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The Effect of Training, Organisational Culture and Career Development on Employee Performance at PT Pupuk Sriwidjaja Palembang

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Abstract---This study was conducted to determine the effect of training, organisational culture, and career development on employee performance at PT Pupuk Sriwidjaja Palembang. The population in this study consisted of all active employees as of March 2025, totaling 1,790 employees. The sample used in this study consisted of 143 employees, selected using the Slovin formula. The results of the multiple linear regression analysis indicated that training, organisational culture, and career development have a positive and significant impact on employee performance. Training is expected to be provided to employees who require it for skill development and the enhancement of abilities that support their work. Organisational culture is expected to involve leaders who can lead team members transparently and fairly, fostering good relationships among employees. Career development is expected to prioritise employees' educational attainment as a crucial factor in assigning tasks and responsibilities.

Keywords---Career Development, Employee Performance, Organisational Culture, Training.

Introduction

PT Pupuk Sriwidjaja Palembang (Pusri) is one of the oldest fertilizer producers in Indonesia. PT Pupuk Sriwidjaja Palembang, better known as Pusri, was established on 24 December 1959, based on notarial deed number 177 by Eliza Pondaag in Palembang, South Sumatra. It was the first urea fertilizer producer in Indonesia under the name "PT Pupuk Sriwidjaja Palembang." Over the years, Pusri has undergone several changes in its business structure. In 1997, Pusri was designated as the parent company of four state-owned enterprises (SOEs) operating in the fertilizer and petrochemical industries, namely PT Petrokimia Gresik, PT Pupuk Kujang, PT Pupuk Kaltim, and PT Pupuk Iskandar Muda, as well as a state-owned enterprise in the *engineering, procurement, and construction* (EPC) sector, PT Rekayasa Industri. Additionally, in 1988, another state-owned enterprise, PT Mega Eltra, was added, which operates in the trading sector.

In 2010, Pusri underwent another amendment to its articles of association, whereby it was *spun* off from PT Pupuk Sriwidjaja (Persero) to PT Pupuk Sriwidjaja Palembang. This change was formalized in the Extraordinary General Meeting of Shareholders on 24 December 2010, with the handover of duties and the transfer of rights and obligations taking effect as of 1 January 2011. Following this change, Pusri continued to use the Pusri logo and trademark, while PT Pupuk Sriwidjaja (Persero) became PT Pupuk Indonesia (Persero) or Pupuk Indonesia *Holding*

Company (PIHC) and adopted the Pupuk Indonesia trademark and logo. With *the spin-off*, Pusri's legal status changed to that of a state-owned enterprise (BUMN) subsidiary.

PT Pupuk Sriwidjaja Palembang (Pusri) is strongly committed to improving knowledge and organisational learning across all functions of the company through various systematic and sustainable approaches. One of the main pillars of this effort is the implementation of competency-based training programmes, in which all employees are required to attend at least one training session per year. This training program covers Managerial and *Leadership* Education, Core Company Competencies, Supporting Competencies, assessment-based training, and post-employment training. Additionally, the company develops various informal learning methods such as *knowledge sharing*, *Community of Practice* (CoP), and the involvement of internal and external *Subject Matter Experts* (SMEs).

Table 1
Implementation of Employee Training Days at PT Pusri Palembang Year 2022 to 2023

No	Type of Development	Realisation 2023	Realisation 2022	Change
1	Training	9,998	8,519	17
2	Certification	1,863	1,633	14
3	Sharing	4,858	2,083	133
4	Training Instructor	132	95	39
5	Presenters	170	144	18
6	Coaching, Mentoring, Feedback, Assessment	13	37	(65)
7	Supervisor for Internship/Research	23,485	9,358	151
Total		40,519	21,869	85

Source: Annual Report of PT Pusri, 2023

Pusri's corporate culture is implemented consistently and integrated with its vision of "Becoming a Leading Agrochemical Producer in Asia" and its mission of promoting innovation, work safety, good corporate governance, and human resource empowerment. Pusri's cultural values are based on the AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative) value framework established by the Ministry of State-Owned Enterprises. These values serve as behavioural guidelines in all work activities, from fulfilling promises and commitments (*Amanah*), enhancing competencies and helping others learn (*Kompeten*), to building synergistic cooperation (*Kolaboratif*). These values are not merely understood in a normative sense but are applied and internalised in employees' daily work through behavioural training, strengthening work culture, regular socialisation, and integration into performance evaluations. The AKHLAK culture serves as the foundation for building a company identity that is integrity-driven, innovative, and inclusive. Every year, PT Pusri Palembang also conducts a Corporate Culture measurement using guidelines from the Ministry of State-Owned Enterprises (BUMN) through consultants appointed by the Ministry of BUMN, as presented in the image below.

Table 2
Summary of the Cultural Maturity Index of PT Pusri from 2022 to 2024

Period (Year)	CMI		Acceptance	
	Target	Realisation	Target	Actual
2022	7	8.02	251	254.4
2023	8	8.54	257	261.96
2024	8.2	9.02	260	-

Source: Internal Report, 2025

Pusri actively promotes employee career development through a systematic and data-driven approach. *Onboarding* programmes such as *Management Trainee* are provided to new employees to introduce them to business processes and company values from the outset. Career development is carried out by PIHC Human Resources Guidelines as stipulated in SK/DIR/407/2022, with *competency profiling* and *the Digital Competency Assessment Centre* as its main foundations. Every year, more than 500 employees undergo competency mapping to ensure alignment between individual capabilities and organisational requirements. The results of these assessments form the basis for *the Individual Development Plan* (IDP), which is jointly developed by employees, supervisors, mentors, and the Human

Resources Department. Pusri has also developed a *Talent Management System* since 2017, aimed at cultivating future leaders, enhancing competitiveness, and supporting employee mobility through the *Talent Mobility* programme under the coordination of the *Pupuk Indonesia Group*. This career development aligns with business needs and is directed towards filling strategic positions within the company on an ongoing basis (Mohelska & Sokolova, 2015).

In order to maintain and improve organisational performance, Pusri implements a performance management system based on the *PI Group Performance Management System Framework*. Employee performance assessment consists of two main components, namely *Individual Key Performance Indicators (KPIs)* and *360-degree behavioural competency assessments*. KPI evaluations are conducted quarterly to assess the achievement of work targets, while 360-degree assessments are conducted annually to evaluate work behaviour from the perspectives of supervisors, colleagues, subordinates, and customers. The combination of these two components produces a *people matrix* that serves as the objective basis for determining career development, promotions, and employee training programmes. Pusri also encourages employees to actively participate in social development and capability enhancement programmes as part of its *Human Capital Management Grand Strategy & Roadmap 2022–2027*. All of these approaches aim to make employees a strategic asset in achieving the company's targets.

Method

The population in this study consists of all employees at PT Pupuk Sriwidjaja Palembang. The company had a total of 1,790 employees as of March 2025. Based on calculations using the Slovin formula, the sample size required for a study with a population of 1,790 employees and a margin of error of 8% is approximately 143 individuals.

Result and Discussion

- a) The value of the t-test (t_{count}) for the training variable (X1) is 6.460, and the significance level is 0.000. Therefore, the value of the significance level ($t_{\text{count}} > t_{\text{table}}$) is ($6.460 > 1.977$) or (Sig.) $0.000 < 0.05$. This indicates that training has a significant effect on employee performance at PT Pupuk Sriwidjaja Palembang. This proves that the first hypothesis, that training has a positive and significant effect, can be accepted.
- b) $t_{\text{count}} > t_{\text{table}}$ The value of the organisational culture variable (X2) is 5.303 and the significance value is 0.001, so the value of the p-value is ($5.303 > 1.977$) or (Sig.) $0.001 < 0.05$. This means that organisational culture has a significant effect on employee performance at PT Pupuk Sriwidjaja Palembang. This proves that the second hypothesis, which states that organisational culture has a positive and significant influence, can be accepted.
- c) The value of the t_{count} for the career development variable (X3) is 7.341 and the significance value is 0.000, so the value of $t_{\text{count}} > t_{\text{table}}$ is ($7.341 > 1.977$) or the value (Sig.) is $0.000 < 0.05$. This means that career development has a significant effect on employee performance at PT Pupuk Sriwidjaja Palembang. This proves that the third hypothesis, which states that career development has a positive and significant effect, can be accepted.

The Influence of Training on Employee Performance at PT Pupuk Sriwidjaja Palembang

The results of the analysis obtained in this study indicate that training has a positive and significant effect on employee performance, thus accepting the first hypothesis. The findings of this study align with those of previous research: (Darmadi et al., 2023; Razak, 2021; Sunarto, 2022; Masurotin, 2021; Appiah, 2010; Motlokoa et al., 2018; Onyango & Wanyoike, 2014; Halawi & Haydar, 2018; Okumu et al., 2018) which indicates that training has a positive and significant effect on employee performance.

Based on the respondents' responses to the indicator that all team members support each other in a sporting manner, the score was the lowest. This indicates that there is a lack of good relationships among team members. Based on direct interviews with several respondents who are employees of PT Pupuk Sriwidjaja Palembang, it was stated that there are still employees who lack sportsmanship within the team, such as employees who do not want other team members to advance and develop. The presence of such employee characteristics leads to a lack of solid

relationships because there are employees who want to be more dominant but are unwilling to share their knowledge and expertise with other team members (Claussen et al., 2014).

Respondents' responses to my indicator of striving to improve work effectiveness in order to achieve optimal results showed the highest score. Employees of PT Pupuk Sriwidjaja Palembang will deliver work results that are in line with targets and the company's main expectations. Employees will deliver good work results and be able to meet the targets set by the company in order to deliver work results that are in line with expectations.

The Influence of Organisational Culture on Employee Performance at PT Pupuk Sriwidjaja Palembang

The results of this study indicate that organisational culture has a positive and significant effect on employee performance, thus supporting the second hypothesis. The findings of this study align with those of previous research (Antika & Dwiridotjahjono, 2022; Anggiani, 2021; Wicaksono et al., 2021; Suaiba et al., 2021; Apriansyah & Syarifuddin, 2021; Paais & Pattiruhu, 2020; Enjeli, 2020; Nur et al., 2020; Pasaribu, 2020; Sudarman et al., 2019; Dumanauw et al., 2018; Jamaluddin et al., 2017; Novziransyah, 2017; Jannah, 2016) indicate that organisational culture has a positive and significant effect on employee performance.

Based on respondents' responses to the indicator, "I sometimes find it difficult to understand the material provided during training, which shows the lowest score. This indicates that employees of PT Pupuk Sriwidjaja Palembang are already capable of understanding the training material provided. The selection of training participants has also been tailored to employees who require training and those who can provide good feedback for the work environment, colleagues, and the company. PT Pupuk Sriwidjaja Palembang provides opportunities for its employees to develop their skills by offering training programmes and opportunities to pursue further education at higher levels.

Respondents' responses to my indicators always show enthusiasm for participating in training, indicating the highest value. This shows that employees of PT Pupuk Sriwidjaja Palembang are always enthusiastic about participating in training. The opportunity provided by the company for employees to participate in this training provides motivation as well as the development of new skills and knowledge for employees. The provision of targeted training, both in terms of the participants who need it, the type of training, and the competent trainers who are aligned with the company's needs, ensures that the training objectives align with the company's expectations, thereby creating competent employees.

The Influence of Career Development on Employee Performance at PT Pupuk Sriwidjaja Palembang

The results of the analysis obtained in this study indicate that career development has a positive and significant effect on employee performance, thereby accepting the third hypothesis. The findings of this study align with those of previous studies, including (Onyekwere, 2024; Nadarajaha et al., 2012; Rozaf & Qadir, 2022; Dianty, 2022; Ybnu & Nasirin, 2021; Aji & Reyzak, 2021; Ratnasari & Ratnawati, 2022; Arismunandar & Khair, 2020; Lubis, 2019; Manik, 2019) indicate that career development has a positive and significant effect on employee performance.

Respondents' responses to the indicator of companies assigning tasks and responsibilities following educational levels showed the lowest scores. This indicates that some employees who are respondents in this study stated that their educational level or field of study does not align with their current job. The positions assigned to them and the responsibilities of their jobs do not match their educational background. This necessitates employees at PT Pupuk Sriwidjaja Palembang to adapt and continue striving to learn to deliver work outcomes that meet the company's expectations and targets.

Respondents' responses to the company indicator providing opportunities for promotion showed the highest scores. This indicates that PT Pupuk Sriwidjaja Palembang has provided opportunities for all its employees to be promoted. These opportunities are given following length of service, educational background, and work experience. Employees can achieve better results if they wish to advance more quickly than the company's established timeline by demonstrating achievements, which can lead to faster promotion (Oktaria et al., 2024).

Conclusion

- a) Training has a positive and significant impact on employee performance at PT Pupuk Sriwidjaja Palembang.
- b) Organisational culture has a positive and significant effect on employee performance at PT Pupuk Sriwidjaja Palembang.
- c) Career development has a positive and significant impact on employee performance at PT Pupuk Sriwidjaja Palembang.

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