

## **THE EFFECT OF JOB TRAINING AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE AT PT ANDALAN MITRA PERSADA TANGERANG**

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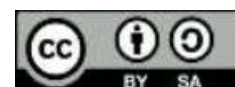
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### **ABSTRACT**

This study aims to analyze the effects of job training and career development on employee performance at PT Andalan Mitra Persada Tangerang. The study is grounded in the importance of job training and career development as key drivers for improving employee performance at PT Andalan Mitra Persada Tangerang. This research employed a quantitative method with descriptive and verificative approaches. Data were collected through questionnaires distributed to 100 employees of PT Andalan Mitra Persada Tangerang and were subsequently analyzed using multiple linear regression. The findings show that both job training and career development have positive and significant effects, both partially and simultaneously, on employee performance at PT Andalan Mitra Persada Tangerang.

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## **INTRODUCTION**

In modern industry, occupational safety and health (OSH/K3) is an inseparable aspect of a company's operational activities. Companies operating in construction, manufacturing, mining, oil and gas, and other high-risk sectors are obliged to protect workers from occupational hazards that may cause work accidents or occupational diseases. Comprehensive implementation of an OSH management system is not only a moral and social responsibility but also an essential component of business strategy in achieving sustainability and operational efficiency.

The implementation of OSH in companies generally includes safety policies, employee training, use of personal protective equipment (PPE), incident reporting systems, and risk evaluation. Companies that consistently implement OSH systems tend to have lower accident rates, higher productivity, and greater trust from customers and business partners. In addition, successful OSH implementation is often an indicator of compliance with government regulations and international standards such as ISO 45001:2018.

For example, many major companies in Indonesia have integrated OSH management into their operational systems. PT Pertamina, PT Freeport Indonesia, PT Wijaya Karya, and several multinational companies have made OSH part of their work culture and quality standards. However, many companies, particularly in the informal sector and MSMEs, still do not fully understand the importance of systematic OSH implementation. This condition keeps occupational risk levels high and may hinder productivity and corporate reputation.

Based on this reality, it is important to examine how OSH is implemented in corporate environments, how effective it is in reducing workplace accidents, and which factors support or hinder implementation success. This study is expected to provide a factual overview of OSH practices in companies and offer applicable recommendations for industry in improving the quality of OSH management.

Occupational Safety and Health (OSH/K3) is a fundamental aspect of the workplace aimed at creating a safe, healthy, and productive working environment. OSH implementation not only protects workers from accident risks and occupational diseases but also supports operational efficiency and long-term business sustainability. In the modern industrial era, characterized by machinery, chemicals, and complex technologies, workplace hazards are increasingly diverse and complex. Therefore, systematic OSH management is an absolute necessity for every organization, whether in industry, services, or government.

Data from the International Labour Organization (ILO) indicate that each year more than 2.78 million deaths occur worldwide due to workplace accidents and occupational diseases. In Indonesia, workplace accident rates remain relatively high. Based on BPJS Ketenagakerjaan data, more than 200,000 workplace accident cases are recorded annually. This indicates that OSH system implementation still faces various challenges, including policy, work culture, compliance with safety procedures, and worker awareness. One key factor influencing successful OSH implementation is management commitment and active participation by the entire workforce. This includes establishing OSH policies, risk identification and control, PPE provision, OSH training, and routine supervision. Moreover, developing a strong safety culture is a critical foundation for creating a safe and healthy workplace.

Job training is an important element of human resource development in organizations. Its purpose is to improve employees' skills, knowledge, and work attitudes so they can work more effectively and efficiently. However, in practice, job training often encounters various problems that hinder achievement of these objectives. One major issue is budget limitations. Many organizations do not allocate sufficient funds for training programs, resulting in minimal, irregular, and less comprehensive training. In addition, training materials that are not sufficiently relevant to actual job needs also become a major constraint. Consequently, participants do not obtain optimal practical benefits from training programs.

Another issue is the quality of instructors who may be less competent or unable to deliver materials in an engaging and applicable manner. As a result, participants become passive, bored, or fail to understand training content fully. On the other hand, low participant interest and motivation also represent a challenge, especially when training is perceived as a burden or does not provide clear incentives. Career development is another critical aspect of human resource management that aims to improve employees' capabilities, potential, and career prospects

within an organization. Well-designed career development programs not only improve job satisfaction and loyalty but also contribute to overall organizational performance. However, in implementation, career development often faces constraints that reduce its effectiveness. A commonly observed issue is that training programs are not fully based on employee competency needs analysis; therefore, training materials and objectives are not fully aligned with employees' tasks and responsibilities. As a result, training does not optimally improve employee performance.

Infrequent training implementation causes skill enhancement not to occur continuously. This hinders knowledge and capability updates needed to meet increasingly dynamic work demands. Training materials are not always aligned with technological advancements and changes in work systems, causing employees to face difficulties applying training outcomes in day-to-day work. Monotonous training methods, such as lecture-dominated sessions without practice, result in low employee participation and reduce the effectiveness of knowledge and skill transfer. Organizations also lack clear training evaluation systems to measure training success, both in terms of competency improvement and its impact on employee performance.

Career development planning has not yet been structured in a clear system, resulting in limited direction and certainty for employees' long-term career development. Not all employees receive equal access to career development programs, which may create perceptions of unfairness and reduce work motivation. Promotion processes and career-level determination are often not communicated transparently, resulting in limited employee understanding of assessment criteria and generating negative perceptions of management. Limited socialization regarding career pathways and promotion requirements causes employees to be unclear about steps needed to improve their careers.

Limited opportunities for training and career development make employees feel less valued and perceive limited growth opportunities, which in turn decreases motivation and work performance. Based on the foregoing, the researcher is interested in examining the effect of job training and career development on employee performance at PT Andalan Mitra Persada Tangerang. Therefore, this study is titled: "The Effect of Job Training and Career Development on Employee Performance at PT Andalan Mitra Persada Tangerang."

## **LITERATURE REVIEW**

According to Wexley and Yukl in Mangkunegara (2011:50), training and development are terms related to planned efforts designed to achieve mastery of skills, knowledge, and attitudes among employees or organizational members. According to Ginzberg (in Mazwar & Sabarrudin, 2024), career development is a lifelong decision-making process that is irreversible and involves compromises among interests, abilities, and values. According to Gary Dessler (2015), performance is the work result achieved by an individual based on job requirements.

A hypothesis is a temporary statement or conjecture proposed by a researcher regarding the relationship between two or more variables, which is then tested empirically. Hypotheses are

provisional in nature, meaning they are not definitively true until tested using data. Based on the conceptual framework above, the hypotheses are formulated as follows:

H1: Job training has a positive effect on employee performance at PT Andalan Mitra Persada Tangerang.

H2: Career development has a positive effect on employee performance at PT Andalan Mitra Persada Tangerang.

H3: Job training and career development simultaneously have a positive effect on employee performance at PT Andalan Mitra Persada Tangerang.

## **METHODOLOGY**

This study uses a quantitative research design with descriptive and verificative approaches. According to Solimun, Amanu, & Fernandes (2018) in Santoso and Madiistriyatno (2021:4), quantitative methods are the science and art related to procedures (methods) of data collection, data analysis, and interpretation of analytical results to obtain information for conclusion drawing and decision-making. According to Sugiono (2016:78), population is a generalization area consisting of objects/subjects with certain qualities and characteristics determined by the researcher for study and conclusion. The population in this study comprised all 100 employees of PT Andalan Mitra Persada Tangerang.

A sample is part of the number and characteristics possessed by the population. If the population is large and the researcher cannot study all population members due to limitations in funds, labor, and time, the researcher may use a sample drawn from that population. According to Sugiyono (2019), saturated sampling is a sampling technique in which all members of the population are used as samples. This study used saturated sampling, meaning the entire population was used as the sample.

Data collection techniques used in this study were field study and questionnaire distribution. Data analysis techniques included data quality analysis using Statistical Package for Social Science (SPSS) for Windows Release 25, covering validity and reliability tests; multiple linear regression analysis; multiple correlation analysis; and coefficient of determination analysis.

## **RESEARCH RESULTS AND DISCUSSION**

### **Validity Test of Job Training**

The validity test results show that 15 indicators in the job training variable have significance values  $< 0.005$  based on the total Pearson correlation column; therefore, all 15 questionnaire items are valid.

### **Validity Test of Career Development**

The validity test results show that the sig-(2-tailed) values between each item and the total for 11 career development instrument items are below 0.05 for 9 items; thus, 9 items are valid and 2 items are invalid.

**Validity Test of Performance Variable**

The validity test results show that all indicators in the performance variable have significance values < 0.005 based on the total Pearson correlation column; therefore, all 6 questionnaire items are valid.

Reliability test results for the job training variable show that 15 items have a Cronbach's alpha value of 0.777, which is greater than 0.60; therefore, the variable is reliable.

**Reliability Test of Career Development**

Reliability test results for the career development variable show that 9 items have a Cronbach's alpha value of 0.654, which is greater than 0.60; therefore, the variable is reliable.

**Reliability Test of Performance Variable**

Reliability test results for the performance variable show that 6 items have a Cronbach's alpha value of 0.671, which is greater than 0.60; therefore, the variable is reliable.

**Recapitulation Results**

Table 1. Recapitulation of Job Training Calculations

No	Statement	N	Minimum	Maximum	Mean
1	This training is aligned with my job needs.	100	2	5	3.57
2	The training material is aligned with my work field.	100	2	5	3.44
3	The material provided is relevant to field problems.	100	2	5	3.69
4	Training objectives are explained in detail before training begins.	100	2	5	3.47
5	Materials are structured systematically and easy to understand.	100	2	5	3.44
6	I clearly understand the objectives of the training I attend.	100	2	5	3.55
7	The training methods used are sufficiently attractive and varied.	100	2	5	3.45
8	Training uses appropriate learning media.	100	2	5	3.44
9	Training methods allow me to actively participate.	100	2	5	3.67
10	I am enthusiastic in participating in training.	100	2	5	3.45
11	The instructor is open to participant questions.	100	2	5	3.47
12	I actively participate in all training sessions.	100	2	5	3.52
13	The instructor has strong mastery of training material.	100	2	5	3.55

14	The instructor can explain material clearly and systematically.	100	2	5	3.57
15	I feel this training is beneficial for my career development.	100	2	5	3.69
	<b>Average</b>				<b>3.53</b>

Based on the table above, job training has been implemented well according to the Likert scale, with an average value of 3.53.

Table 2. Recapitulation of Career Development Calculations

No	Statement	N	Minimum	Maximum	Mean
1	High performance is a primary consideration in promotion decisions.	100	2	5	3.43
2	Longer-serving employees receive greater attention in career development.	100	2	5	3.52
3	I understand the criteria used by the company in promotion decisions.	100	2	5	3.67
4	Length of service affects opportunities for promotion.	100	2	5	3.52
5	The promotion system in my company is implemented fairly and openly.	100	2	5	3.59
6	I feel my work results are evaluated fairly by my supervisor.	100	2	5	3.46
7	Promotions are granted based on competence, not merely seniority.	100	2	5	3.44
8	The company provides training to support career development.	100	2	5	3.45
9	I receive training that fits my job needs.	100	2	5	3.49
	<b>Average</b>				<b>3.51</b>

Based on the table above, career development has been implemented well according to the Likert scale, with an average value of 3.51.

Table 3. Recapitulation of Performance Calculations

No	Statement	N	Minimum	Maximum	Mean
1	Work is carried out effectively and efficiently.	100	2	5	3.47
2	In my work, there is always new initiative to simplify task completion.	100	2	5	3.48
3	Communication for task completion has been running well.	100	2	5	3.49
4	Task completion time is in accordance with SOP.	100	2	5	3.50
5	Employees' average capability is sufficient to complete work.	100	2	5	3.50

6	Work quality has met expectations.	100	2	5	3.52
	<b>Average</b>				<b>3.49</b>

Based on the table above, employee performance has been implemented well according to the Likert scale, with an average value of 3.49.

**RESULTS**

**Multiple Linear Regression, Coefficient Of Determination, and F-Test**

Table 1. Multiple Linear Regression Analysis of Job Training (X1) and Career Development (X2) on Performance (Y) Simultaneously

Model	Variable	B	Std. Error	Beta	t	Sig.
1	(Constant)	13.615	2.487		5.474	.000
1	Job Training	.103	.056	.206	3.045	.000
1	Career Development	.194	.090	.299	2.147	.000

Dependent Variable: Performance:

$$\text{Regression equation : } y = a + bx_1 + cx_2$$

- y : Performance variable
- a : Constant
- b : Regression coefficient (effect) of x1
- x1 : Job Training variable
- c : Regression coefficient (effect) of x2
- x2 : Career Development variable

Obtained equation:  $y = 13.615 + 0.103x_1 + 0.194x_2$ . This means that every 1-unit increase or decrease in job training, together with every 1-unit increase or decrease in career development, is followed by a change in performance, with the combined model value  $13.615 + 0.103 + 0.194 = 13.912$ .

Table 2. Coefficient of Determination of Job Training and Career Development on Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.294a	.787	.768	2.846

a. Predictors: (Constant), Career Development, Job Training

Magnitude of effect = Coefficient of Determination,  $KD = R^2 \times 100\% = 0.787 \times 100\% = 78.7\%$ . This means that job training and career development simultaneously contribute 78.7% to performance.

Table 3. F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	74.408	2	37.204	4.595	.012b
Residual	785.432	97	8.097		
Total	859.840	99			

Dependent Variable : Performance

Predictors : (Constant), Career Development, Job Training

From the table above, it can be concluded that based on the ANOVA table, the calculated significance value is smaller than alpha 0.05 (5%). Statistically, the hypothesis that job training and career development simultaneously influence performance is accepted, meaning there is a significant effect of job training and career development on performance.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

Based on the research results on the effect of Job Training and Career Development on Employee Performance at PT Andalan Mitra Persada Tangerang, the following conclusions are drawn:

1. Job Training has a significant effect on employee performance at PT Andalan Mitra Persada Tangerang. The effect size is reported as 74.3%, indicating that approximately 74.3% of performance variation is influenced by job training, while the remaining 25.7% is influenced by other factors outside the job training variable.
2. Career Development has a significant effect on employee performance at PT Andalan Mitra Persada Tangerang. The effect size is reported as 88.7%, indicating that 88.7% of performance variation is influenced by career development, while the remaining 11.3% is influenced by other factors outside the career development variable.
3. Job Training and Career Development have a simultaneous and significant effect on employee performance at PT Andalan Mitra Persada Tangerang. The simultaneous contribution is 78.7%, while the remaining 21.3% is influenced by other factors outside job training and career development.

### Recommendations

Based on the conclusions above, the author proposes the following recommendations:

1. Future training implementation should use more varied and interactive learning media and should be tailored to participant needs and characteristics. Media selection should consider accessibility, material relevance, and effectiveness in improving participant understanding. In addition, periodic evaluation of learning media is important, along with orientation or guidance for participants on how to use the media.
2. Organizations should consistently make high performance the primary factor in promotion decisions. This can be achieved through objective, measurable, and transparent performance

appraisal systems. In addition, socialization of promotion indicators and procedures to all employees is necessary to build trust and perceptions of fairness. This effort is important to encourage a merit-based work culture and improve employee motivation to achieve their best performance.

3. Organizations should strengthen the application of effective and efficient work principles through workflow optimization, clear task allocation, and use of productivity-supporting technology. Periodic process evaluations are also needed to identify bottlenecks or waste of time and resources. Furthermore, training or mentoring should be provided so employees can complete tasks on time, on target, and with optimal resource utilization.

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