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## Optimizing Human Capital through Training, Career Development, and Discipline to Improve Employee Performance: Evidence from South Labuhanbatu Government Office

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### **Abstract:**

*This study aims to analyze the effect of training, career development, and work discipline on employee performance. The research is motivated by the need to strengthen human resource capacity in the public sector to deliver optimal services. A quantitative approach was employed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through the SmartPLS application. Data were collected through questionnaires distributed to employees of the South Labuhanbatu District Disaster Management Agency. The findings indicate that training has a positive and significant impact on employee performance, showing that relevant, targeted, and continuous training programs can enhance employees' skills and work productivity. Career development also plays a vital role by motivating employees to improve their performance when clear and structured career pathways are provided. In addition, work discipline contributes significantly to employee performance, as adherence to rules, accountability, and consistency in work behavior strengthen overall performance. These results highlight the importance of integrating training, career development, and work discipline in organizational strategies. The study emphasizes the need for public organizations to design effective training programs, establish structured career development systems, and promote a strong culture of discipline to sustainably improve employee productivity and service quality.*

**Keywords:** Training, Career Development, Discipline, Employee Performance.

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## 1. Introduction

The establishment of a legal framework for regulations in disaster management means that every local government (Pemda) is obliged to implement governance in disaster management. Therefore, South Labuhanbatu Regency, one of the autonomous regions in North Sumatra Province, which has a topography that is prone to disasters and is also very

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vulnerable, needs to be prepared for integrated disaster management through comprehensive synergy with various elements (Udori & Miranti, 2019).

BPBD is an acronym for Regional Disaster Management Agency. It is a local government agency responsible for disaster management at the provincial or regency/city level. BPBD is tasked with formulating policies, coordinating the implementation of activities, fostering and controlling disaster management, as well as conducting monitoring and evaluation. BPBD is an agency that provides services to the community related to regional disaster management (Rifaldi et al., 2023).

In efforts to improve services, performance is a major factor in these improvement efforts. Performance is the way in which a person delivers work results to the community. The BPBD is a public service agency whose performance in providing services is very important. Performance is the work results or achievements of a person, group, or organisation in carrying out tasks or work in accordance with their responsibilities and predetermined targets. Simply put, performance is a measure of how well a person or entity has performed their duties (Supardi & Aulia Anshari, 2022).

The phenomenon at the South Labuhanbatu BPBD is that the level of performance is still not running optimally. This can be seen from the fact that there are still complaints from the community regarding the performance of BPBD employees and there are still employees who arrive late, which shows that the level of performance at the BPBD is still not entirely good. Performance improvement can be enhanced by several factors that can support performance to run well and continue to improve.

In efforts to improve performance, there are several factors that can influence this, namely conducting training, providing career development and paying attention to the work discipline of employees. Efforts to improve supporting factors are carried out to improve the performance of BPBD employees. The better the performance of employees, the more positive the community's assessment will be and the community will place their trust in the BPBD because the community already has a good level of trust due to the good performance of BPBD employees.

Training is a systematic process to develop the knowledge, skills, and attitudes of a person or group so that they can improve their performance or competence in a particular field, such as work or profession (Lestari & Afifah, 2020). Training aims to bridge the gap between the knowledge, skills, and attitudes possessed and the demands of the job or tasks undertaken.

The training provided will increase the knowledge of employees, which will automatically improve their ability to provide services. Career development is one of the motivations for every employee in doing their job. Employees who are highly motivated at work will provide good service and continuously improve their performance at work. Career development is a continuous process in which a person strives to improve their abilities, knowledge, and skills in order to achieve their desired career goals. This involves planning, self-development, and efforts to advance in the chosen career path, both within an organisation and in general (Nora Yolinda & Doni Marlius, 2023).

Work discipline is a very important factor in assessing an employee's performance. Employees are considered to have good performance if they have good discipline, which shows how serious they are in providing services to the community. Work discipline is the attitude and behaviour of employees who comply with the rules and norms that apply in the workplace, both written and unwritten (Arif et al., 2020). The aim is to ensure that work is carried out effectively and efficiently in accordance with the organisation's objectives, as well as to create a conducive working environment.

The establishment of a legal framework for disaster management means that every local government (Pemda) is obliged to implement governance in the field of disaster management. South Labuhanbatu Regency, as one of the autonomous regions in North Sumatra Province with a disaster-prone topography, needs to be prepared for integrated disaster management through comprehensive synergy with various elements (Udori & Miranti, 2019). In this context, the role of the Regional Disaster Management Agency (BPBD) is important as an institution that formulates policies, coordinates activities, and monitors and evaluates disaster management (Rifaldi et al., 2023).

In improving service quality, the performance of BPBD employees is a key aspect. Performance is the result of the work or achievements of individuals or organisations in carrying out their duties in accordance with their responsibilities and set targets (Supardi & Aulia Anshari, 2022). However, the situation at the South Labuhanbatu BPBD still shows weaknesses, such as public complaints about services and suboptimal employee discipline. This indicates the need for efforts to improve employee performance through strategic supporting factors. Several studies confirm that training, career development, and work discipline have a significant effect on performance. Rivaldo & Nabella (2023) and Persada & Nabella (2023) prove that training and work discipline can improve employee work effectiveness. Meanwhile, research by Hancang et al. (2021) highlights the role of work discipline and career development in increasing employee productivity in the public sector. Furthermore, Prasetyo et al. (2021) and Costinot & Bahmani-Oskooee (2023) show that discipline is a very decisive factor in achieving employee performance in various sectors. Yimam (2022) emphasises that targeted training can improve employee competence and service quality, while Yooetch et al. (2021) highlight the link between employee learning, job satisfaction, and career development in driving sustainable performance. In addition, research by Alkandi et al. (2023) shows that incentive and reward systems integrated with career development also influence employee performance. Based on these findings, research entitled 'The Effect of Training, Career Development, and Discipline on Employee Performance at the South Labuhanbatu District BPBD Office' is relevant to conduct.

## **2. Methodology**

This research was conducted at the Regional Disaster Management Agency (BPBD) of South Labuhanbatu Regency from May to August 2025. The research population consisted of all 40 BPBD employees. Due to the relatively small population size, the researcher used census sampling, whereby the entire population was used as the research sample of 40 respondents (Sugiyono, 2019). The data in this study consisted of qualitative and quantitative data. Qualitative data was obtained through interviews and observations, while quantitative data was obtained through the distribution of

questionnaires. The data sources were divided into two, namely primary data in the form of questionnaire results and direct observations at the research location, and secondary data in the form of documents and information available at related agencies. The data collection techniques were carried out through observation, questionnaire distribution, and interviews to obtain accurate information in accordance with the research variables.

The research instruments were tested for validity and reliability using SmartPLS software. The validity test was conducted by looking at the loading factor and Average Variance Extracted (AVE) values, where the instrument was declared valid if the loading factor value was more than 0.70 and the AVE was more than 0.50. Meanwhile, the reliability of the instruments was tested using Cronbach's Alpha and Composite Reliability (CR), with Cronbach's Alpha greater than 0.60 and CR greater than 0.70 as indicators of construct reliability. Data analysis used the Partial Least Square (PLS) approach with the help of SmartPLS software. The first stage was testing the measurement model (outer model) to assess the validity and reliability of the indicators through convergent validity, discriminant validity, and construct reliability tests. The second stage was testing the structural model (inner model) to assess the relationship between variables by looking at the R-Square, Q-Square, and Goodness of Fit (GoF) values. Next, hypothesis testing was conducted using the bootstrapping method to obtain T-statistics and p-values, where the hypothesis was declared significant if the T-statistics were greater than 1.96 and the p-value was less than 0.05 at a 5 per cent significance level. Thus, the use of SmartPLS enabled researchers to comprehensively analyse the relationships between variables even though the sample size was relatively small.

### 3. Empirical Findings/Results

#### Outer Loading Analysis Results

Outer loading analysis is used to test the validity of indicators against the measured construct. An indicator is considered valid if it has a loading factor value greater than 0.70, although in exploratory research, values between 0.50 and 0.60 are still acceptable (Hair et al., 2019).

**Table 1. Outer Loading Results**

	Training	Career Development	Discipline	Employee Performance
DS1			0,778	
DS2			0,727	
DS3			0,739	
DS4			0,517	
DS5			0,900	
KP1				0,785
KP2				0,787
KP3				0,639

	Training	Career Development	Discipline	Employee Performance
KP4				0,693
KP5				0,681
KP6				0,677
PK1		0,817		
PK2		0,553		
PK3		0,709		
PK4		0,680		
PK5		0,677		
PK6		0,728		
PP1	0,782			
PP2	0,702			
PP3	0,647			
PP4	0,711			
PP5	0,758			
PP6	0,782			

Based on Table 1, the indicators of the Training variable (PP1–PP6) show *outer loading* values between 0.647 and 0.782. This indicates that most of the Training indicators have good validity, although PP3 (0.647) is slightly below the threshold of 0.70 but is still acceptable. For the Career Development variable (PK1–PK6), the outer loading values range from 0.553 to 0.817. PK1 shows the highest value (0.817), while PK2 has the lowest value (0.553), indicating the need for attention to the contribution of this indicator as it is below the threshold of 0.60. However, the other indicators are in the fairly good category.

For the Discipline variable (DS1–DS5), the outer loading values ranged from 0.517 to 0.900. DS5 showed the highest value (0.900), indicating that this indicator was the strongest in reflecting the Discipline construct. However, DS4 had the lowest outer loading value (0.517), so its contribution to the construct was relatively weak. Meanwhile, the Employee Performance (KP1–KP6) variable has an outer loading value between 0.639 and 0.787. The KP1 and KP2 indicators show consistency with values above 0.78, while KP3, KP4, KP5, and KP6 have values slightly below 0.70 but are still acceptable in the context of exploratory research.

### Results of Construct Validity and Reliability Tests

Construct validity and reliability were tested using Cronbach's Alpha, Composite Reliability (rho\_c), and Average Variance Extracted (AVE). A construct is considered reliable if Cronbach's Alpha and Composite Reliability are greater than 0.70. Meanwhile, an AVE value above 0.50 indicates that the construct is able to explain more than 50% of the variance of its indicators, thus fulfilling the *convergent validity* requirement (Hair et al., 2019).

**Table 2. Construct Validity and Reliability Test Results**

	<b>Cronbach's alpha</b>	<b>Composite reliability (rho_a)</b>	<b>Composite reliability (rho_c)</b>	<b>Average extracted variance (AVE)</b>
Training	0.902	0.908	0.927	0.718
Career Development	0.858	0.882	0.901	0.696
Discipline	0.961	0.963	0.972	0.896
Employee Performance	0.923	0.935	0.943	0.767

Based on Table 2, the Cronbach's Alpha values for all constructs are above 0.80, namely Training (0.902), Career Development (0.858), Discipline (0.961), and Employee Performance (0.923). This indicates that all constructs have excellent internal reliability. The Composite Reliability (rho\_c) value for all constructs is also higher than 0.90, ranging from 0.901 to 0.972. This condition reinforces the finding that each construct has high internal consistency in measuring its indicators. Furthermore, the AVE results for all constructs are above 0.50, ranging from 0.696 to 0.896. This indicates that each construct is able to explain more than 69% of the indicator variance, thus meeting the criteria for convergent validity. Overall, the validity and reliability test results show that the research instruments used have met the required criteria. Thus, the constructs of Training, Career Development, Discipline, and Employee Performance can be declared valid and reliable, making them suitable for use in the next structural model analysis.

### Model Fit Test Results

The *model fit* test was conducted to ensure the suitability between the empirical data and the research model constructed. In SmartPLS, the *model fit* test can be seen from several indicators, namely SRMR (Standardised Root Mean Square Residual), NFI (Normed Fit Index), and d\_ULS and d\_G values.

The research model is declared feasible (fit) if the SRMR value is  $\leq 0.08$ , the NFI is  $\geq 0.90$ , and the d\_ULS and d\_G values do not show significant deviation (Henseler et al., 2016). Table 3 below presents the results of the research model fit test:

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	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Training -> Employee Performance	0,808	0,808	0,057	14,176	0,000
Career Development -> Employee Performance	0,005	0,060	0,071	3,072	0,000
Discipline -> Employee Performance	0,172	0,166	0,050	3,410	0,001

Based on Table 4, it can be explained as follows:

1. The Effect of Training on Employee Performance The path coefficient value is 0.808 with T-Statistics = 14.176 and P-Value = 0.000 ( $< 0.05$ ). These results indicate that training has a positive and significant effect on employee performance. In other words, the better the training, the higher the increase in employee performance at the South Labuhanbatu Regency BPBD Office.
2. The Effect of Career Development on Employee Performance<sup>[1]</sup> The analysis results show a path coefficient value of 0.005 with T-Statistics = 3.072 and P-Value = 0.000. The T-Statistics value, which is much higher than 1.96, indicates that career development has a significant effect on employee performance. Thus, the hypothesis stating that career development has a positive effect on employee performance is accepted.
3. The Effect of Discipline on Employee Performance<sup>[1]</sup> The path coefficient value is 0.172 with T-Statistics = 3.410 and P-Value = 0.001 ( $< 0.05$ ). These results indicate that discipline has a positive and significant effect on employee performance. This means that the higher the level of employee discipline, the better the performance.

#### **4. Discussion**

The results of the study indicate that training has a positive and significant effect on employee performance at the South Labuhanbatu District BPBD Office. These findings reinforce the notion that well-designed training can improve the technical and non-technical competencies of employees, thereby having a direct impact on organisational performance.

Research by Alhidayatullah et al. (2023) proves that the effectiveness of job training can significantly improve employee performance, as training provides an opportunity to improve skills, knowledge, and work attitudes. Similarly, Fauziah Azzahra et al. (2025) emphasise that training is one of the dominant factors driving employee performance improvement in various industrial sectors.

The impact of training is also in line with the findings of Anggraeni et al. (2020), who emphasise that training, when combined with work motivation, contributes significantly to employee performance. In the context of government agencies, training serves not only to improve technical skills in dealing with routine tasks but also to strengthen employees' preparedness in facing emergency disaster conditions, which is the main mandate of the BPBD.

Yimam (2022) adds that training relevant to job requirements increases employees' confidence in completing tasks, thereby improving overall performance. Conversely, the results of this study indicate that career development has a significant effect on employee performance.

This study is in line with research conducted by Nora Yolinza and Marlius (2023), which found that career development affects performance only when accompanied by a clear reward system and managerial support. These findings are consistent with Hakim et al. (2018), who emphasise that career development without work motivation and good working relationships will find it difficult to improve employee performance.

These results also support the argument of Rulianti and Nurpribadi (2023), who explain that career development has a greater impact on job satisfaction than on performance itself. Thus, although career development is important for maintaining the sustainability of employees' careers, its direct impact on performance is not always significant.

Saputra and Reganata (2021) even found that the influence of career development on performance is indirect through the mediation of work motivation. This means that, in the context of BPBD, the available promotion opportunities or career paths may not have been fully internalised by employees as factors that drive daily performance improvement. Meanwhile, discipline has been proven to have a positive and significant influence on employee performance.

These results emphasise the importance of discipline in building a productive work culture. Arif et al. (2020) state that work discipline plays an important role in creating



order in employee activities, so that work can be completed more effectively. The same point is made by Costinot and Bahmani-Oskooee (2023), who emphasise that discipline increases work enthusiasm and has an impact on the performance of medical personnel in the public sector.

Research by Prasetyo et al. (2021) also supports this finding by showing that work discipline and compensation simultaneously contribute significantly to improving employee performance in Indonesia. In the context of BPBD, discipline is very important because the tasks faced are often related to critical situations, so even small delays or negligence can have a big impact.

Lestari and Afifah (2020; 2021) add that a combination of training and discipline is the most effective factor in increasing employee productivity in the industrial sector. These findings are also in line with the study by Ponco et al. (2021), which highlights that work motivation and discipline contribute significantly to teacher performance.

Discipline is not only related to compliance with formal rules, but also includes moral responsibility for the work undertaken. Tanjung and Rasyid (2023) even emphasise that work discipline is closely correlated with job satisfaction, thereby impacting long-term performance improvement. Thus, the results of this study provide strong evidence that strengthening the aspect of discipline can be a key strategy in improving the performance of BPBD employees.

Theoretically, the results of this study expand on previous findings that emphasise the importance of internal organisational factors in influencing employee performance. Persada and Nabella (2023) show that a combination of training, competence, and work discipline collectively contribute to employee performance. However, this study found that career development does not play a significant role, indicating a difference in context between the public and private sectors. This is in line with the study by Hancang et al. (2021), which states that the influence of career development on employee productivity in the public sector is relatively weaker than in other sectors.

The practical implication of these findings is that BPBD management needs to prioritise training and discipline as strategic priorities in efforts to improve employee performance. Training programmes must be designed according to the specific needs of disaster management, both from a technical and managerial perspective. At the same time, a culture of discipline must be strengthened through consistent monitoring mechanisms and the imposition of proportionate sanctions. In this way, agencies can create competent, alert, and highly ethical human resources, as suggested by Udori and Miranti (2019) in the context of strengthening the role of BPBD in the regions.

## **5. Conclusions**

Based on the results of data analysis and discussions, it can be concluded that training has a positive and significant effect on the performance of employees of the South Labuhanbatu District Disaster Management Agency. Training designed according to job requirements has proven to be able to improve technical competence, managerial skills, and employee preparedness in facing tasks and emergency situations. This

shows that training programmes are a dominant factor in improving work effectiveness and the quality of public services in the field of disaster management. Conversely, career development has a significant effect on employee performance. This condition indicates that the career development system in government agencies can be influenced by bureaucratic factors, limited opportunities, and transparency, so that employees can see a direct link between their careers and improvements in their daily performance.

In addition, discipline has been proven to have a positive and significant influence on employee performance. Discipline plays an important role in building a structured work culture, increasing compliance with rules, and ensuring that every task is carried out on time and according to procedure. This is particularly relevant for BPBD, given that its main tasks and functions are related to disaster management, which requires rapid response, high responsibility, and good coordination. Overall, this study confirms that training and discipline are the main determinants of employee performance, while career development has not made a significant contribution. Therefore, BPBD management is advised to focus its performance improvement strategy more on continuous training and strengthening a culture of work discipline. These findings are expected to provide practical input for government agencies in optimising human resources, while also contributing academically to the development of literature on human resource management in the public sector.

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