₃)	6,517		0,001

Source: Data processed by researchers (2026)

The results of the t-test calculation to determine the influence of each variable are:

a) The Influence of Transformational Leadership (X1) on Employee Productivity

Based on the results of the t-test, the calculated t-value was 5.553, while t table amounting to 2,040, with a significance value (Sig. t) of 0.001. Because t count > t table (5.553 > 2.040) and significance value < 0.05, for H₀ is rejected and H₁ is accepted. This shows that transformational leadership partially has a positive and significant effect on employee productivity in the shop New Book Store Malang Regency. This means that the better the implementation of transformational leadership, the more employee productivity will increase.

b) The Effect of Training (X2) on Employee Productivity

The test results show a calculated t value of 5.188. with significance value sebesar 0.001, as well as t table of 2,040. Because t count > t table (5.188 > 2.040) And significance value < 0.05, for H₀ is rejected and H₁ is accepted. Thus, it can be concluded that Training has a partial positive and significant effect on employee productivity at the New Book Store in Malang Regency. This shows that appropriate training that meets job needs can improve employee skills and performance.

c) The Influence of Career Development (X3) on Employee Productivity

Based on the results of the t-test, the career development variable has a calculated t-value of 6.517 with a significance value of 0,001, and the t table is 2.040. Because t count > t table (6.517 > 2.040) and significance value < 0.05, then H₀ is rejected and H₁ is accepted. This shows that Career development has a partial positive and significant effect on employee productivity at the New Book Store in Malang Regency.. This means that having opportunities and clarity regarding career development can encourage employees to work more productively.

Based on the results of the partial test (t-test), it can be concluded that transformational leadership, training, and career development each have a positive and significant effect on employee productivity at the New Book Store in Malang Regency. Among the three variables, career development (X3) has the most dominant influence, because it has the largest t-test value.

F Test (Simultaneous)

The F test was used to determine the effect of transformational leadership, training, and career development simultaneously (together) on employee productivity at the New Book Store in Malang Regency, with a significance level of 5% ($\alpha = 0.05$).

Table 5 F test results

Variables	F count	F table	Mr. F
Transformational Leadership (X_1)	32,849	2,911	0,001
Training (X_2)			
Career Development (X_3)			

Source: *Data processed by researchers (2026)*

Based on the test results, the calculated F value was 32.849, while the F table was 2.911, and the significance value (Sig. F) was 0.001. Because the calculated $F > F$ table ($32.849 > 2.911$) and the significance value < 0.05 , then H_0 was rejected and H_1 was accepted. This shows that transformational leadership, training, and career development simultaneously have a positive and significant effect on employee productivity at the New Book Store in Malang Regency. These results indicate that the combination of good transformational leadership implementation, appropriate training, and clear career development can jointly increase employee productivity. In other words, employee productivity is not only influenced by one factor, but is the result of synergy between leadership style, increased competence through training, and the existence of career development opportunities.

DISCUSSION

The Influence of Transformational Leadership on Employee Productivity

The research results show that transformational leadership influences employee productivity. Transformational leadership can encourage employees to work more optimally through motivation, inspiration, role modeling, and attention to individual employee development. In the context of the New Book Store in Malang Regency, transformational leadership helps create a positive work environment and increases employee morale. This supports research conducted by Gunawan *et al.* (2024).

The Impact of Training on Employee Productivity

Research results show that training impacts employee productivity. Company-provided training helps improve employees' abilities, skills, and understanding of their work. With proper training, employees are able to work more effectively and efficiently, meeting established work standards.

The Impact of Career Development on Employee Productivity

Research shows that career development impacts employee productivity. Career development provides clarity about the future of work for employees, encouraging them to work more diligently and demonstrate better performance. Employees who perceive career development opportunities tend to be more motivated and loyal.

The Simultaneous Effect of Transformational Leadership, Training, and Career Development on Employee Productivity

Simultaneously, the research results show that transformational leadership, training, and career development jointly influence employee productivity. This indicates that employee productivity at the New Book Store in Malang Regency is the result of the synergy between effective leadership, competency improvement through training, and support for continuous career development. These results are in line with the research of Utomo (2025) which stated that transformational leadership, training, and career development simultaneously have a significant effect on increasing employee

productivity because these three factors reinforce each other in shaping competency and work motivation. Another study by Ikhwan (2025) also confirmed that the integration of leadership policies, training programs, and continuous career development systems is a major factor in improving organizational productivity and overall employee performance.

CONCLUSION

Based on the results of research and discussion on the Influence of Transformational Leadership, Training, and Career Development on Employee Productivity at the New Book Store in Malang Regency, the following conclusions can be drawn: 1) Transformational leadership influences employee productivity at the New Book Store in Malang Regency. This shows that the application of a leadership style that is able to provide motivation, inspiration, role models, and attention to employee needs and development can encourage employees to work more optimally. Transformational leadership creates a positive work atmosphere so that employees are encouraged to increase their work productivity. 2). Training influences employee productivity at the New Book Store in Malang Regency The training provided by the company is able to increase employee knowledge, skills, and abilities in carrying out their duties. With training that is in accordance with job needs, employees become more confident, effective, and efficient in working, so that work productivity can increase. 3). Career development influences employee productivity at the New Book Store in Malang Regency Career development provides clarity regarding job advancement opportunities for employees. The opportunity to develop encourages employees to work more seriously, increase loyalty, and show better performance, which ultimately has an impact on increasing work productivity. 4). Transformational leadership, training, and career development simultaneously influence employee productivity at the New Book Store in Malang Regency. This shows that employee productivity is not only influenced by one factor, but is the result of synergy between effective leadership, continuous training, and clear career development. The combination of these three variables together is able to increase employee productivity optimally.

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