

Analysis of Organizational Culture, Job Training, and Competence on Human Resource Development at PT Belawan New Container Terminal

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Abstract

This study aimed to analyze the influence of organizational culture, job training, and competence on human resource development (HRD) at PT Belawan New Container Terminal. The study employed a quantitative approach with an associative research design. The population consisted of 210 permanent employees of PT Belawan New Container Terminal, while the sample comprised 68 respondents selected using the Slovin formula and purposive sampling technique. Data were collected through questionnaires, and the data were analyzed using multiple linear regression with the assistance of SPSS version 24 software. Prior to hypothesis testing, data quality tests and classical assumption tests were conducted to ensure the suitability of the research model. The results showed that organizational culture had a positive and significant effect on HRD, with a t-value of 2.437 and a significance value of 0.018. Job training also had a positive and significant effect on HRD, with a t-value of 4.388 and a significance value of 0.000. Likewise, competence had a positive and significant effect on HRD, with a t-value of 2.867 and a significance value of 0.006. Simultaneously, organizational culture, job training, and competence had a positive and significant effect on HRD, with an F-value of 185.127 and a significance value of 0.000. The Adjusted R Square value of 0.892 indicated that 89.2% of the variation in HRD could be explained by the three independent variables examined in this study. Job training was identified as the most dominant variable influencing HRD. The findings suggested that strengthening organizational culture, implementing effective job training programs, and enhancing employee competence were important factors in supporting human resource development at PT Belawan New Container Terminal.

Keywords: Organizational Culture, Job Training, Competence, Human Resource Development.

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Introduction

Human resources are strategic assets that determine an organization's success in achieving its objectives and maintaining competitiveness [1]. In companies engaged in international container terminal operations, the quality of human resources becomes a crucial factor because operational activities require accuracy, speed, occupational safety, and the ability to adapt to technological advancements and dynamic business environments [2]. In this context, Human Resource Development (HRD) represents an essential effort to enhance employees' competencies, skills, and professionalism in order to support the sustainable achievement of organizational goals [3].

PT Belawan New Container Terminal is a company operating in the management of international container terminals in the Belawan Port area of North Sumatra [4]. Along with increasing operational capacity and the growing complexity of logistics service demands, the company requires human resources with adequate work capabilities and readiness to adapt to changes in the working environment. Human Resource Development has become an important aspect because it is directly related to the improvement of individual capabilities as well as overall organizational effectiveness [5].

Based on preliminary observations and interviews, several phenomena related to Human Resource Development were identified. Some employees perceived that opportunities to improve their skills and knowledge could still be enhanced, while support for professional development had not been experienced equally across employees. This condition was reflected in the results of a preliminary survey involving 20 employees, which revealed that 70% of respondents stated that they had not yet received adequate opportunities and support for developing their skills and knowledge. In addition, 60% of respondents believed that encouragement to learn and develop themselves professionally still needed improvement, while 70% indicated that Human Resource Development plans had not been fully understood in a clear and systematic manner. These findings highlighted the importance of implementing structured Human Resource Development initiatives capable of generating a more optimal impact on employee quality improvement.

One factor presumed to influence Human Resource Development is organizational culture [6]. Organizational culture plays a significant role in shaping values, norms, and work behaviors that serve as guidelines for all members of an organization [7]. A conducive organizational culture can encourage learning, innovation, discipline, and employee involvement in self development activities [8]. The results of observations indicated that there was still room to strengthen a shared understanding of organizational values, exemplary conduct in carrying out job responsibilities, and support for skill development and innovation. The preliminary survey revealed that 65% of respondents stated that leadership actions had not fully served as guidance in performing their duties, 75% believed that encouragement to improve skills and discipline still needed reinforcement, and 70% considered that support for innovation could be enhanced further. These conditions suggested that strengthening organizational culture had the potential to contribute to the improvement of Human Resource Development.

Another factor examined in this study was job training [9]. Job training serves as a mechanism used by organizations to improve employees' knowledge, skills, and abilities in accordance with job requirements [10]. Training effectiveness is determined by the clarity of objectives, the relevance of training materials, the competence of trainers, learning methods, and the appropriateness of training participants [11]. Based on observational findings, several aspects of training implementation could still be refined to better align with the company's operational needs. The preliminary survey indicated that 70% of respondents did not clearly

understand the objectives of the training programs provided, 65% believed that the training materials were not entirely aligned with job requirements, and 70% considered that the effectiveness of the training methods used still required improvement. These findings demonstrated that job training plays a crucial role in supporting successful Human Resource Development.

In addition to organizational culture and job training, employee competence is also closely associated with Human Resource Development [12]. Competence encompasses the knowledge, skills, attitudes, and experience required to perform work effectively [13]. Observational findings showed that levels of job mastery, technical skills, work attitudes, and work experience varied among employees. The preliminary survey revealed that 70% of respondents believed that their understanding of work responsibilities and work regulations still needed improvement, 60% stated that their job related skills had not fully met work requirements, and 60% considered that their work experience and previous training had not fully supported task implementation. These conditions indicated that enhancing employee competence had the potential to contribute significantly to the success of Human Resource Development.

From a theoretical perspective, organizational culture, job training, and competence are factors closely related to Human Resource Development [1]. Effective Human Resource Development requires an organizational environment that supports learning, training programs that are aligned with organizational needs, and adequate individual competencies. Examining the relationship between these three variables and Human Resource Development is important because it provides empirical evidence regarding the factors that contribute to improving the quality of human resources within the corporate environment.

Based on the foregoing discussion, the research problem of this study was whether organizational culture, job training, and competence influenced Human Resource Development at PT Belawan New Container Terminal, either partially or simultaneously. Therefore, this study aimed to analyze the influence of organizational culture, job training, and competence on Human Resource Development at PT Belawan New Container Terminal in order to provide both academic and practical contributions to the development of human resource management practices.

Research Methodology

This study employed a quantitative approach with an associative research design. The quantitative approach was selected because the study focused on measuring the relationships and effects among variables through statistical analysis [14]. The associative research design was intended to examine the effects of organizational culture, job training, and competence on Human Resource Development (HRD) at PT Belawan New Container Terminal. The study was conducted at PT Belawan New Container Terminal, located on Jalan Raya Pelabuhan Gabion, Medan City, North Sumatra.

The population consisted of all permanent employees of PT Belawan New Container Terminal, totaling 210 individuals. The sample size was determined using the Slovin formula with an error tolerance of 10%, resulting in a sample of 68 respondents [15]. The sampling technique applied was purposive sampling with the criteria that respondents were permanent employees, had worked for at least one year, and did not hold managerial positions. This technique was employed to ensure that respondents possessed sufficient experience and understanding of organizational conditions, enabling them to provide information relevant to the objectives of the study.

The data used in this study were obtained directly from respondents through questionnaire distribution. The research instrument consisted of a structured questionnaire developed based on the

indicators of each research variable. The independent variables included organizational culture (X_1), job training (X_2), and competence (X_3), while the dependent variable was Human Resource Development (Y). All variables were measured using a five point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) [5].

Organizational culture was measured through indicators of leadership behavior, organizational mission implementation, learning processes, and motivation [16]. Job training was measured through indicators of training objectives, trainers, training materials, methods, and training participants [11]. Competence was measured based on knowledge, skills, attitudes, and work experience [17]. Meanwhile, Human Resource Development was measured through indicators of satisfaction with training programs, perceptions of performance management, rewards and recognition, and career development [1].

Data analysis was conducted using SPSS version 24. The analysis began with data quality testing, including validity and reliability tests, to ensure that the research instrument accurately and consistently measured the variables [18]. Subsequently, classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests were performed to ensure that the regression model satisfied statistical requirements [19]. Hypothesis testing was carried out using multiple linear regression analysis to determine the effects of the independent variables on the dependent variable. The regression equation applied in this study was:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

The effect of each independent variable on Human Resource Development was examined using the partial test (t test), while the simultaneous effect of all independent variables was analyzed using the F test at a significance level of 5% [21]. In addition, the coefficient of determination (R^2) was used to measure the extent to which organizational culture, job training, and competence explained variations in Human Resource Development at PT Belawan New Container Terminal [22].

Results

3.1. Analysis of Respondent Characteristics

Based on the results of questionnaire distribution to 68 employees of PT Belawan New Container Terminal, the majority of respondents were male, accounting for 37 individuals (54.4%), while female respondents totaled 31 individuals (45.6%). In terms of age, the largest group was employees aged 41 to 45 years, consisting of 19 respondents (27.9%), followed by those aged 36 to 40 years with 14 respondents (20.6%). Regarding educational attainment, most respondents held a bachelor's degree, totaling 39 individuals (57.4%). Based on years of service, the largest proportion of respondents had worked for 9 to 12 years, amounting to 16 individuals (23.5%). Furthermore, in terms of marital status, most respondents were married, representing 61 individuals (89.7%). These characteristics indicate that the respondents were predominantly employees of productive age, possessed relatively high educational qualifications, had considerable work experience, and were married, enabling them to provide relevant information regarding Human Resource Development within the company.

3.2. Analysis of Respondents' Responses to the Organizational Culture Variable (X_1)

The results of questionnaire distribution to 68 respondents revealed that responses to the Organizational Culture variable were predominantly categorized as agree and strongly agree across all indicators examined. The percentage of agree and strongly agree responses ranged from 73.5% to 91.2%. The highest level of agreement was found in the statement indicating that employees' abilities continued to develop while working in the company, reaching 85.3% (36.8% agree and 48.5% strongly agree). Meanwhile, the lowest level of agreement was observed in the statement concerning leaders serving as positive role models, with a

percentage of 79.4% (51.5% agree and 27.9% strongly agree). On the other hand, neutral responses ranged from 4.4% to 11.8%, while disagree and strongly disagree responses ranged from 4.4% to 8.8%. These findings indicate that most employees held positive perceptions of the organizational culture implemented by the company, although several aspects were perceived differently by a small proportion of respondents. Based on these results, it can be concluded that the organizational culture at PT Belawan New Container Terminal was perceived positively by the majority of employees and was considered capable of supporting collaboration, learning, motivation, and the achievement of organizational objectives.

3.3. Analysis of Respondents' Responses to the Job Training Variable (X₂)

The results of questionnaire distribution to 68 respondents showed that responses to the Job Training variable were dominated by agree and strongly agree responses across all indicators examined. The percentage of agree and strongly agree responses ranged from 69.2% to 85.3%. The highest level of agreement was found in the statement that employees understood the training objectives established by the company, reaching 85.3% (35.3% agree and 50.0% strongly agree). In contrast, the lowest level of agreement was found in the statement regarding the suitability of training programs with the objectives formulated by the company, amounting to 69.2% (47.1% agree and 22.1% strongly agree). Neutral responses ranged from 7.4% to 25.0%, while disagree and strongly disagree responses ranged from 5.9% to 13.2%. These findings indicate that the training programs implemented by the company were perceived positively by most employees, although several aspects still required improvement to ensure that training benefits could be experienced more evenly. Based on these results, it can be concluded that job training at PT Belawan New Container Terminal had been implemented effectively and was capable of supporting the enhancement of employee capabilities in accordance with job requirements.

3.4. Analysis of Respondents' Responses to the Competence Variable (X₃)

The results of questionnaire distribution to 68 respondents indicated that responses to the Competence variable were predominantly categorized as agree and strongly agree across all research indicators. The percentage of agree and strongly agree responses ranged from 72.0% to 83.8%. The highest level of agreement was found in the statement regarding employees' responsibility for work outcomes, reaching 85.3% (54.4% agree and 30.9% strongly agree). Meanwhile, the lowest level of agreement was found in the statement concerning employees' understanding of their job scope, with a percentage of 72.0% (42.6% agree and 29.4% strongly agree). In addition, neutral responses ranged from 5.9% to 14.7%, while disagree and strongly disagree responses ranged from 5.9% to 13.2%. These findings demonstrate that most employees possessed adequate knowledge, skills, attitudes, and work experience to support job performance. Based on these results, it can be concluded that employee competence at PT Belawan New Container Terminal was categorized as good and was capable of supporting effective work performance in accordance with organizational demands.

3.5. Analysis of Respondents' Responses to the Human Resource Development Variable (Y)

The results of questionnaire distribution to 68 respondents indicated that responses to the Human Resource Development variable were dominated by agree and strongly agree responses across all indicators examined. The percentage of agree and strongly agree responses ranged from 80.9% to 85.3%. The highest level of agreement was found in the statement that employees were able to apply knowledge gained from training to their work, reaching 83.8% (38.2% agree and 45.6% strongly agree), as well as in the statement regarding the relevance of training materials, which also reached 83.8% (39.7% agree and

44.1% strongly agree). Meanwhile, the lowest level of agreement was found in the statement concerning the availability of a clear career path, with a percentage of 85.3% (57.4% agree and 27.9% strongly agree). On the other hand, neutral responses ranged from 5.9% to 14.7%, while disagree and strongly disagree responses ranged from 4.4% to 7.4%. These findings indicate that most employees held positive perceptions regarding the implementation of Human Resource Development within the company. Based on these results, it can be concluded that Human Resource Development at PT Belawan New Container Terminal had been implemented effectively and was capable of supporting improvements in employee competence, performance, recognition, and career development.

4.4. Data Quality Test (Validity and Reliability)

Table 1. Results of Validity and Reliability

Organizational Culture (X ₁)		Job Training (X ₂)		Competence (X ₃)		Human Resource Development (Y)		r _{kritis}	Description
Symbol	r _{hitung}	Symbol	r _{hitung}	Symbol	r _{hitung}	Symbol	r _{hitung}		
X _{1-1,1}	0,777	X _{2-1,1}	0,805	X _{3-1,1}	0,561	Y _{1-1,1}	0,803	0,3	Valid
X _{1-1,2}	0,610	X _{2-1,2}	0,538	X _{3-1,2}	0,663	Y _{1-1,2}	0,567	0,3	Valid
X _{1-2,1}	0,694	X _{2-2,1}	0,857	X _{3-2,1}	0,745	Y _{1-2,1}	0,624	0,3	Valid
X _{1-2,2}	0,823	X _{2-2,2}	0,665	X _{3-2,2}	0,473	Y _{1-2,2}	0,853	0,3	Valid
X _{1-3,1}	0,621	X _{2-3,1}	0,851	X _{3-3,1}	0,749	Y _{1-3,1}	0,849	0,3	Valid
X _{1-3,2}	0,692	X _{2-3,2}	0,612	X _{3-3,2}	0,776	Y _{1-3,2}	0,510	0,3	Valid
X _{1-4,1}	0,808	X _{2-4,1}	0,875	X _{3-4,1}	0,606	Y _{1-4,1}	0,877	0,3	Valid
X _{1-4,2}	0,699	X _{2-4,2}	0,820	X _{3-4,2}	0,743	Y _{1-4,2}	0,746	0,3	Valid
-	-	X _{2-5,1}	0,615	-	-	-	-	0,3	Valid
-	-	X _{2-5,2}	0,851	-	-	-	-	0,3	Valid
Cronbach's Alpha		Cronbach's Alpha		Cronbach's Alpha		Cronbach's Alpha		Conclusion	
0,912		0,937		0,888		0,917		Reliability	
								Reliabel / Andal	

The results of the research instrument evaluation show that all questionnaire items for each variable meet the validity requirements. This is indicated by the calculated r value of each item which is greater than 0.3, so each statement is considered capable of accurately representing the measured construct [23].

The reliability test shows that the Cronbach's Alpha value for all variables is greater than 0.7. These findings indicate that the research instrument has a good level of consistency, so it is suitable to be used as a data collection tool in the research [8].

4.2. Classical Assumption Test (Normality, Multicollinearity, and Heteroscedasticity)

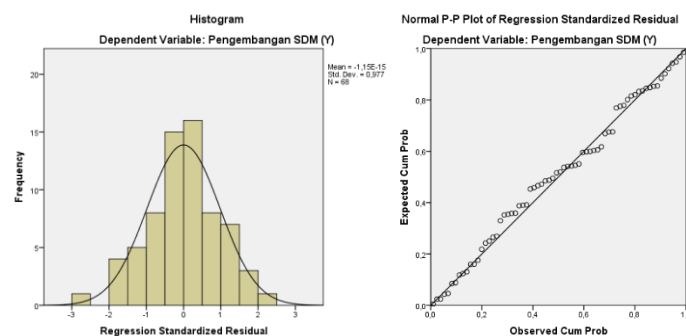


Figure 1. Histogram and P-P Plot Graphs

The residual distribution in the histogram shows a pattern resembling a normal curve with a relatively balanced data spread around its mean value. This condition indicates that the residuals do not experience significant distribution deviations [15].

The Normal P Plot graph shows that most observation points are located around and follow the diagonal line. The distribution of points that does not show extreme deviation indicates that the model residuals have characteristics close to a normal distribution [5].

Table 2. Results of the Kolmogorov Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		68
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	1,84145529
Most Extreme Differences	Absolute	0,070
	Positive	0,056
	Negative	-0,070
Test Statistic		0,070
Asymp. Sig. (2-tailed)		0,200 ^{c,d}

The Kolmogorov Smirnov test results show a significance value of 0.200 which is greater than 0.05, so the normality assumption is considered to be satisfied [8].

Table 3. Results of Multicollinearity Test and Glejser Test

Coefficients ^a				
Model	Collinearity Statistics		Sig.	Conclusion
	Tolerance	VIF		
1 (Constant)			0,030	There are no multicollinearity problems and no symptoms of heteroscedasticity.
Organizational Culture (X ₁)	0,121	8,295	0,376	
Job Training (X ₂)	0,130	7,711	0,764	
Competence (X ₃)	0,287	3,487	0,172	
a. Dependent Variable: Human Resource Development (Y)			a. Dependent Variable: Absolute_Residual	

The multicollinearity test shows that all independent variables have tolerance values greater than 0.10 and Variance Inflation Factor values lower than 10. This condition indicates that the relationships among independent variables are not strong enough to cause multicollinearity problems [18].

The Glejser test results show that the significance values of all independent variables are above 0.05. Therefore, the regression model can be stated to be free from heteroscedasticity symptoms, so the resulting parameter estimates meet one of the important assumptions in linear regression analysis [5].

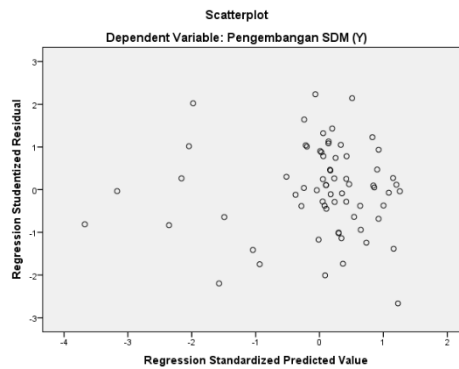


Figure 2. Scatterplot Graph

Heteroscedasticity evaluation was carried out using a visual and statistical approach. The scatterplot results show a random distribution of residuals across the entire graph area without forming any specific pattern, such as narrowing, widening, or wave like patterns. This distribution indicates that the variance of the residuals tends to be stable at various levels of prediction [14].

Table 4. Multiple Linear Regression Analysis and Partial t test

Model	Coefficients ^a						Sig. Requirements	Conclusion Effect
	Unstandardized Coefficients		Standardized Coefficients	<i>t</i> _{hitung}	<i>t</i> _{tabel}	Sig.		
	B	Std. Error	Beta					
1 (Constant)	2,171	1,397		1,554		0,125		
Organizational Culture (X ₁)	0,286	0,117	0,282	2,437	1,998	0,018	Sig < 0,05	Positive & Significant
Job Training (X ₂)	0,367	0,084	0,490	4,388	1,998	0,000	Sig < 0,05	Positive & Significant
Competence (X ₃)	0,209	0,073	0,215	2,867	1,998	0,006	Sig < 0,05	Positive & Significant

a. *Dependent Variable:* Human Resource Development (Y)

a. Dependent Variable: Human Resource Development (Y)

4.3. Multiple Linear Regression Analysis

Based on the results of multiple linear regression analysis, the following regression equation was obtained [20]:

$$Y = 2,171 + 0,286X_1 + 0,367X_2 + 0,209X_3$$

This equation shows that the constant value of 2.171 indicates that if Organizational Culture (X₁), Job Training (X₂), and Competence (X₃) are considered constant or equal to zero, then Human Resource Development (Y) has a value of 2.171 units. This value describes the basic level of Human Resource Development that still exists even without the influence of the three independent variables in the research model [24].

The regression coefficient of Organizational Culture of 0.286 indicates that every one unit increase in Organizational Culture will increase Human Resource Development by 0.286 units, assuming other variables remain constant [3]. The positive direction of the effect indicates that the better the organizational culture implemented, the higher the level of Human Resource Development [6]. This condition occurs because a good organizational culture can create a work environment that supports learning, cooperation, motivation, and employee skill development [7].

The regression coefficient of Job Training of 0.367 indicates that every one unit increase in Job Training will increase Human Resource Development by 0.367 units [9]. This positive relationship shows that the better the implementation of job training, the higher the Human Resource Development [25]. This happens because training provides additional knowledge, skills, and abilities needed by employees to perform their jobs more effectively [26].

The regression coefficient of Competence of 0.209 indicates that every one unit increase in Competence will increase Human Resource Development by 0.209 units [12]. This positive direction of influence shows that the higher the competence possessed by employees, the better the Human Resource Development that can be achieved [13]. This condition is caused by adequate competence enabling employees to develop potential, improve work quality, and adapt to job demands [24].

Based on the regression coefficients and standardized beta values, Job Training is the most dominant variable affecting Human Resource Development with a regression coefficient value of 0.367 and a beta value of 0.490 [10]. This finding shows that improving the quality of job training contributes more significantly than other variables in improving Human Resource Development. This occurs because training is a direct means used by the company to improve employee knowledge, skills, and abilities so that its impact on human resource development becomes more tangible and measurable [25].

4.4. t test (Partial Test)

The t test was conducted to determine the effect of each independent variable on Human Resource Development partially. The t table value of 1.998 was obtained from the t distribution with a significance level of 5 percent ($\alpha = 0.05$) and degrees of freedom ($df = n$ minus k minus $1 = 68$ minus 3 minus $1 = 64$) [8].

The Organizational Culture variable obtained a t value of 2.437, greater than the t table value of 1.998, with a significance value of 0.018 less than 0.05. These results indicate that Organizational Culture has a positive and significant effect on Human Resource Development. This means that an improvement in organizational culture will significantly increase human resource development in the company [7].

The Job Training variable obtained a t value of 4.388, greater than the t table value of 1.998, with a significance value of 0.000 less than 0.05. These results indicate that Job Training has a positive and significant effect on Human Resource Development. A significant effect means that improvements in job training quality are statistically proven to increase human resource development [9].

The Competence variable obtained a t value of 2.867, greater than the t table value of 1.998, with a significance value of 0.006 less than 0.05. These results indicate that Competence has a positive and significant effect on Human Resource Development. Thus, the better the competence possessed by employees, the higher the level of human resource development achieved by the company [24].

Table 5. Results of the Simultaneous F Test and Coefficient of Determination Test

Model	df	ANOVA ^a				Conclusion	Model Summary ^b	
		<i>F_{hitung}</i>	<i>F_{tabel}</i>	<i>Sig</i>	<i>Sig. Requirements</i>		<i>R</i>	Adjusted R Square
1 Regression	3							
Residual	64	185,127	3,140	0,000 ^b	< 0,05	Signifikan	0,947 ^a	0,892
Total	67							

a. *Dependent Variable:* Human Resource Development (Y)

b. *Predictors:* (Constant), Organizational Culture (X₁), Job Training (X₂), Competence (X₃)

4.5. F Test (Simultaneous)

The F test is used to determine the simultaneous effect of Organizational Culture, Job Training, and Competence on Human Resource Development. The F table value of 3,140 was obtained from the F distribution at a significance level of 5% with df1 equal to 3 and df2 equal to 64 [15].

The test results show that the calculated F value of 185,127 is greater than the F table value of 3,140, with a significance value of 0,000 lower than 0,05. These results indicate that the three independent variables jointly have a positive and significant effect on Human Resource Development [1]. This significant effect means that changes in Organizational Culture, Job Training, and Competence simultaneously are proven to be able to explain changes in Human Resource Development at PT Belawan New Container Terminal.

4.6. Coefficient of Determination (R squared)

The test results show an R value of 0,947, indicating that the relationship between Organizational Culture, Job Training, and Competence with Human Resource Development is in the very strong category [5]. Meanwhile, the Adjusted R Square value of 0,892 indicates that 89,2% of the variation in Human Resource Development can be explained by Organizational Culture, Job Training, and Competence. The remaining 10,8% is explained by other factors outside the research model that were not examined in this study [23].

Discussion

5.1. The Effect of Organizational Culture (X₁) on Human Resource Development

The results of multiple linear regression analysis and the t test show that Organizational Culture partially has a positive and significant effect on Human Resource Development at PT Belawan New Container Terminal (BNCT). This finding indicates that the stronger the values, norms, and work culture implemented within the organization, the higher the level of human resource development that can be achieved [3]. In a container terminal operational environment that has a high level of complexity and strict safety demands, organizational culture serves as a behavioral guideline that directs employees to perform their duties in a professional, disciplined, and collaborative manner [6]. This positive effect shows that organizational culture not only shapes employee work patterns but also encourages continuous learning and competency development processes [7].

This effect occurs because BNCT consistently builds a work culture oriented toward safety, professionalism, collaboration, and continuous improvement. Various work culture development programs are implemented through safety training involving hundreds of workers, strengthening continuous improvement culture through problem solving workshops, and applying LEAN Sustainability principles that encourage employees to continuously innovate and improve work quality. In addition, the company also instills values of integrity, transparency, and compliance with operational and safety standards as part of daily organizational culture.

These conditions create a conducive environment for human resource development because employees are given opportunities to learn, participate in problem solving, improve skills, and adapt to technological developments and the needs of modern terminal operations. A strong organizational culture support increases employee engagement in various competency development programs organized by the company. Thus, organizational culture not only functions as a corporate identity but also becomes a strategic mechanism that drives the improvement of human resource quality to support operational sustainability and the competitiveness of BNCT as an international container terminal [7].

This result is in line with the theory proposed by Sudarmanto, who states that human resource development is influenced by several factors, one of which is organizational culture

[1]. This finding is also consistent with previous studies which show that organizational culture has an influence on human resource development [3][6][7].

5.2. The Effect of Job Training (X₂) on Human Resource Development (Y)

The results of multiple linear regression analysis and the t test show that Job Training partially has a positive and significant effect on Human Resource Development at PT Belawan New Container Terminal (BNCT). This finding indicates that improvements in the quality of training provided by the company will be followed by an increase in employees' abilities, knowledge, skills, and readiness to perform their duties [9]. In an international container terminal environment that relies on technology, strict safety standards, and complex operational coordination, job training is an important instrument to ensure that each employee has competencies aligned with job demands. This positive effect shows that the human resource development process at BNCT cannot be separated from the company's success in providing learning programs relevant to operational needs.

This effect occurs because BNCT consistently implements various training programs oriented toward improving technical competence and work safety. The company conducts Safety Training of Operational Workers attended by 320 participants from internal operational units, stevedoring workers, and related stakeholders. The program includes training on working at height, safety lashing cage, and pinning station combined with hands on field practice. In addition, BNCT also conducts Lifting Gear Management System training which equips participants with knowledge on inspection, equipment management, maintenance, and the use of digital recording systems.

These training programs provide employees with opportunities to update knowledge, improve technical skills, understand international safety standards, and adapt to developments in port operational technology. Through structured and continuous training, employees not only gain new competencies but also increase their confidence in performing work effectively and safely [26]. This condition fosters a more competent, professional, and ready workforce to face the challenges of modern terminal operations [10]. Thus, the more effective the implementation of job training at BNCT, the more optimal the human resource development process that can be achieved by the company to support organizational performance and operational sustainability.

This result is in line with the theory proposed by Sudarmanto, who states that human resource development is influenced by several factors, one of which is the training scheme provided [1]. This finding is also consistent with previous studies which prove that job training has an influence on human resource development [9][10][25].

5.3. The Effect of Competence (X₃) on Human Resource Development (Y)

The results of multiple linear regression analysis and the t test show that Competence partially has a positive and significant effect on Human Resource Development at PT Belawan New Container Terminal (BNCT). This finding indicates that an increase in employee competence is followed by an improvement in the quality of human resource development within the company [12]. Competence, which encompasses knowledge, skills, work attitudes, and experience, serves as a key asset for employees in performing their duties effectively [17]. In an international container terminal service company such as BNCT, competence plays a highly crucial role because operational activities involve the use of modern technology, management of specialized equipment, implementation of strict safety standards, and coordination of complex logistics activities that require precision and adequate expertise.

This positive effect occurs because BNCT continuously seeks to enhance employee competence through various capacity development programs. The company not only

conducts safety and operational training but also provides training related to port equipment management, digital technology utilization, and the improvement of technical skills in accordance with job requirements. Programs such as Lifting Gear Management System Training, operator training, and various other competence development activities provide employees with opportunities to expand their knowledge and improve the skills required to support smooth terminal operations. In addition, work experience gained through direct involvement in operational activities further strengthens individual competence in performing tasks professionally.

These conditions create a work environment that supports continuous learning and employee capability development. The higher the level of competence possessed by employees, the easier it is for them to understand changes in work procedures, operate equipment optimally, solve operational problems, and adapt to technological developments implemented by the company [24]. Good competence also enhances confidence and work effectiveness, enabling employees to contribute more significantly to organizational goal achievement [13]. Thus, competence is a strategic factor that drives the success of human resource development at BNCT, as it enables the company to have a workforce that is professional, adaptive, and capable of meeting the demands of continuously evolving container terminal operations.

This finding is consistent with the theory proposed by Sudarmanto, who states that human resource development is influenced by several factors, one of which is employee competence [1]. This result is also in line with previous studies which show that employee competence has an influence on human resource development [12][13][24].

5.4. The Simultaneous Effect of the Three Variables on Human Resource Development (Y)

The results of multiple linear regression analysis and the F test show that Organizational Culture, Job Training, and Competence simultaneously have a positive and significant effect on Human Resource Development at PT Belawan New Container Terminal (BNCT). This finding indicates that human resource development is not influenced by a single factor alone, but rather is the result of a synergy among supportive organizational culture, effective job training, and adequate employee competence [1]. In the highly complex operations of an international container terminal, the company requires human resources who not only possess technical abilities but are also able to work in accordance with organizational values and adapt to technological developments and continuously changing operational needs.

Organizational culture provides the foundation for shaping work behavior that supports learning and self development. At BNCT, a work culture that emphasizes safety, professionalism, collaboration, and continuous improvement encourages employees to continuously enhance their abilities and work quality. A work environment that supports communication, teamwork, and employee involvement in various development programs creates a conducive atmosphere for improving both individual and organizational capacity [12]. This culture also helps align employees' personal goals with organizational objectives, enabling the human resource development process to run more effectively [7].

On the other hand, job training and competence play complementary roles in supporting human resource development. BNCT consistently implements various safety training programs, terminal operational training, equipment management training, and technical and managerial skill enhancement programs. Through these programs, employees acquire new knowledge and skills that can be directly applied in daily work activities [25]. In addition, the company also provides opportunities for employees to gain work experience through direct

involvement in internationally standardized operational activities. This condition contributes to the improvement of competence, which ultimately strengthens the overall quality of the company's human resources.

The simultaneous influence of these three variables occurs because each factor supports and reinforces the others [1]. A strong organizational culture encourages learning behavior, job training provides the means for skill development, while competence serves as the foundational capacity that enables employees to fully utilize development opportunities. The combination of these factors creates a work environment that fosters continuous learning, performance improvement, and readiness to face technological changes and business demands. Thus, the success of human resource development at BNCT is the result of an integration of a positive organizational culture, structured job training, and continuously improved employee competence.

Job training is the most dominant variable influencing human resource development because it provides the most direct impact on improving employee capabilities. At BNCT, various safety training programs, equipment operation training, port equipment management training, and technology based work systems enable employees to acquire new knowledge and skills that can be immediately applied in their work. In contrast to organizational culture, which develops over the long term, and competence, which is the result of accumulated experience, job training directly accelerates the improvement of human resource quality, making its contribution to human resource development more significant.

This research finding is consistent with the theory proposed by Sudarmanto, who states that human resource development is influenced by several factors, including business strategy, competency needs, training schemes provided, work environment, organizational culture, leadership commitment, organizational commitment, economic conditions, technology, market demands, as well as regulations and compliance [1].

Conclusion

Based on the research results, Organizational Culture, Job Training, and Competence are proven to have a positive and significant effect on Human Resource Development at PT Belawan New Container Terminal, both partially and simultaneously. Job Training is the variable that has the most dominant influence on Human Resource Development. The results also show that these three variables are able to explain most of the variation in Human Resource Development, indicating that the improvement of organizational culture, job training, and competence is an important factor in supporting the development of company human resources.

PT Belawan New Container Terminal is advised to continuously strengthen its human resource development programs through the implementation of more structured and sustainable training tailored to operational needs and port technological developments. The company should also enhance the effectiveness of organizational culture by strengthening communication of corporate values, encouraging continuous learning, and increasing employee involvement in various development programs. In addition, competence development can be improved through professional certification, mentoring programs, job rotation, and more structured career development so that employee capabilities continue to grow in line with job demands and organizational needs.

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