

ANALYSIS of JOB TRAINING, CAREER DEVELOPMENT, and WORK DISCIPLINE on EMPLOYEE PERFORMANCE at PT PRIMA MULTI TERMINAL KUALA TANJUNG

Broyn Givindri Surbakti, Dewi Nurmasari Pane, Maya Macia Sari

Abstract

This study aimed to analyze the effect of job training, career development, and work discipline on employee performance at PT Prima Multi Terminal Kuala Tanjung. The study used a quantitative approach with an associative method. The research population consisted of 125 employees, with a sample of 56 respondents selected using the Slovin formula and a purposive sampling technique. Primary data were obtained through the distribution of questionnaires, and the results were processed using SPSS version 24. Data analysis was conducted using multiple linear regression to examine the relationship between the independent variables and the dependent variable. The results showed that job training, career development, and work discipline, both partially and simultaneously, had a positive and significant effect on employee performance. Job training had a regression coefficient of 0.295, a t-value of 3.642, and a significance value of 0.001. Career development had a regression coefficient of 0.245, a t-value of 2.471, and a significance value of 0.017. Work discipline had a regression coefficient of 0.288, a t-value of 3.036, and a significance value of 0.004. Simultaneously, the F-value obtained was 195.955 with a significance value of 0.000. Job training was the most dominant variable influencing employee performance, as it had the highest regression coefficient. The coefficient of determination (adjusted R^2) of 0.914 indicated that 91.4% of the variation in employee performance could be explained by job training, career development, and work discipline. In addition, the strength of the relationship between the independent variables and the dependent variable was classified as very strong, with a correlation coefficient (R) of 0.959.

Keywords: Job Training, Career Development, Work Discipline, Employee Performance.

Broyn Givindri Surbakti

¹ Program Studi Manajemen, Universitas Pembangunan Panca Budi, Indonesia

e-mail: givindribroyn@gmail.com.¹

Dewi Nurmasari Pane², Maya Macia Sari³

^{2,3} Master of Management, Universitas Pembangunan Panca Budi, Indonesia

e-mail: dewinurmasari@dosan.pancabudi.ac.id², mayamacia@dosan.pancabudi.ac.id³

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Introduction

The port sector plays an essential role in supporting the distribution of goods, economic growth, and national as well as international trade. PT Prima Multi Terminal Kuala Tanjung is a port service company that operates container terminals, liquid bulk, dry bulk, and general cargo services [1]. Strategically located in Kuala Tanjung and adjacent to the Malacca Strait, the company holds a strong position as a maritime logistics hub and has been operating commercially since 2019 [1]. Positive operational development is reflected in the increasing flow of containers and international services, which strongly depend on the role of human resources [2].

Employee performance is a key factor in supporting the efficiency of port services, ranging from loading and unloading activities to facility maintenance, all of which require accuracy, speed, and high coordination [2]. The results of observations and interviews indicate that employee performance still requires improvement in terms of work quality, output quantity, time efficiency, and creativity. These findings are reinforced by a pre-survey of 20 employees showing that work time management remains a major challenge affecting other performance aspects.

Table 1. Pre-Survey Results for Employee Performance Variables

No	Statement	Agree		Disagree		Total	
		Number	Percent	Number	Percent	Number	Percent
1	Employees complete their work with accurate results and in accordance with company quality standards.	8	40,0%	12	60,0%	20	100,0%
2	Employees are able to achieve daily work targets in line with the quantities set by the company.	9	45,0%	11	55,0%	20	100,0%
3	Employees use working time effectively to complete each task on schedule.	5	25,0%	15	75,0%	20	100,0%
4	Employees frequently propose new ideas that help improve efficiency and work quality within the company environment.	6	30,0%	14	70,0%	20	100,0%

Based on observations and interviews, the implementation of job training at PT Prima Multi Terminal Kuala Tanjung still shows room for further development. Several aspects requiring attention include the clarity of training objectives, the suitability of trainer

competencies, the relevance of training materials to job needs, delivery methods, and the accuracy of participant selection. In a terminal operational environment that demands both technical and non-technical capabilities, training designed through job needs analysis becomes an important factor in improving employee readiness and effectiveness [2].

Pre-survey results indicate that some employees do not clearly understand the objectives of training, while the materials and methods applied are considered not fully aligned with job demands. The selection of training participants is also not entirely competency-based, resulting in less optimal training outcomes in improving performance. In addition to training, employee career development faces several challenges. Observations and pre-survey findings reveal unequal development opportunities, a lack of clarity in career paths, limited promotion opportunities, and minimal supervisory support. Many employees do not fully understand career stages and promotion requirements, causing self-development planning to become less structured [1].

Furthermore, aspects of work discipline, particularly compliance with procedures and consistency in work attitudes, still require improvement. Issues related to training, career development, and work discipline that are not managed in an integrated manner have the potential to reduce motivation, effectiveness, and the overall quality of employee performance.

Literature Review

This study employs an associative method with a quantitative approach aimed at analyzing and proving the relationships and effects between independent and dependent variables based on numerical data obtained through questionnaire distribution [3]. The research was conducted at PT Prima Multi Terminal Kuala Tanjung, located on Jalan Akses Pelabuhan No. 01, Sei Suka, Batu Bara Regency, North Sumatra, during the period from September to December 2025.

The research population includes all permanent employees of PT Prima Multi Terminal Kuala Tanjung, totaling 125 individuals. Sample determination was conducted using the Slovin formula, resulting in 56 permanent employees as respondents [4].

$$n = \frac{N}{1 + N e^2} = \frac{125}{1 + 125(0,10^2)} = \frac{125}{1 + 125(0,01)} = \frac{125}{2,25} = 55,55 = 56 \text{ (rounded)}$$

The sampling technique applied was purposive sampling, namely the selection of respondents based on specific criteria, including permanent employee status, a minimum of one year of service, and not holding managerial positions [5].

The research data were subsequently analyzed using SPSS software version 24.0 through multiple linear regression analysis, preceded by validity testing, reliability testing, classical assumption testing, and hypothesis testing using the t-test, F-test, and coefficient of determination [6].

Table 2. Research Variables

Variables	Definition	Indicator	Scala
Job Training (X ₁)	A series of activities aimed at instilling knowledge, skills, and work attitudes so that employees become more competent and able to	Training objectives, materials, methods, and participants [7].	trainers, Likert and training

Variables	Definition	Indicator	Scala
	carry out their duties and responsibilities optimally in accordance with established standards [7].		
Career Development (X ₂)	Systematic efforts to enhance employee capacity and competence to prepare them for greater job responsibilities in the future [8].	Training and development opportunities, clarity of career paths, promotion opportunities, supervisory support for career development, and utilization of individual competencies and potential [8].	Likert
Work Discipline (X ₃)	Attitudes and behaviors of individuals that demonstrate readiness and willingness to comply with all rules, provisions, and norms applicable within the company where employees work [9].	Attendance, compliance with regulations, work attitude, and responsibility in carrying out duties [9].	Likert
Employee Performance (Y)	Work achievements produced by individuals or groups within an organization in accordance with their respective authority and responsibilities, directed toward achieving organizational goals in a lawful manner, not in conflict with regulations, and aligned with moral and ethical values [10].	Work quality, work quantity, work time efficiency, and creativity at work [10].	Likert

Respondent

3.1. Characteristics

The characteristics of respondents indicate a relatively balanced gender composition, with 51.8 percent female and 48.2 percent male. The majority of respondents are aged between 36 and 40 years. The educational background is predominantly at the undergraduate level. Most respondents have a length of service ranging from 9 to 16 years, and the majority are married.

3.2. Analysis of Respondents' Answers on the Job Training Variable (X₁)

The results of the analysis show that most respondents provide positive assessments of job training within the company. The majority of respondents express agreement and strong agreement across all indicators, particularly regarding the clarity of training objectives, trainer competence, and the suitability of training materials to job requirements. The mean values of all items fall within the high category (≥ 3.73), indicating that job training is perceived as fairly effective in enhancing employee understanding, skills, and competencies. Nevertheless, some respondents remain neutral or disagree, suggesting room for improvement in training distribution and delivery methods. Overall, job training at PT Prima Multi Terminal Kuala Tanjung is considered good and supportive of employee competency development, although further refinement is needed to ensure more optimal benefits for all participants.

3.3. Analysis of Respondents' Answers on the Career Development Variable (X₂)

The distribution of respondents' answers indicates that career development at PT Prima Multi Terminal Kuala Tanjung falls within a fairly good category. Most respondents agree and strongly agree with aspects related to training opportunities, clarity of career paths, supervisory support, and promotion opportunities. The mean values of all indicators range from 3.69 to 3.98, reflecting generally positive perceptions. However, some respondents express neutral to disagreeing views, particularly regarding the utilization of individual competencies and the equitable distribution of development opportunities. In general,

employee career development is considered to be adequately implemented but still requires improvement to become more equitable, transparent, and effective in maximizing employee potential.

3.4. Analysis of Respondents' Answers on the Work Discipline Variable (X_3)

Respondents' answers indicate that employee work discipline is in the good category. Most respondents agree and strongly agree with indicators related to attendance, compliance with regulations, work attitudes, and responsibility. The mean values of all statements range from 3.75 to 3.98, indicating a relatively high level of discipline. However, some respondents provide neutral to disagreeing responses, particularly concerning punctuality and consistency in compliance without direct supervision. Overall, employee work discipline is considered good, although reinforcement is still required to maintain consistent discipline at an optimal level.

3.5. Analysis of Respondents' Answers on the Employee Performance Variable (Y)

The distribution of respondents' answers shows that employee performance is in the good category. Most respondents agree and strongly agree across all performance indicators, including work quality, work quantity, work time efficiency, and creativity at work. The mean values for each statement range from 3.83 to 4.05, indicating positive perceptions of employee performance achievements. The indicator of work creativity (Y-4.1) records the highest mean value, while work quality remains consistently good despite the presence of some neutral to disagreeing responses. Overall, employee performance is categorized as good and supports the achievement of organizational objectives.

3.6. Data Quality Testing (Validity and Reliability)

Table 3. Results of Validity and Reliability Tests

Job Training (X_1)		Career Development (X_2)		Work Discipline (X_3)		Employee Performance (Y)		r_{kritis}	Description
Simbol	r_{hitung}	Simbol	r_{hitung}	Simbol	r_{hitung}	Simbol	r_{hitung}		
$X_{1-1,1}$	0,727	$X_{2-1,1}$	0,658	$X_{3-1,1}$	0,736	$Y_{1-1,1}$	0,707	0,3	Valid
$X_{1-1,2}$	0,730	$X_{2-1,2}$	0,662	$X_{3-1,2}$	0,668	$Y_{1-1,2}$	0,616	0,3	Valid
$X_{1-2,1}$	0,726	$X_{2-2,1}$	0,672	$X_{3-2,1}$	0,881	$Y_{1-2,1}$	0,667	0,3	Valid
$X_{1-2,2}$	0,695	$X_{2-2,2}$	0,355	$X_{3-2,2}$	0,597	$Y_{1-2,2}$	0,606	0,3	Valid
$X_{1-3,1}$	0,700	$X_{2-3,1}$	0,572	$X_{3-3,1}$	0,797	$Y_{1-3,1}$	0,669	0,3	Valid
$X_{1-3,2}$	0,782	$X_{2-3,2}$	0,715	$X_{3-3,2}$	0,796	$Y_{1-3,2}$	0,805	0,3	Valid
$X_{1-4,1}$	0,773	$X_{2-4,1}$	0,611	$X_{3-4,1}$	0,760	$Y_{1-4,1}$	0,768	0,3	Valid
$X_{1-4,2}$	0,708	$X_{2-4,2}$	0,513	$X_{3-4,2}$	0,752	$Y_{1-4,2}$	0,599	0,3	Valid
$X_{1-5,1}$	0,723	$X_{2-5,1}$	0,645	-	-	-	-	0,3	Valid
$X_{1-5,2}$	0,739	$X_{2-5,2}$	0,738	-	-	-	-	0,3	Valid
Cronbach's Alpha		Cronbach's Alpha		Cronbach's Alpha		Cronbach's Alpha		Reliability Conclusion	
0,931		0,884		0,924		0,897		Reliable / Consistent	

The validity test results indicate that all statement items for each variable have calculated correlation values higher than the critical correlation value of 0.3. Therefore, it can be concluded that the research instrument and the data used meet the validity requirements [11]. In addition, the Cronbach's Alpha values for each variable exceed 0.7, indicating that the data demonstrate a good level of reliability or internal consistency [12].

3.5. Classical Assumption Tests (Normality, Multicollinearity, and Heteroscedasticity)

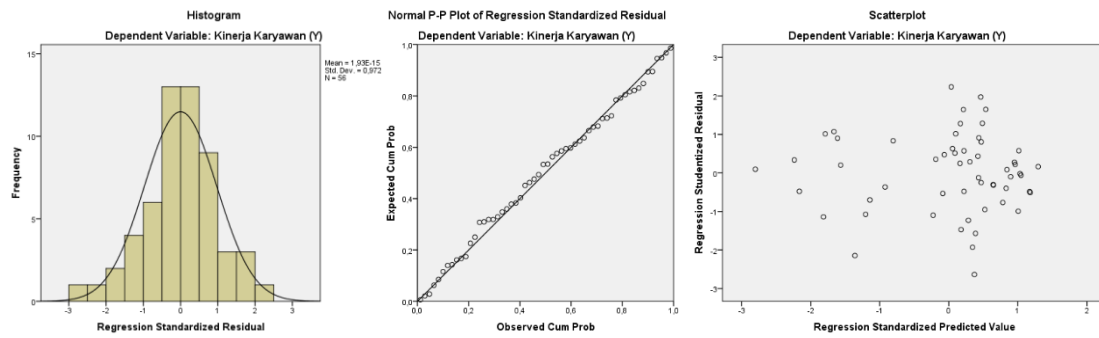


Figure 1. Histogram, P–P Plot, and Scatterplot

The histogram shows a residual distribution that forms a pattern resembling a bell-shaped curve. The mean value close to zero and the relatively small standard deviation indicate that the residuals are symmetrically distributed around the mean. This condition suggests that the assumption of data normality has been fulfilled [13].

The P–P Plot displays 56 data points distributed around the diagonal line. This pattern indicates that the residual distribution follows a normal distribution without significant deviation from the diagonal line, thereby confirming that the normality assumption in the regression model is satisfied [14].

The scatterplot shows 54 residual points scattered randomly without forming a specific pattern. This random distribution indicates that the regression model does not suffer from heteroscedasticity, implying constant residual variance and a linear relationship between the independent and dependent variables [5].

Table 4. Results of Multicollinearity and Glejser Tests

Coefficients ^a				
Model	Collinearity Statistics		Sig.	Conclusion
	Tolerance	VIF		
1 (Constant)			0,033	No multicollinearity issues and no indications of heteroscedasticity
Job Training (X ₁)	0,134	7,447	0,429	
Career Development (X ₂)	0,114	8,806	0,764	
Work Discipline (X ₃)	0,153	6,522	0,764	
a. Dependent Variable: Employee Performance (Y)			a. Dependent Variable: Absolute_Residual	

Based on the multicollinearity test results, all independent variables have tolerance values greater than 0.10 and VIF values below 10. This indicates that there are no multicollinearity problems among the independent variables, and each variable does not significantly interfere with the others [15].

The Glejser test results show that each independent variable has a significance value greater than 0.05. Accordingly, it can be concluded that there are no indications of heteroscedasticity in the regression model used [4].

Table 5. Multiple Linear Regression Analysis and t-Test (Partial)

Model	Coefficients ^a				t _{hitung}	t _{tabel}	Sig.	Syarat Sig.	Conclusion of Effect
	Unstandardized Coefficients		Standardized Coefficients						
	B	Std. Error	Beta						
1 (Constant)	1,740	1,313			1,325		0,191		Positive & Significant
Job Training (X ₁)	0,295	0,081	0,393		3,642	2,007	0,001	Sig < 0,05	

Career Development (X ₂)	0,245	0,099	0,290	2,471	2,007	0,017	Sig < 0,05	Positive & Significant
Work Discipline (X ₃)	0,288	0,095	0,307	3,036	2,007	0,004	Sig < 0,05	Positive & Significant

a. *Dependent Variable: Employee Performance (Y)*

The results of the multiple linear regression analysis using SPSS version 24.0 indicate that the constant of the Employee Performance variable (Y) is 1.740. Meanwhile, the regression coefficients for Job Training (X1), Career Development (X2), and Work Discipline (X3) are 0.295, 0.245, and 0.288, respectively. Based on these values, the resulting regression equation is as follows [16]:

$$Y = 1,740 + 0,295X_1 + 0,245X_2 + 0,288X_3 + e.$$

If all independent variables are equal to zero, employee performance retains a baseline value of 1.740. Each one-unit increase in Job Training (X1) increases Employee Performance (Y) by 0.295 units, indicating that better job training is associated with higher employee performance [17]. Furthermore, a one-unit increase in Career Development (X2) increases Employee Performance by 0.245 units, demonstrating that positive career development contributes to improved performance [18]. Work Discipline (X3) shows a substantial effect, where a one-unit increase in this variable raises employee performance by 0.288 units [19].

All three independent variables have a positive influence on Employee Performance, as indicated by their positive regression coefficients. Job Training (X1) is identified as the most dominant variable affecting employee performance, as it has the highest regression coefficient and standardized beta value compared to the other variables, namely 0.295 and 0.393, respectively [5][15].

The t-table value was determined based on the degrees of freedom ($df = n - k = 56 - 4 = 52$), yielding a value of 2.007, obtained using the $=TINV(0.05;52)$ function in Microsoft Excel [4]. The partial t-test results show that Job Training (X1) has a t-statistic of 3.642, which is greater than the t-table value of 2.007, with a significance level of $0.001 < 0.05$. This finding indicates that job training has a positive and significant effect on employee performance [20][21].

The Career Development variable (X2) also demonstrates a positive and significant effect on Employee Performance (Y), with a t-statistic of $2.471 > 2.007$ and a significance level of $0.017 < 0.05$. Thus, career development has a positive and significant influence on employee performance [22][23].

The Work Discipline variable (X3) has a t-statistic of 3.036, which exceeds the t-table value of 2.007, with a significance level of $0.004 < 0.05$. This result indicates that work discipline also has a positive and significant effect on employee performance [24][25].

Based on these partial test results, all independent variables are proven to have a significant effect on employee performance. Among them, Job Training (X1) again demonstrates the most dominant influence, as it has the highest t-statistic of 3.642 and the smallest significance value of 0.001 [26].

Table 6. Results of the F-Test (Simultaneous) and Coefficient of Determination

		ANOVA ^a					Model Summary ^b	
<i>Model</i>	<i>df</i>	<i>F_{hitung}</i>	<i>F_{tabel}</i>	<i>Sig</i>	<i>Syarat Sig.</i>	<i>Conclusion</i>	<i>R</i>	<i>Adjusted R Square</i>
1 Regression	3							
Residual	52	195,955	2,783	0,000^b	< 0,05	Significant	0,959^a	0,914
Total	55							

a. *Dependent Variable: Employee Performance (Y)*

b. *Predictors: (Constant), Job Training (X₁), Career Development (X₂), Work Discipline (X₃)*

Hasil uji F (simultan) menunjukkan nilai signifikansi sebesar $0,000 < 0,05$ dan nilai F_{hitung} The simultaneous F-test results show a significance value of $0.000 < 0.05$ and an F-statistic of 195.955, which is greater than the F-table value of 2.783 ($df_1 = 3$ and $df_2 = 56$) [27]. The F-table value was obtained using the =FINV(0.05;3;56) function in Microsoft Excel [5]. Accordingly, the alternative hypothesis is accepted and the null hypothesis is rejected. This finding indicates that Job Training (X₁), Career Development (X₂), and Work Discipline (X₃) simultaneously have a positive and significant effect on Employee Performance (Y) at PT Prima Multi Terminal Kuala Tanjung [28][29].

The adjusted R Square value of 0.914 indicates that 91.4 percent of the variation in Employee Performance can be explained by job training, career development, and work discipline, while the remaining 8.6 percent is influenced by other factors outside the research model [16][20]. The R value of 0.914 reflects a very strong relationship between the three independent variables and Employee Performance, as it falls within the range of 0.8 to 0.99 [27][28][29].

Discussion

4.1. The Effect of Job Training (X₁) on Employee Performance (Y)

Job training is partially proven to have a positive and significant effect on the employee performance of PT Prima Multi Terminal Kuala Tanjung, as its implementation is aligned with the company's operational needs and the characteristics of employees' work [30]. In terms of objectives, training programs are designed based on clear work plans and measurable targets. Each training activity is directed toward improving technical capabilities and work attitudes required to support smooth terminal operations. The clarity of these objectives enables employees to understand the benefits of training for their daily tasks, thereby encouraging improvements in work quality and accuracy [30].

The trainers involved in training activities possess competencies and experience relevant to their respective fields [31]. This condition allows training materials to be delivered in a systematic and easily understood manner. Trainer expertise also helps employees relate training content to actual work problems encountered in the field, enabling the direct application of acquired knowledge in company operations [31].

Training materials are developed in accordance with employees' job requirements and organizational objectives [17]. The alignment of materials with job demands ensures that training is not merely theoretical but oriented toward solving work-related problems [21]. This contributes to improving employees' ability to complete tasks effectively and in accordance with company standards [21].

Training methods are adjusted to the type of material and participants' capabilities [26]. Interactive and practical approaches enhance the effectiveness of the learning process [30]. Employees not only receive knowledge but also gain opportunities to understand and practice the skills required for their jobs [31].

Training participants are selected based on qualifications and requirements relevant to the training material [21]. This selection process ensures that participating employees truly need and can utilize the provided material [17]. The suitability between participants and training programs encourages individual competency development, which directly and sustainably enhances employee performance at PT Prima Multi Terminal Kuala Tanjung.

These findings are consistent with Prawirosentono and Primasari, who state that employee performance is influenced by interrelated factors, one of which is training [10].

This result is also supported by several related studies demonstrating that job training has a positive and significant effect on employee performance [17][21][26][30][31].

4.2. The Effect of Career Development (X₂) on Employee Performance (Y)

Career development partially exerts a positive and significant effect on the employee performance of PT Prima Multi Terminal Kuala Tanjung because it is implemented in a structured manner and aligned with organizational needs and employee aspirations [32]. The company provides training and development opportunities that enable employees to enhance both technical and nontechnical skills in accordance with terminal work demands [32]. The availability of these programs improves task mastery, work accuracy, and employee confidence in handling broader responsibilities, thereby directly improving performance [22].

Clear career paths further strengthen the influence of career development on employee performance [18]. Documented and understandable career paths provide employees with an overview of stages and requirements needed to attain higher positions [25]. This understanding fosters more directed work orientation, increases achievement motivation, and encourages employees to demonstrate optimal performance as part of career advancement efforts [23].

Promotion opportunities based on performance and competence create perceptions of fairness within the organization [22]. When employees perceive promotions as objective and transparent, they are motivated to work more diligently and responsibly [23]. This condition stimulates healthy competition and enhances the quality of work outcomes across operational areas [32].

Supervisory support for career development also contributes to performance improvement [18]. Supervisor involvement through guidance, feedback, and development recommendations helps employees recognize strengths and areas requiring improvement [25]. Supportive working relationships foster a sense of appreciation and encourage more consistent performance [32].

The utilization of individual competencies and potential through appropriate task assignments allows employees to apply their best abilities [16]. Assignments aligned with employee potential make work more meaningful and challenging [27]. This situation increases work engagement and individual responsibility, ultimately reflected in improved employee performance at PT Prima Multi Terminal Kuala Tanjung [22].

These findings align with Prawirosentono and Primasari, who explain that employee performance is influenced by interrelated factors, including career development [10]. This result is also supported by several studies confirming that career development has a positive and significant effect on employee performance [18][22][23][25][32].

4.3. The Effect of Work Discipline (X₃) on Employee Performance (Y)

Work discipline partially has a positive and significant effect on employee performance at PT Prima Multi Terminal Kuala Tanjung because orderly and compliant work behavior has become an integral part of company operations [33]. In terms of attendance, employees demonstrate good attendance levels and punctuality in starting and completing work. Consistent attendance ensures that work processes proceed according to schedule and reduces potential obstacles in loading, unloading, and terminal services [34]. This condition promotes higher productivity and smoother task completion [35].

Employee compliance with company regulations and work standards further strengthens the relationship between work discipline and performance [14]. Adherence to operational procedures ensures that tasks are carried out systematically and in accordance with

established provisions [19]. This minimizes work errors and enhances output quality, enabling employees to achieve performance targets set by the company [25].

Employees' work attitudes also reflect a high level of discipline [34]. Work ethics aligned with organizational norms and culture create an orderly and respectful work environment. Such professional attitudes support teamwork and facilitate coordination in task completion [33]. Harmonious working relationships contribute to improved work effectiveness and service quality [35].

Responsibility in performing tasks reinforces the influence of work discipline on employee performance [24]. Employee awareness of assigned duties encourages diligent and timely task completion [25]. Employees strive to maintain work outcomes in accordance with company standards. The alignment between responsibility and compliance with work rules enables employees to perform their roles optimally, resulting in consistent and measurable improvements in employee performance at PT Prima Multi Terminal Kuala Tanjung [14].

These findings are consistent with Prawirosentono and Primasari, who state that employee performance is influenced by interrelated factors, including work discipline [10]. This result is also supported by several studies demonstrating that work discipline has a positive and significant effect on employee performance [19][24][33][34][35].

4..4. The Simultaneous Effect of the Three Variables on Employee Performance (Y)

Job training, career development, and work discipline simultaneously exert a positive and significant effect on employee performance at PT Prima Multi Terminal Kuala Tanjung because these variables complement one another in shaping productive and results oriented work behavior [16]. Job training enhances technical skills and understanding of work procedures required in terminal operational activities [27]. Mastery of these skills encourages employees to produce work that is more orderly, accurate, and in accordance with company standards [28]. Work quality improves as employees are able to directly apply the knowledge acquired during training to task execution [29].

Career development strengthens performance through increased motivation and long term work orientation [20]. Employees who perceive opportunities for self development and career advancement tend to demonstrate greater commitment in completing their duties [25]. This condition is reflected in the quantity of work produced, as employees are motivated to complete more tasks while maintaining accuracy [27]. The drive to achieve encourages employees to work with greater focus and responsibility toward targets set by the company [16].

Work discipline plays a role in maintaining orderliness and consistency in task execution [14]. High attendance levels and compliance with work regulations ensure that working time is used optimally [5]. Time efficiency increases as employees are able to set priorities and complete tasks without delay. This orderliness supports smooth workflow in a terminal environment that requires punctuality and strong coordination across units [15].

The three variables also contribute to work creativity. Job training provides an adequate knowledge foundation, career development fosters initiative, and work discipline creates an orderly and supportive work environment. This combination encourages employees to identify more effective work methods and propose ideas that are relevant to the company's operational needs [20]. The resulting creativity remains within established work rules, allowing it to be implemented practically and to support improved organizational competitiveness [29].

The integration of enhanced capabilities, motivation for self development, and compliance with regulations leads to comprehensive improvement in employee performance at PT Prima Multi Terminal Kuala Tanjung. Each variable reinforces the others in shaping

work quality, work quantity, time efficiency, and creativity aligned with organizational objectives [16].

Job training emerges as the most dominant variable influencing employee performance at PT Prima Multi Terminal Kuala Tanjung because its impact is directly related to daily task execution. Job training equips employees with skills and work understanding that can be immediately applied in the field. Employees who participate in training demonstrate improvements in work accuracy, task completion speed, and adaptability to terminal operational demands. The impact of training is perceived more rapidly than career development, which progresses gradually, and work discipline, which emphasizes compliance. Enhanced capabilities through training increase employee confidence and enable the achievement of optimal performance in line with company standards [26].

The findings of this study are consistent with Prawirosentono and Primasari, who explain that employee performance is influenced by various interrelated factors, including work motivation, work discipline, ability in terms of knowledge and skills, teamwork, creativity, training, human resource development, leadership, compensation factors, career development, employee engagement, organizational culture, work environment, organizational commitment, organizational support, and communication. This indicates that simultaneous improvement in training, career development, and work discipline contributes to enhanced employee performance [10]. These results are also supported by several related studies demonstrating that job training, career development, and work discipline simultaneously have a positive and significant effect on employee performance [16][20][27][28][29].

Conclusion

The results indicate that job training, career development, and work discipline have a positive and significant effect on employee performance at PT Prima Multi Terminal Kuala Tanjung, both partially and simultaneously. Job training is the most dominant variable due to its direct influence on improving employee capabilities and work accuracy. Collectively, these variables enhance work quality, work quantity, time efficiency, and employee creativity in supporting the achievement of organizational objectives.

The company is expected to continuously strengthen the implementation of well planned and sustainable job training programs aligned with operational needs. Career development should be carried out consistently through clear career paths and supervisory support. Work discipline also needs to be maintained through fair enforcement of regulations to create an orderly and productive work environment that encourages optimal improvement in employee performance.

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