

Optimizing Employee Performance: The Role of Training, Discipline, and Career Development

Riston Sihalo¹, Kiki Farida Ferine^{2*}, Sri Rahayu³

Universitas Pembangunan Panca Budi, Indonesia

*Correspondence: kikifarida@dosen.pancabudi.ac.id

Abstract

This study aims to analyze the influence of training, work discipline, and career development on employee performance, as well as to examine the moderating effects of interactions among these variables on performance. The research employs a quantitative approach using Partial Least Squares (PLS) analysis. Data was collected through questionnaires distributed to 65 respondents. The results show that training, work discipline, and career development have a positive and significant effect on employee performance. This indicates that better training, higher discipline, and clearer career development lead to improved employee performance. However, the first and second moderating effects were found to be not significant, suggesting that the interactions among variables do not strengthen the relationship with performance. These findings imply that organizations should focus more on enhancing the main variables to improve employee performance.

Keywords: Training, Work Discipline, Career, Performance.

INTRODUCTION

Something more that emerges from a worker or employee in an agency, institution, organization, or company is an asset that must be maintained and properly nurtured by the agency, institution, organization, or company. This asset that must be maintained comes in the form of abilities, strengths, skills, and competencies possessed by the employee or worker. (Vij, Akshay, 2023). These abilities, strengths, skills, and competencies can emerge naturally through development. Some employees or workers also develop their abilities, strengths, skills, and competencies through prior training. Regular training will allow these abilities, strengths, skills, and competencies to emerge and develop in response to sudden changes in agencies, institutions, organizations, and companies. (Hirschi, Andreas and Spurk, 2021). Ferine (2020) Partially, motivation has a significant effect on performance. Sudden changes can occur within the environment of an institution, agency, agency or company and can also be external changes, where these existing changes require a worker or employee to develop themselves in terms of ability and competence in order to increase the work productivity of an agency, agency, organization and company, so that the self-development carried out produces a form of dual competence, not only in the field of work that is mastered, but also other fields outside the control of the worker or employee. (Mithout, 2021). To create workers or employees who are able to develop their competencies, continuous training is needed for employees, where this training will be useful for them to always be able to adapt to conditions, and be able to complete work according to the creativity that employees have in order to create employee work productivity and also the productivity of an agency, institution, institution and company. (Steindórsdóttir, Bryndís D., Arnulf, Jan Ketil and Norbom, 2024). Employee training will encourage him to become a

useful person for an institution, agency, agency or company. Training will bring positive benefits for changing the attitude of an employee, where employees or workers will tend to change their attitude in working, employees will tend to be disciplined in working, where this discipline in working will make it easier for management to organize and create a disciplined work culture, as well as achievement-oriented which makes employees enthusiastic to always work with full dedication and complete the work well without reducing errors. (Waworuntu, Dea U, Lapian, Joyce and Pandowo, 2022). Discipline at work will provide great benefits for an employee and also for the company. For workers, discipline at work will shape the character of an employee to be a humble person, not arrogant, and always have the ambition to complete the work can be done and executed well without reducing errors. For companies, high work discipline from an employee or worker is very important for increasing productivity and overall work completion, where disciplined employees always comply with procedures and always avoid mistakes in completing their work. (Ma, Hsiang Yu, 2020).

Formulation of the problem

1. Does training have a positive and significant effect on employee performance at PLN UP3 North Medan?
2. Does work discipline have a positive and significant effect on employee performance at PLN UP3 North Medan?
3. Does Employee Career have a positive and significant influence on Employee Performance at PLN UP3 North Medan?
4. Does Employee Training have a positive and significant effect on employee performance moderated by employee career at PLN UP3 North Medan?
5. Does Work Discipline have a positive and significant effect on employee performance moderated by employee career at PLN UP3 North Medan?

Research purposes

1. To determine and analyze the influence of training on employee performance at PLN UP3 North Medan.
2. To determine and analyze the influence of work discipline on employee performance at PLN UP3 North Medan.
3. To determine and analyze the influence of employee careers on employee performance at PLN UP3 North Medan.
4. To determine and analyze the influence of training on employee performance moderated by employee careers at PLN UP3 North Medan.
5. To determine and analyze the influence of work discipline on employee performance moderated by employee career at PLN UP3 North Medan.

LITERATURE REVIEW

Performance

According to Mangkunegara (2017) Performance is the work results in terms of quality

and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

- a. Quality of work refers to the level of accuracy, precision, and work results that meet standards.
- b. Quantity of work refers to the volume or amount of work completed in a given time.
- c. Performance reflects the level of effectiveness and efficiency of an individual in carrying out his duties.

According to Mangkunegara (2017) the performance indicators are as follows:

1. Work quality: Level of accuracy, neatness and work results according to standards.
2. Quantity of work
The amount of work completed in a given time period.
3. Punctuality
Completion of work according to the schedule or specified deadline.
4. Work effectiveness
The ability to complete tasks by minimizing errors and optimizing resources.
5. Independence in working
The level of initiative and ability to work without constant supervision.

Training

According to Sastrohadiwiryo (2015) Training is an activity undertaken by a company or organization to improve the technical, theoretical, conceptual, and moral skills of employees to improve their work performance. In other words, training aims to improve and develop the quality of human resources to meet job demands and organizational development.

According to Sastrohadiwiryo (2015) Training indicators are as follows:

1. Improvement of technical skills
Employees are able to carry out operational tasks more skillfully.
2. Improvement of theoretical abilities
Employees understand the basic principles and concepts relevant to their work.
3. Improvement of conceptual abilities
Employees can design, analyze, and make decisions based on a comprehensive understanding.
4. Improved work morale
Employee work enthusiasm, discipline, and loyalty increased after participating in the training.
5. Positive changes in work behavior
Employees show behavioral changes in working that are more effective and efficient.
6. Support for achieving organizational goals
Training results help organizations achieve productivity and efficiency.

Work Discipline

According to Hasibuan (2016), work discipline is a person's awareness and willingness to obey all applicable regulations and norms."

Hasibuan explained that awareness is a person's voluntary adherence to regulations because they recognize their importance. Meanwhile, willingness is an active and enthusiastic adherence to regulations.

Discipline is the key to creating efficiency, order, and smooth implementation of tasks in the work environment.

According to Hasibuan (2016), employee work discipline indicators, namely:

1. Employee attendance
How often do employees arrive on time and do not play truant?
2. Compliance with company regulations
The level of compliance with applicable policies, rules and regulations.
3. Implementation of duties and responsibilities
Employees carry out tasks according to predetermined procedures and targets.
4. Behavior and attitude towards superiors and coworkers
Be polite, respect your superiors, and cooperate with your coworkers.
5. Use of work facilities and equipment
Maintain and use office facilities properly according to their function.
6. Compliance with working hours and overtime. Arrive and go home according to working hours and be willing to work overtime if needed.

Career

According to Handoko (2016), a career is all the jobs or positions held during a person's working life. Handoko emphasized that a career is not just the current position, but the entire career path of a person, including promotions, transfers, and work experiences throughout their life.

According to Handoko (2016) Career Indicators include the following:

1. Promotion
Employees get higher positions or responsibilities.
2. Increased income or compensation
Salary, benefits, and bonuses increase as your career progresses.
3. Increased work responsibilities
Roles and workloads become more strategic or complex.
4. Recognition and status in the organization
Be recognized for your achievements and hold a respected position among your colleagues.
5. Job satisfaction and motivation
Feeling satisfied with the career path you are on and motivated to continue developing.

Conceptual Framework

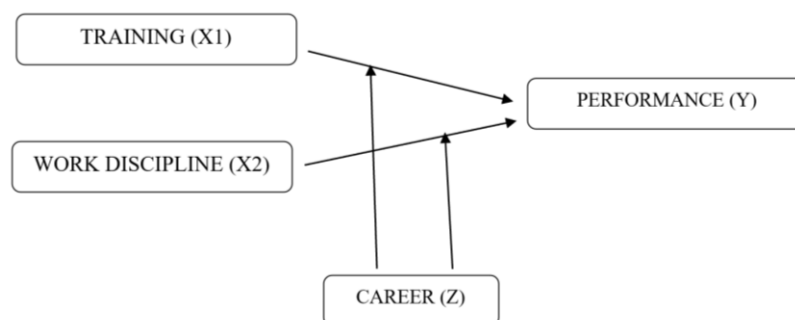


Figure 1. Conceptual Framework

Hypothesis

1. Training has a positive and significant impact on employee performance at PLN UP3 North Medan.
2. Work discipline has a positive and significant effect on employee performance at PLN UP3 North Medan.
3. Employee career has a positive and significant influence on employee performance at PLN UP3 North Medan.
4. Employee training has a positive and significant effect on employee performance moderated by employee career at PLN UP3 North Medan.
5. Work Discipline has a positive and significant effect on employee performance moderated by employee career at PLN UP3 North Medan.

Types of research

The type of research used is quantitative research. According to Sugiyono (2018), quantitative data is a research method based on positivity (concrete data), research data in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem being researched to produce a conclusion.

Time and Place of Research

This research was conducted starting in May 2025. This research was conducted at the PT PLN UP3 North Medan location.

Population

This study used a research population of all 65 employees. According to Sugiyono (2018), a population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn.

Sample

The sample of this study was all the population at PT PLN Persero UP3 Medan Utara, namely 65 people using the saturated sampling technique. According to Sugiyono (2018), the sample is the total part of the number and characteristics possessed by the population.

Data source

The research data sources used by researchers are primary data sources, primary data sources are where researchers obtain data directly. Sugiyono (2018) Primary data sources are data sources that directly provide data to data collectors or researchers.

1. Primary Data: Collected through a questionnaire distributed to employees of PT PLN (Persero) UP3 Medan Utara.
2. Secondary Data: Derived from company reports, academic literature, and previous research.

Data collection technique

The data collection technique used is a questionnaire, the researcher will distribute the questionnaire to the respondents who are the sample. According to Sugiyono (2018), a questionnaire is a data collection technique carried out by giving a set of written questions or statements to respondents to answer.

Data Analysis Methods

This research method uses a quantitative descriptive method using structural equation model (SEM) analysis, where according to (Putri, Ayu Lian, Cik & and Digdowiseiso, 2024) SEM analysis is a data analysis that understands and teaches researchers to examine the influence of construct variables on other construct variables through moderating variables. The population in this study is 65 employees at PT PLN UP3 North Medan, where the sampling method was carried out using the saturated sampling method, where according to (Kurtaliqi, Fidan, 2024) a sampling method in which the sample members come from several existing populations. The number of samples that appear is 65 employees at PT PLN UP3 North Medan. The data collection technique is by using observation and distributing questionnaires to research objects.

Path Analysis Model

1. Direct Effect:

Direct influence is an influence that occurs directly from one variable to another without going through other variables. It shows the direct influence of training (X1) on employee performance (Y), or the direct influence of work discipline (X2) on employee performance (Y).

2. Indirect Effect:

Indirect influence is an influence that occurs through the moderating variable. It shows the indirect influence of training (X1) on performance (Y) through career (Z).

3. Total Effect:

The total effect is the sum of the direct and indirect effects between two variables. It shows the total effect of training (X1) on performance (Y), which is calculated from the direct influence and indirect influence involving career (Z).

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the relationship between latent and manifest variables. This test has convergent validity, discriminant validity, and reliability.

Convergent Validity

This test is seen from the factor loading; the limit value is 0.7, and the limit value Average Variance Extracted (AVE) is 0.5; if it exceeds this number, it is considered valid. This means that the indicator value is considered valid if it describes the build variable with a value greater than 0.7. The structural model used in this study is depicted in the figure below:

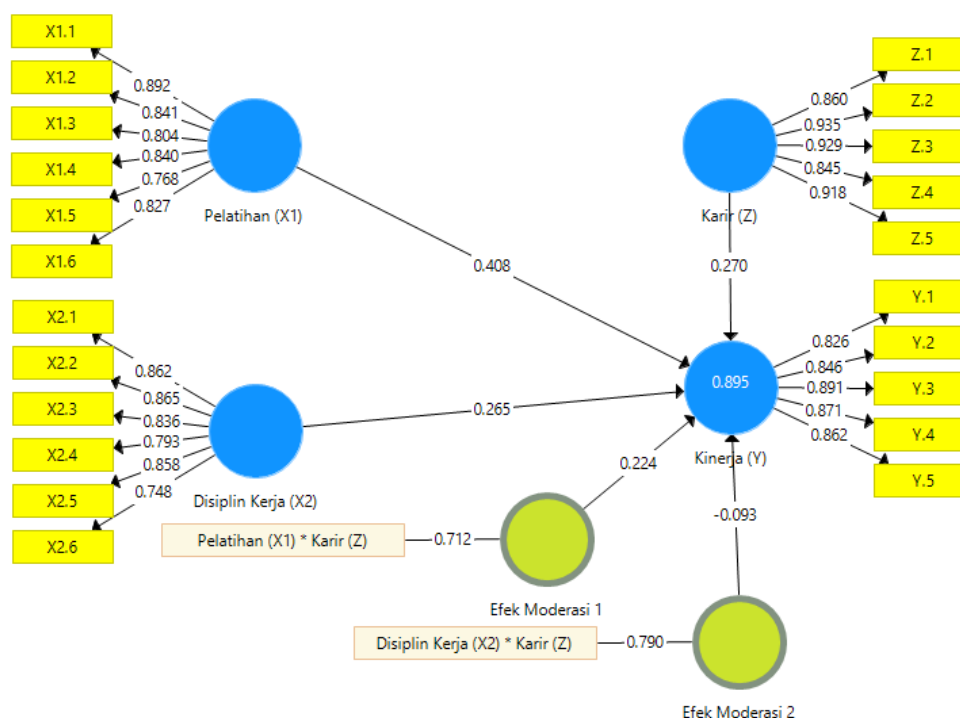


Figure 2. Outer Model

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there are equations and the equation consists of two equations.

$$Y = b_1X_1 + b_2Z + b_3X_1Z + e_1$$

$$Y = 0.408 + 0.270 + 0.224 + e_1$$

$$Y = b_2X_2 + b_3Z + b_4X_2Z + e_2$$

$$Y = 0.265 + 0.270 - 0.093 + e_2$$

Table 1. Outer Loadings

	Work Discipline (X2)	Moderation Effect 1	Moderation Effect 2	Career (Z)	Performance (Y)	Training (X1)
Work Discipline (X2) * Career (Z)			0.790			
Training (X1) * Career (Z)		0.712				
X1.1						0.892
X1.2						0.841
X1.3						0.804
X1.4						0.840
X1.5						0.768
X1.6						0.827
X2.1	0.862					
X2.2	0.865					
X2.3	0.836					
X2.4	0.793					
X2.5	0.858					
X2.6	0.748					
Y.1					0.826	
Y.2					0.846	
Y.3					0.891	
Y.4					0.871	
Y.5					0.862	
Z.1				0.860		
Z.2				0.935		
Z.3				0.929		

Z.4				0.845		
Z.5				0.918		

The table above shows the value of each variable, and states that the indicator of each variable is greater than 0.7, which means that each indicator item has a value greater than 0.7, which indicates that the data is original and can be subjected to additional research.

Discriminant Validity

Further research will determine the validity of the data using Discriminate Validity, with the aim of determining whether the cross-loading value is greater than other latent variables in order to identify indicators that have a strong relationship with the concept. The following table displays the cross-loading findings from the validity test, as follows:

Table 2. Discriminant Validity

	Work Discipline (X2)	Moderation Effect 1	Moderation Effect 2	Career (Z)	Performance (Y)	Training (X1)
Work Discipline (X2) * Career (Z)	0.086	0.860	1,000	0.093	0.199	0.214
Training (X1) * Career (Z)	0.238	1,000	0.860	0.224	0.338	0.290
X1.1	0.779	0.267	0.212	0.857	0.805	0.892
X1.2	0.699	0.266	0.190	0.818	0.787	0.841
X1.3	0.706	0.207	0.130	0.731	0.764	0.804
X1.4	0.795	0.240	0.172	0.729	0.775	0.840
X1.5	0.779	0.205	0.150	0.608	0.668	0.768
X1.6	0.778	0.255	0.208	0.709	0.779	0.827
X2.1	0.862	0.295	0.170	0.798	0.803	0.821
X2.2	0.865	0.181	0.016	0.779	0.807	0.786
X2.3	0.836	0.222	0.145	0.644	0.701	0.763
X2.4	0.793	0.274	0.183	0.667	0.769	0.745
X2.5	0.858	0.194	0.034	0.716	0.763	0.743
X2.6	0.748	-0.030	-0.165	0.698	0.609	0.647
Y.1	0.723	0.344	0.239	0.818	0.826	0.806
Y.2	0.705	0.311	0.218	0.751	0.846	0.789
Y.3	0.844	0.274	0.100	0.799	0.891	0.830
Y.4	0.853	0.242	0.115	0.772	0.871	0.786
Y.5	0.739	0.284	0.190	0.698	0.862	0.746

Z.1	0.700	0.121	0.051	0.860	0.745	0.743
Z.2	0.809	0.200	0.094	0.935	0.842	0.848
Z.3	0.893	0.205	0.057	0.929	0.848	0.886
Z.4	0.701	0.229	0.075	0.845	0.775	0.733
Z.5	0.779	0.246	0.138	0.918	0.801	0.814

It can be seen in the table above that the cross loading factor value of each variable and its indicators can be explained that the cross loading value of each variable gets a greater value than the cross loading on other latent variables for each variable, meaning that this research is discriminantly valid.

Composite reliability

In composite reliability research, each variable is evaluated using its reliability value. If the variable value is greater than 0.60, the research is considered reliable; if it is between 0.60 and 0.7, it is unreliable. The table below shows the Cronbach's alpha, composite reliability, and AVE values, which are used to determine whether the research is reliable and valid.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X2)	0.908	0.929	0.686
Moderation Effect 1	1,000	1,000	1,000
Moderation Effect 2	1,000	1,000	1,000
Career (Z)	0.940	0.954	0.807
Performance (Y)	0.912	0.934	0.739
Training (X1)	0.909	0.930	0.688

In Table 3 above, the Cronbach's alpha column shows that each variable has a value greater than 0.7, indicating that the variable's dependability data is reliable. The composite reliability column has a value greater than 0.6, indicating that each variable is considered reliable because the data exceeds 0.6. The AVE column shows that each variable has a value greater than 0.7, indicating that the data is authentic in terms of AVE. All variables in the Cronbach's alpha, reliability, and AVE columns have values above 0.7 and 0.6, indicating reliability and validity.

Inner Model Analysis

Structured model evaluation (inner model) is conducted to ensure that the base model is accurate and well-constructed. The review stages carried out in the primary model assessment can be identified by several indicators, namely:

Coefficient of Determination (R²)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Performance (Y)	0.895	0.886

In table 4, there is an Rsquare value for the Performance variable of 0.895 or 89.5%, meaning that the influence of training, work discipline and career on job satisfaction is 0.915 or 91.5% and the remainder is in other variables.

Hypothesis Testing

After examining the inner model, the next step is to investigate the relationship between idle build and idle build, as suggested in this review. In this review, speculative testing was conducted using T-statistics and P-values. Speculation was made whether T-values were greater than 1.96 and P-values <0.05. The following are the results of the direct impact path coefficients:

Table 5. Hypothesis and Moderation Effect

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Work Discipline (X2) -> Performance (Y)	0.265	2,428	0.008	Accepted
Moderation Effect 1 -> Performance (Y)	0.224	1,357	0.088	Rejected
Moderation Effect 2 -> Performance (Y)	-0.093	0.650	0.258	Rejected
Career (Z) -> Performance (Y)	0.270	2,501	0.006	Accepted
Training (X1) -> Performance (Y)	0.408	2,933	0.002	Accepted

In table 5 there are the results of the hypothesis, which will be explained as follows:

1. Work discipline has a positive and significant effect on performance, with an original sample value of 0.265 and a p-value of 0.008. Work discipline has a positive and significant effect on performance. This means that improving work discipline will improve employee performance.
2. Moderation Effect 1 has a positive but insignificant effect on Performance with a value of 0.224 and p values of 0.088. Moderation effect 1 is not significant, meaning that the first moderating variable (the possibility of interaction between training and career on performance) does not strengthen or weaken the tested relationship.
3. Moderation Effect 2 has a negative but insignificant effect on Performance with an original sample value of -0.093 and p values of 0.258. Moderation Effect 2 is also

insignificant, even tending to be negative, indicating that the tested interaction does not have a significant impact on performance.

4. Career has a positive and significant effect on performance, with a value of 0.270 in the original sample and a p-value of 0.006. Career development has a positive and significant effect on performance. This means that better career development leads to higher employee performance.
5. Training has a positive and significant effect on performance with an original sample value of 0.408 and p values of 0.002. The effect of training on performance is positive and significant, meaning that the better the training received, the better employee performance will be.

CLOSING

Conclusion

1. Work Discipline has a positive and significant effect on Performance with an original sample value of 0.265 and a p-value of 0.008. This means that the higher the level of work discipline an employee possesses, the better their performance will be.
2. Moderation Effect 1 does not have a significant effect on Performance, although the direction of the influence is positive with a value of 0.224 and a p-value of 0.088. This indicates that the interaction between training and career variables neither strengthens nor weakens the relationship with employee performance.
3. Moderation Effect 2 also has no significant effect on Performance, even showing a negative influence with a value of -0.093 and a p-value of 0.258. This indicates that the interaction tested in the second moderation did not make a significant contribution to improving employee performance.
4. Career has a positive and significant effect on performance with a coefficient value of 0.270 and a p-value of 0.006. This indicates that better employee career management and development will improve their performance.
5. Training has a positive and significant effect on performance with an original sample value of 0.408 and a p-value of 0.002. This means that effectively provided training can improve employee capabilities and productivity in carrying out their duties, thus having a positive impact on performance.

Suggestion

1. For Company/Organization Leaders: It is hoped that this will continue to improve the quality of employee training on a regular and structured basis. Relevant and tailored training tailored to job needs has been proven to significantly improve employee performance.
2. For HR Managers (Human Resources): It is necessary to pay more attention to aspects of work discipline, for example by compiling clear work rules, providing rewards for disciplined employees, and a consistent monitoring system, because discipline has been proven to make a positive contribution to performance.

3. In Employee Career Development: It is recommended that organizations strengthen career development systems through fair promotions, competency-building training, and clear career paths. This has been shown to improve employee motivation and performance.
4. Regarding Moderation Effect: Even though the moderation effect (interaction between variables) is not significant, companies can still re-evaluate the integration strategy between training and career development, so that both run in harmony and support each other in improving performance.

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