

The Effect of Training and Development on Employee Productivity at PT Adhi Buana Karya Utama

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ABSTRACT

In the competitive construction industry, employee productivity is crucial for project success and company sustainability. PT Adhi Buana Karya Utama, a construction company established in 2017, faces challenges in maintaining optimal employee performance due to limited structured training and development programmes. The purpose of this study is to evaluate how training and development impact the productivity of PT Adhi Buana Karya Utama employees. The research was conducted through a descriptive qualitative approach, involving data collection through in-depth observation, documentation, and interviews. The four informants in this study were a director, an HRD staff member, an HSE staff member, and a project employee. Miles and Huberman's interactive model was used to perform data analysis, which includes data reduction, data presentation, and conclusion drawing. The results of the study show that employees' knowledge, skills, discipline, and confidence can be improved through training and development provided in a structured and continuous manner. This improvement has an impact on work productivity, as demonstrated by the completion of tasks more quickly, precisely, and efficiently. Therefore, training and development are important strategies for achieving company goals and increasing employee productivity.

INTRODUCTION

PT Adhi Buana Karya Utama was first established on 21 July 2017. Construction companies like PT Adhi Buana Karya Utama face a variety of complex and dynamic challenges, including project deadlines, workforce changes, and evolving technology and regulations. PT Adhi Buana Karya Utama is a construction company whose operations depend heavily on the effectiveness and efficiency of its human resources, particularly field employees. The company belongs to the category of newcomers in the construction sector, and the success of construction projects depends on the availability of competent, adaptive, and productive human resources to meet these challenges (Khalaf, 2024; Xu et al., 2025). As the number of projects grows, it becomes increasingly difficult to maintain and improve employee productivity. To ensure projects run on schedule, meet quality standards, and avoid cost overruns, employee productivity is essential (Alshihri et al., 2022). However, internal data and preliminary observations indicate that the performance of some employees is still not optimal. Weaknesses in employee capabilities and readiness are reflected in delays in job completion, errors in technical execution, and a lack of initiative in addressing project issues. One of the causes of this condition is the lack of training and development carried out by the company in a structured and sustainable manner.

In recent years, competition in the Indonesian job market has become increasingly fierce. This is due to the growing number of residents and university graduates each year, amid a very

limited number of available jobs. In the world of work, many companies apply high standards in recruiting employees. Economic growth, unemployment rates, and global competition all affect the competitive landscape of the Indonesian job market (Mulya, 2024; Yulianti & Fitriansyah, 2024). Companies are also currently competing with foreign companies that offer lower production costs and more experienced employees, making it more challenging for domestic companies to achieve their targets (Light, 2024).

Productivity is defined in the Great Dictionary of the Indonesian Language (KBBI) as the ability to produce something. Productivity at work refers to a person's ability to complete a task within a predetermined time, encompassing aspects of quality, quantity, and time required to achieve optimal results. Efficiency, on the other hand, refers to utilising available resources to complete tasks through self-motivation and drive (Productive is: Definition, Factors, and How to Deal With It, 2023). Work productivity is therefore a measure of the comparison between quality and quantity per unit of time, achieved by using existing resources effectively and efficiently. Employees who work diligently and maintain high productivity will be able to help the company achieve its targets. Conversely, employees with low productivity make it difficult for the company to reach its goals. Productivity in the workplace can also serve as a measure of economic performance, reflecting the ratio of output to input, as well as the relationship between goods and services produced relative to labour and costs. A company can be considered productive if it consistently completes the expected amount of work within a given period (Maulida, 2025).

Human resources are an important asset for any business, as they are directly and actively involved in business operations. For this reason, companies must pay close attention to their employees by improving their abilities, knowledge, and skills — particularly in light of rapid technological developments. As a result, employees must be trained to increase their work productivity. Training is an ongoing effort to improve employee work productivity and can align employees with the company's strategy. One measure of a company's success in achieving its goals is employee work productivity. Training programmes are considered to have significant benefits for companies, particularly in increasing employee work productivity. Companies conduct training programmes in stages to improve the quality of work of their employees, ultimately developing human resources that are in line with the programme's goals (Wahyuningsih, 2019). Therefore, companies are not only required to provide adequate equipment and technology, but are also required to continuously improve the quality of their human resources. Training and development are very likely to improve the quality and performance of employees. Training improves the technical skills and knowledge required for daily work, such as operating heavy equipment, understanding engineering drawings, and implementing occupational safety standards. Employee development, on the other hand, encompasses the improvement of long-term skills such as communication, project management, decision-making, and leadership.

According to Azimi (2025), training and development are considered strategic tools in human resource management because they contribute directly to improving employee performance and productivity. Systematic training through on-the-job training, technical training, and competency development programmes can significantly improve employees' knowledge, skills, and employability, which in turn improves the quality and speed of work. Thus, training and development represent a long-term investment with a substantial impact on

competitiveness and the achievement of organisational goals. According to Iqbal et al. (2024), employee training does not only have a direct impact on productivity but also on employee job satisfaction (Huang, 2019). Effective training directly increases employee job satisfaction, which in turn positively impacts overall productivity (Asgarova, 2019; Iqbal et al., 2024). Furthermore, training enhances employees' positive attitudes towards their work and fosters an organisational learning culture centred on improving institutional quality and productivity. This provides practical implications that structured and continuous training can serve as an effective human resource strategy to improve productivity. Purwantiningsih and Noerman (2024) also argue that continuous training has a greater impact than training that occurs only once or occasionally. Employees benefit from continuous training in adapting to technological advancements, new work procedures, and the demands of complex tasks. In such contexts, training and development are an important component of an organisation's strategy to improve employee capabilities and overall work performance, as training enhances productivity by first upskilling employees, resulting in a more productive and effective work experience.

As a measure of a modern organisation's success, employee work productivity is an important indicator of how effectively employees can meet work targets according to set standards. According to Asyhari (2025), employee productivity is shaped by internal factors such as digital transformation, diversity of work policies, and the balance between work demands and personal life, each of which contributes to the achievement of company output. In addition, Cahyanuzul et al. (2025) emphasised that job satisfaction and work-life balance are important components that increase motivation and work efficiency, which in turn results in an overall increase in labour productivity. In agreement, Widodo et al. (2024) found that digital transformation and technology integration allow organisations to improve the performance and productivity of their employees through the adoption of new technologies and the enhancement of work skills.

Several previous studies have examined the relationship between training, development, and employee productivity. Azimi (2025) found that training and development directly improve employee performance and productivity across various industries. Iqbal et al. (2024) demonstrated that training increases job satisfaction, which in turn enhances productivity, and also fosters an organisational learning culture. Purwantiningsih and Noerman (2024) highlighted that continuous training has a greater impact than one-time training, particularly in helping employees adapt to technological changes. However, most of these studies were conducted in large corporations or educational institutions, with limited research focusing on small to medium-sized construction companies in Indonesia, particularly those that are relatively new, such as PT Adhi Buana Karya Utama. Moreover, existing research tends to employ quantitative methods, leaving a gap in the qualitative understanding of how employees perceive the impact of training and development on their daily productivity.

Despite the growing body of literature on training and development, several gaps remain. First, most studies focus on large, established companies, while limited research has been conducted on newcomer construction firms that face unique challenges such as limited resources and building a productive workforce from scratch. Second, the majority of existing studies employ quantitative approaches, which may not capture the nuanced, contextual experiences of employees regarding how training actually improves their productivity in real work settings. Third, there is a lack of research that integrates both training and development

as distinct but complementary constructs and examines their combined impact on employee productivity in the Indonesian construction sector. The novelty of this study lies in its focus on PT Adhi Buana Karya Utama, a relatively young construction company, using a descriptive qualitative approach to gain in-depth insights from multiple organisational levels — directors, HRD, HSE, and project employees. This study also contributes to the literature by exploring how structured and continuous training and development programmes affect not only technical skills but also discipline, confidence, and decision-making abilities in a construction context.

The objectives of this study are to evaluate how training and development programmes impact the work productivity of employees at PT Adhi Buana Karya Utama, and to identify the specific mechanisms through which training and development enhance employee knowledge, skills, discipline, confidence, and overall work efficiency. The benefits of this research are twofold. Theoretically, this study enriches the human resource management literature by providing empirical evidence from a qualitative perspective on the training–productivity nexus in a small construction company, an under-researched context. It also extends the application of organisational learning theory to the construction industry. Practically, the findings offer strategic recommendations for PT Adhi Buana Karya Utama and similar companies to design and implement effective, continuous training and development programmes that can improve employee productivity, reduce technical errors, and enhance project outcomes. Furthermore, the study provides insights for policymakers and industry associations on the importance of supporting training initiatives for small and medium-sized construction firms.

METHOD

This study uses a descriptive qualitative approach to contextually and comprehensively explain how employee training and development impact the work productivity of PT Adhi Buana Karya Utama. According to Murdiyanto (2023), the purpose of qualitative research is to find meanings, definitions, concepts, characteristics, symptoms, symbols, or descriptions of phenomena presented in a narrative and natural way. A multi-methodical and holistic approach is used to achieve qualitative research objectives. The informants consist of two members of management involved in the planning and evaluation of training, and two project employees who directly participate in the training and work in the field. They were selected purposively, not randomly. Questions about work productivity, training, and development were included in the semi-structured interviews used in this study. The focus of the interviews was to find out how training and development impact employees' work. Data were collected through hands-on observation, in-depth interviews, and internal organisational documentation, including human resources policy reports, training activity lists, and training evaluations.

Data analysis was carried out using the interactive model developed by Miles, Huberman, and Saldaña (2014), consisting of three stages: (1) data reduction, which filters and simplifies important data; (2) data presentation, in the form of narratives and matrices; and (3) drawing conclusions and verification, which generates patterns and meanings from the data. To ensure the validity of the data, the triangulation method was used. The results of the interviews were compared with field observations, company documentation, and confirmation from informants. Member checking was also carried out by confirming the results of interviews with informants to ensure that the interpretation of data was in accordance with the intended meaning.

RESULT AND DISCUSSION

This study involved four informants from PT Adhi Buana Karya Utama, namely directors, HRD (Human Resources Development) staff, HSE (Health, Safety, and Environment) staff, and project employees. The following results were obtained based on the findings of interviews and analysis conducted using the Miles, M., Huberman, M, Saldana model, (2014). The following findings were obtained:

Research Results

First, all informants stated that the company had provided training in accordance with their respective fields of work. These include management and leadership training (management), project human resource management training (HRD), health, safety, and environment training (HSE), as well as basic work discipline training (project employees). Material presentations, discussions, case studies, and field simulations were considered easy to understand and useful. Training enabled all informants to strategise more effectively, think more systematically, adhere more consistently to standard operating procedures (SOPs), and feel more confident in carrying out their tasks.

Second, in terms of development, the organisation provides support through budgets for training, mentoring, certification, follow-up training, and the granting of additional responsibilities after training. Management informants and HRD staff gained greater trust in decision-making and project oversight. Project employees, on the other hand, were assigned the task of mentoring new colleagues. This shows that development is not only formal but also carried out on an ongoing basis.

Third, all informants stated that training and development increase productivity and work efficiency. More focused work, faster task completion, more informed decision-making, and an increased sense of professionalism and confidence are all indicators of improved productivity. In addition to training, work culture, supervisor support, and the work environment were also noted to affect productivity.

The results of this study support the theoretical framework established in the literature. According to Azimi (2025), training and development are strategic tools in human resource management because they are able to increase employees' knowledge, skills, and work abilities, which in turn has an impact on productivity. Research has shown that direct training increases work productivity across all job levels. Iqbal et al. (2024) similarly stated that training increases job satisfaction and positive attitudes towards work, which in turn impacts productivity. This is reflected in the increased confidence, motivation, and discipline reported by informants after participating in the training. Purwantiningsih and Noerman (2024) further argue that the provision of advanced development opportunities, regular training, and updates to SOPs demonstrates the importance of continuous training in helping employees adjust to project demands.

In terms of productivity, these findings are consistent with established concepts emphasising effectiveness and efficiency in producing output. Improved managerial skills, more precise HSE supervision, administrative efficiency, and work discipline collectively indicate that both the quality and quantity of work have improved.

Therefore, based on the information provided by the four informants, it can be concluded that training and development at PT Adhi Buana Karya Utama increase employee productivity.

Training that is structured, aligned with work needs, and carried out consistently is an important component in improving performance and achieving company goals.

CONCLUSION

The results of this study show that the improvement of employee performance and productivity is supported by continuous and planned training and development at PT Adhi Buana Karya Utama. The company provides training programmes tailored to the needs of each field of work, such as managerial training, HRD, HSE, and discipline training for project employees. The training has been proven to improve employees' knowledge, skills, discipline, confidence, and decision-making abilities. In addition, the competence and professionalism of employees are enhanced through continuous development via advanced training, certification, mentoring, and the granting of additional responsibilities. This shows that employee development is not only formal, but also carried out on an ongoing basis to improve the quality of human resources. More targeted work, faster and more precise task completion, fewer technical errors, and increased effectiveness and efficiency all point to improved productivity. Therefore, training and development can be considered strategic investments made by companies to increase their competitiveness and achieve their goals. Overall, this study shows that increased employee productivity and project success at PT Adhi Buana Karya Utama can be achieved through training and development that is structured, aligned with work needs, and implemented consistently.

The results of the study recommend that PT Adhi Buana Karya Utama maintain and improve its employee training and development programmes systematically and continuously by conducting regular evaluations to ensure that the content provided remains relevant to project needs and technological advancements. In addition, the company should improve its post-training monitoring systems to more accurately measure the impact of training on productivity. To ensure that employees continue to develop their abilities, it is essential to build a learning culture in the workplace through mentoring and the sharing of experiences. For future researchers, it is recommended to employ quantitative methods or incorporate additional variables so that research findings are more comprehensive and can be more widely generalised.

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