

The Effect of Training and Career Development on Employee Performance with Job Satisfaction as an Intervening Variable at PT. ASDP Indonesia Ferry (Persero) Singkil Branch

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Abstract

This study aims to analyze the influence of training, and career development on employee performance with job satisfaction as an intervening variable in PT. ASDP Indonesia Ferry (Persero) Singkil Branch. In the face of increasing business competition and performance demands, companies are required to manage human resources effectively in order to be able to increase productivity and organizational competitiveness. Targeted training, effective communication, and structured career development are believed to increase employee job satisfaction, ultimately impacting performance improvement. This study uses a quantitative approach with an explanatory research method. Data was obtained through the distribution of questionnaires to all permanent employees of PT. ASDP Indonesia Ferry (Persero) Singkil Branch as many as 96 respondents, with a total sampling technique. Data analysis was carried out using the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS) with the help of SmartPLS software. This method was chosen because it is able to analyze the causal relationship between variables simultaneously and is suitable for a relatively limited number of samples. The results of the study show that training and career development have a positive and significant effect on employee job satisfaction. In addition, training and career development also have a positive and significant effect on employee performance. Job satisfaction has been proven to have a positive and significant effect on employee performance and is able to play an intervening variable in the relationship between training and career development on employee performance. These findings indicate that improving employee performance does not only depend on technical and structural aspects, but also on the psychological condition of employees in the form of job satisfaction. This research is expected to make a practical contribution to the management of PT. ASDP Indonesia Ferry (Persero) Singkil Branch in formulating a more effective and sustainable human resource management strategy, as well as academic contributions in enriching the study of the role of satisfaction as an intervening variable in improving employee performance in the transportation SOE sector.

Keywords: Training, Career Development, Job Satisfaction and Employee Performance.

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Introduction

In the era of globalization and increasingly fierce business competition, the Company is required to continue to develop innovations and employee performance targets so as not to lag behind other companies. Human Resources (HR) development is one of the strategic aspects in a company because the success of an organization is highly dependent on the quality of its employees (Edison, Anwar & Komariyah, 2018). Human resources are not only seen as a factor of production, but also as the main asset that determines the Company's competitiveness. Therefore, the Company needs to ensure that employees have adequate skills and job satisfaction to be able to support the achievement of the goals of the organization.

However, in practice, there are still a number of problems in each variable that affect the quality of human resources. First, training often does not run optimally because the training material is not fully relevant to the needs of the job, the methods used are less applicable, and the frequency of implementation is limited. This causes the transfer of knowledge and skills to be not optimal, resulting in low work effectiveness. Second, internal communication in the organization often faces obstacles such as delays in delivering information, lack of open feedback channels from superiors to subordinates, and lack of transparency coordination between work units. This condition causes miscommunication that can result in work conflicts, decreased motivation, and reduced team collaboration. Third, career development in many companies, including PT. ASDP Indonesia Ferry (Persero) Singkil Branch has not been fully structured. Unclear career paths, lack of promotion opportunities, and lack of competency development programs make employees feel that their future is not guaranteed in the company. This can reduce loyalty and motivation to achieve.

In addition, employee job satisfaction is also an important issue. When the training is not as needed and career development is unclear, job satisfaction tends to be low. Employees feel undervalued, don't get adequate support, and ultimately don't perform at their best. This condition has an impact on output variables, namely employee performance, which is characterized by low productivity, delays in job completion, declining service quality, and lack of innovation. If these problems are not addressed immediately, the company's strategic goals have the potential to be hampered.

The urgency of this research arises because the management of PT. ASDP Indonesia Ferry (Persero) Singkil Branch needs to understand the relationship between training, career development, job satisfaction, and performance. This information is important so that HR management strategies can be prepared more on target, so that employees are not only skilled but also feel satisfied that way, the company's productivity can be improved sustainably. This research also contributes to enriching the literature on the role of job satisfaction as an intervening variable in the context of transportation SOEs, especially shipping companies such as PT. ASDP Indonesia Ferry.

Reflecting on previous research, several studies have presented results that support the importance of training and career development in relation to job satisfaction and performance. For example, research at the BRIDA office in Medan city explains that training, competence, and job satisfaction have a positive influence on the performance of employees both individually and also (Sitepu & Rizky, 2025). Another study at PT. Mandom Indonesia Tbk also showed that training and the work environment had a positive effect on employee performance, although job satisfaction in that case did not provide a significant value for performance (Triastuti, et al., 2021). Furthermore, the research that discusses career development at PT. The Tanjung Morawa Deli Serdang Pokpan proves that these two variables have a significant effect on employee job satisfaction. All of this suggests that although these variables have been extensively researched, the results can differ depending on the organizational context, type of industry, characteristics

of workers, locality, and work culture. Based on the description above, it is explained that these factors are important for the success of the organization, so this research needs to be carried out in order to provide a clearer picture of

the influence of coaching, communication, and career development on employee performance through job satisfaction as an intervening variable at PT. ASDP Indonesia Ferry (Persero) Singkil Branch. This research is not only academically useful in enriching the literature on human resource management in Indonesia, but also provides practical benefits for the company's management in order to design a more effective and efficient human resource development program. Thus, it is hoped that the Company will be able to improve employee performance in a sustainable manner which will ultimately have a positive impact on the achievement of organizational goals. The purpose of this study is to see the influence of training and career development on employee performance with job satisfaction as an intervening variable.

Problem Identification

Based on the background described above, several problems at PT. ASDP Indonesia Ferry (Persero) Singkil Branch can be identified as follows:

1. Employee training has not been aligned with job requirements and has been less effective in improving competencies.
2. Internal communication has not been optimally implemented, leading to miscommunication and decreased motivation.
3. Career development has not been well structured, promotion opportunities are limited, and career paths are unclear.
4. Employee satisfaction and performance have declined due to suboptimal training, communication, and career development.

Research Problem

Based on the background and problem identification, the research questions in this study are formulated as follows:

1. Does training have an effect on employee performance at PT. ASDP Indonesia Ferry (Persero) Singkil Branch?
2. Does communication have an effect on employee performance at PT. ASDP Indonesia Ferry (Persero) Singkil Branch?
3. Does career development have an effect on employee performance at PT. ASDP Indonesia Ferry (Persero) Singkil Branch?
4. Does training have an effect on employee job satisfaction at PT. ASDP Indonesia Ferry (Persero) Singkil Branch?
5. Does communication have an effect on employee job satisfaction at PT. ASDP Indonesia Ferry (Persero) Singkil Branch?
6. Does career development have an effect on employee job satisfaction at PT. ASDP Indonesia Ferry (Persero) Singkil Branch?
7. Does job satisfaction have an effect on employee performance at PT. ASDP Indonesia Ferry (Persero) Singkil Branch?
8. Does job satisfaction mediate the effect of training on employee performance at PT. ASDP Indonesia Ferry (Persero) Singkil Branch?
9. Does job satisfaction mediate the effect of communication on employee performance at PT. ASDP Indonesia Ferry (Persero) Singkil Branch?
10. Does job satisfaction mediate the effect of career development on employee performance at PT. ASDP Indonesia Ferry (Persero) Singkil Branch?

Research Objectives

Based on the research questions described above, the objectives of this study are as follows:

1. To analyze the effect of training on employee performance at PT. ASDP Indonesia Ferry (Persero) Singkil Branch.

2. To analyze the effect of communication on employee performance at PT. ASDP Indonesia Ferry (Persero) Singkil Branch.
3. To analyze the effect of career development on employee performance at PT. ASDP Indonesia Ferry (Persero) Singkil Branch.
4. To analyze the effect of training on employee job satisfaction at PT. ASDP Indonesia Ferry (Persero) Singkil Branch.
5. To analyze the effect of communication on employee job satisfaction at PT. ASDP Indonesia Ferry (Persero) Singkil Branch.
6. To analyze the effect of career development on employee job satisfaction at PT. ASDP Indonesia Ferry (Persero) Singkil Branch.
7. To analyze the effect of job satisfaction on employee performance at PT. ASDP Indonesia Ferry (Persero) Singkil Branch.
8. To analyze the role of job satisfaction in mediating the effect of training on employee performance at PT. ASDP Indonesia Ferry (Persero) Singkil Branch.
9. To analyze the role of job satisfaction in mediating the effect of communication on employee performance at PT. ASDP Indonesia Ferry (Persero) Singkil Branch.
10. To analyze the role of job satisfaction in mediating the effect of career development on employee performance at PT. ASDP Indonesia Ferry (Persero) Singkil Branch.

Literature Review Training

Training is a process of developing employees' abilities, knowledge, and skills so that they are able to carry out their duties more effectively and efficiently (Safitri, 2019). Training can be *on the job* or *off the job*, including *formal training*, *workshops*, *mentoring*, and *continuous learning* (Anwar, 2025). Training theory states that training not only provides technical material, but also strengthens employee motivation and confidence, which can then improve employee performance (Wijonarko et al., 2020). The purpose of this training is to be carried out and employee development is intended to increase competence, skills and provide motivation to employees, which affects the quality of employees in carrying out work both within units and between units (Aryanti & Ali, 2025). According to (Toyib Daulay 2014), training is a learning process that is systematically designed to improve the knowledge, skills, and work attitudes of human resources in order to be able to carry out their work effectively and efficiently in accordance with the demands of the position and organizational goals Employee training can be categorized into two main types, namely hard skills training and soft skills training. Hard skills focus on technical skills according to the needs of the job, while soft skills include communication, leadership, and teamwork skills that support work effectiveness. Recent research shows that the combination of the two is more effective in improving employee performance (Zalukhu et al., 2024). Commonly used training methods can be divided into *on the job training* and *off the job training*. *On the Job Training* is carried out directly in the workplace, for example *job rotation* or *understudy*, so that employees can learn while working. Meanwhile, *off the job training* is carried out outside the work environment, such as seminars, workshops, or courses that are more structured and focus on improving certain competencies (Ashary, 2023)

According to Safitri, (2019) there are 6 (six) employee training indicators, namely;

1. Training Needs
2. Training Materials and Curriculum
3. Training Methods
4. Instructor or Trainer Competence
5. Training Facilities

6. Evaluation and Implementation of Training Results

Career Development

Career development is an important aspect of human resource management because it relates to how the organization designs, facilitates, and supports employees' career journeys. According to Adekoya et al. (2019), career development is a series of activities designed by organizations to assist employees in planning, developing, and directing their career paths according to individual goals and company needs. Furthermore, Nchimbi & Kisangiri (2020) explain that career development includes formal and informal processes, such as training, promotion, mentoring, and job rotation opportunities, which allow employees to improve their competencies. Meanwhile, Subekti & Setiawan (2021) emphasized that career development is not only seen from vertical mobility (position promotion), but also horizontal mobility, such as moving divisions to expand work experience. These three views show that career development is a system that integrates individual interests and organizational strategies. According to (Toyib Daulay 2014) career development is a process planned by an organization to improve the abilities, knowledge, and work experience of employees to prepare them to occupy higher positions or greater responsibilities in the future according to the needs of the organization and individual potential.

To measure career development in the context of research, several indicators can be used. According to Adekoya et al. (2019) and Subekti & Setiawan (2021), career development indicators include: (1) promotion opportunities, i.e. opportunities for promotion provided by organizations; (2) self-development opportunities, in the form of access to training, education, or certification; (3) clarity of career path, i.e. the extent to which the organization provides information about career paths; (4) organizational support, such as mentoring, coaching, and guidance from superiors; and (5) satisfaction with career mobility, namely the level of employee satisfaction with the process and results of career development that they experience.

According to Adekoya et al. (2019), there are 6 (six) indicators of employee career development, namely;

1. Career Planning
2. Development Opportunities
3. Promotion and Advancement
4. Supervisor and Organizational Support
5. Training and Skill Development
6. Equity in Career Opportunities

Employee Performance

Employee performance is one of the main factors that determine the success of an organization. According to Wibowo (2020), employee performance is the result of work that can be achieved by a person or group in an organization in accordance with their authority and responsibility, in order to achieve organizational goals legally and in accordance with ethics. Meanwhile, Sutrisno (2019) explained that performance is the embodiment of employees' abilities, skills, and work motivation in completing the tasks given. Putra & Sari (2021) added that employee performance is not only assessed from the quantity of work, but also from quality, timeliness, and contribution to the team. These three views show that employee performance is a multidimensional concept that involves aspects of results, processes, and work behavior.

Employee performance factors according to Mangkunegara (2020) are:

- a. Individual Factors (Internal)

These factors come from within employees that affect how they carry out their work, including:

- Ability: includes the intellectual and physical abilities needed to carry out job duties.
- Motivation: the internal drive of the individual to achieve organizational and personal goals.
- Attitude and personality: determines how a person interacts and behaves at work.
- Job satisfaction: the level of employees' positive feelings about their work.
- Work commitment: the willingness of employees to try more for the success of the organization.

b. Environmental Factors (External)

This factor comes from outside the employee that also affects performance, such as:

- Work facilities and infrastructure: the availability of tools, facilities, and resources that support the implementation of work.
- Leadership: the style and behavior of the leader that can motivate and direct employees.
- Organizational culture: values, norms, and habits that apply in the work environment.
- Reward and compensation system: the fairness and eligibility of the rewards that employees receive.
- Physical and social work environment: workplace comfort, co-worker relationships, and general work climate.

According to Wibowo (2020), there are 6 (six) employee performance indicators, namely;

1. Quality of Work
2. Quantity of Work
3. Timeliness
4. Responsibility
5. Cooperation
6. Initiative

Job Satisfaction

Job satisfaction is one of the important variables in the study of human resource management, because it is closely related to employee performance, loyalty, and labor retention. According to Sari & Nugraha (2020), according to (Toyib Daulay 2014) job satisfaction is the feeling of pleasure or displeasure that employees feel about their work, which arises as a result of assessing the compatibility between employee expectations and the reality they receive in the work environment, both in terms of the work itself, rewards, work relationships, and self- development opportunities. Job satisfaction is a positive feeling that arises from an individual's assessment of his or her work, which includes aspects of the work environment, relationships with employers, career opportunities, and rewards. Meanwhile, Putra & Dewi (2021) states that job satisfaction is an emotional condition that is pleasant or unpleasant, which arises from employees' perception of the extent to which their work meets personal needs and expectations. Meanwhile, Budiono & Marpaung (2022) emphasized that job satisfaction is not only measured from material aspects such as salary, but also from non-material factors such as recognition, communication, and self-development opportunities.

Factors of job satisfaction According to Robbins & Judge (2019)

- a. The Work Itself: Satisfaction arises when the work is interesting, challenging, and provides opportunities to learn and grow. Employees tend to be satisfied if the job provides clear meaning and responsibility.

- b. Pay/Compensation: Job satisfaction is influenced by the perception of fairness in the salary received compared to work responsibilities and contributions. Not only the number, but also the sense of fairness and the feasibility of compensation is very influential.
- c. Promotion Opportunities: Satisfaction increases when employees have a clear opportunity to move up or develop their careers. An open career path makes employees feel valued and motivated.
- d. Relationship with Supervisor: The role of the boss is very important in building job satisfaction. A leadership style that is supportive, communicative, and respectful of subordinates can increase job satisfaction and attachment.
- e. Co-workers Relationship: Employees will be more satisfied if they have harmonious working relationships, mutual respect, and support each other in the team.
- f. Working Conditions: This factor includes physical and non-physical aspects of the workplace such as safety, comfort, facilities, and a conducive work environment.

According to Sari & Nugraha (2020) there are 6 (six) indicators of employee job satisfaction, namely;

1. Pay Satisfaction
2. Job Satisfaction (Work Itself)
3. Co-worker Relationship Satisfaction
4. Supervision Satisfaction
5. Career Development Satisfaction
6. Working Condition Satisfaction

Conceptual framework

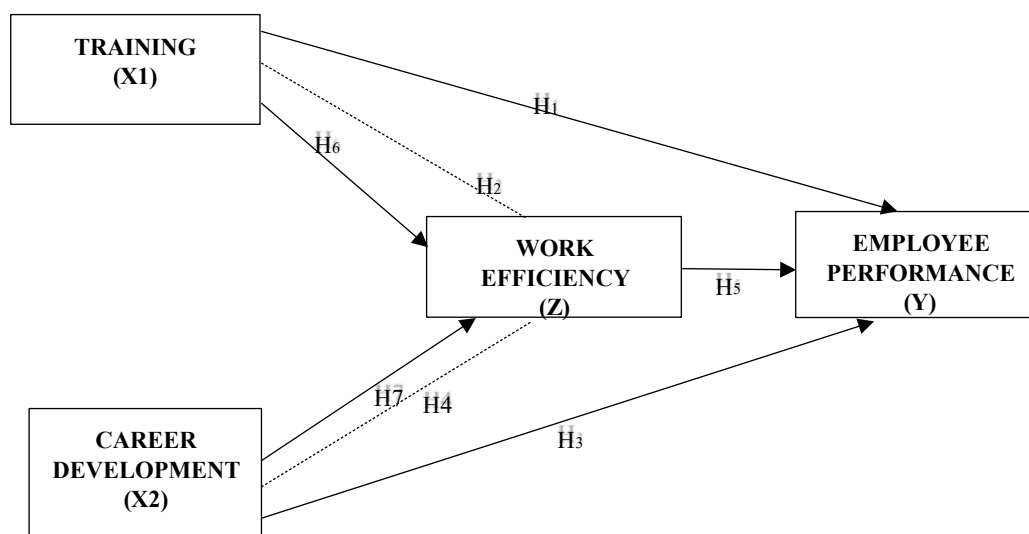


Figure 1. Conceptual Framework of Sources; Processed by Researchers 2025

Research Methods Types and Approaches to Research

This study uses a type of quantitative research with an explanatory research approach. Quantitative research was chosen because the focus of the research was to test the relationships between variables based on numerical data obtained through the distribution of questionnaires. The explanatory approach is used to explain the cause-and-effect relationship between the independent variable (Training and career development) to the bound variable (employee

performance) and the intervening variable (Job satisfaction). The survey method was applied to obtain primary data directly from respondents, while data analysis was carried out using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with the help of SmartPLS software. The selection of SEM-PLS is based on its ability to analyze complex models and does not require the assumption of a multivariate normal data distribution.

Population and Sample

Sugiyono (2012: 116) Samples are part of the number and characteristics possessed by the population. In this study, the author used saturated sampling. The population in this study is all permanent employees who work at PT. ASDP Indonesia Ferry (Persero) Singkil Branch. Samples were taken using the total sampling method, which is a sampling technique based on certain considerations. Since the population is relatively small and still reachable as a whole, this study uses techniques. Total sampling is a sampling technique in which all members of the population are used as research samples. Thus, the number of samples in this study is 96 traders, according to the number of existing populations.

Table 1. Respondent Characteristics

Characteristics	Classification	Frequency	%
Gender	Male	74	77
	Women	22	23
Education	High School/Vocational School	30	31
	D3	25	26
	S1	39	41
	S2	2	2
Tenure	1 – 5 Years	14	15
	6 – 15 Years	70	73
	> 15 Years	12	12
Age	< 25 Years	8	8
	25 – 35 Years	41	43
	36 – 45 Years	35	36
	36 – 45 Years	35	36
	> 45 Years	12	13
Number of Samples		96	100

Source: Data Processed by the Author (2025)

Discussion Results The Effect of Training on Job Satisfaction

The results of the study show that training has a positive and significant effect on employee job satisfaction. This means that the better the training provided by the company, the more satisfied the employees will be at work. Training that suits the needs of the job helps employees improve their ability and confidence in completing tasks. This condition makes employees feel cared for and appreciated by the company, thus causing a sense of satisfaction

with their work. These findings suggest that training is not only beneficial for improving skills, but also impacts employees' feelings about their work. Thus, well-designed training will create higher job satisfaction.

The Effect of Career Development on Job Satisfaction

The results of the study also prove that career development has a positive and significant effect on job satisfaction. Employees who have clarity on career paths, promotion opportunities, and support from the company will feel safer and more comfortable at work. This makes employees have a positive outlook on the future of their careers at the company. At PT. ASDP Indonesia Ferry (Persero) Singkil Branch, clear career development makes employees feel that they have opportunities to develop. This feeling increases job satisfaction because employees are not only working for the moment, but also seeing a better future.

The Effect of Training on Employee Performance

The results of the analysis show that training has a positive and significant effect on employee performance. Training helps employees understand work better, reduce work errors, and improve efficiency and productivity. Employees who receive adequate training are able to complete work with better quality and timeliness. This shows that proper training will have a direct impact on improving employee performance, as employees' abilities and work skills are increasing.

The Influence of Career Development on Employee Performance

The results of the study show that career development has a positive and significant effect on employee performance. Employees who see opportunities for promotion and selfdevelopment will be encouraged to work better and show high work performance. They will try to improve their performance because they feel that good work will have a positive impact on their career. Thus, career development can be a motivation for employees to improve their performance on an ongoing basis.

The Effect of Job Satisfaction on Employee Performance

This study proves that job satisfaction has a positive and significant effect on employee performance. Employees who feel satisfied with their work will work more passionately, responsibly, and have a higher level of initiative. Job satisfaction makes employees more loyal and willing to make the best contribution to the company. This shows that the feeling of satisfaction at work is an important factor that drives improved employee performance.

The Role of Job Satisfaction as an Intervening Variable

The results of the study show that job satisfaction can be an intervening variable between training and career development on employee performance. This means that training and career development not only improve performance directly, but also increase job satisfaction first, which then drives performance to be better. In other words, when employees get good training and see clear career development, they will feel satisfied, and that satisfaction will encourage employees to work more optimally.

Conclusion

Based on the results of research that has been conducted at PT. ASDP Indonesia Ferry (Persero) Singkil Branch, can be concluded as follows:

1. Training has a positive and significant effect on employee job satisfaction.

2. Career development has a positive and significant effect on employee job satisfaction.
3. Training has a positive and significant effect on employee performance.
4. Career development has a positive and significant effect on employee performance.
5. Job satisfaction has a positive and significant effect on employee performance.
6. Job satisfaction plays a role as an intervening variable that strengthens the influence of training and career development on employee performance.

Overall, the study shows that employee performance improvement can be achieved through the implementation of proper training and clear career development, while still paying attention to employee job satisfaction as an important factor in supporting optimal performance.

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