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Training, Orientation, and Career Development Effects on Employee Performance

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Abstract

This research investigates how training programs, work orientation, and career development influence employee performance at BPJS Kesehatan Medan Branch. Employing a quantitative descriptive methodology, data were collected from 52 employees through structured questionnaires. Multiple linear regression analysis reveals that training ($t=4.983$, $p<0.05$) and career development ($t=2.841$, $p<0.05$) significantly enhance employee performance, while work orientation ($t=1.535$, $p>0.05$) demonstrates no significant impact. The simultaneous F-test ($F=62.043$, $p<0.05$) confirms that all three variables collectively influence performance significantly. The model explains 78.2% of performance variation (Adjusted $R^2=0.782$), with remaining variance attributed to unexamined factors. Findings suggest prioritizing practical training initiatives and transparent career advancement mechanisms while restructuring orientation programs to emphasize operational competencies and organizational culture integration for enhanced performance outcomes.

Keywords: Human capital development, performance enhancement, organizational learning, workplace competency, career advancement.

Introduction

As Indonesia's primary social health security administrator, BPJS Kesehatan bears responsibility for delivering equitable, high-quality services to all participants nationwide. Employee performance constitutes a critical determinant of institutional success, directly influencing service quality and public trust (Armstrong & Taylor, 2020). High-performing employees demonstrate professional competence, rapid adaptability, and operational excellence, thereby meeting community expectations effectively. Conversely, suboptimal performance impedes service delivery objectives and potentially undermines stakeholder confidence in institutional capabilities (Dessler, 2020).

Employee performance determinants encompass both internal organizational factors and external environmental influences. Among internal factors, human resource development initiatives including training programs, work orientation processes, and career development mechanisms significantly shape performance outcomes (Noe et al., 2021). Training constitutes a systematic learning process designed to enhance technical competencies, knowledge bases, and professional attitudes, enabling employees to execute responsibilities optimally (Aguinis & Kraiger, 2009). Effective training interventions generate sustainable behavioral changes that improve work performance measurably.

Work orientation represents the foundational introduction phase whereby new employees acquire understanding of organizational structures, cultural norms, role responsibilities, and operational systems (Bauer, 2010). This critical onboarding process facilitates smooth organizational integration and accelerates productivity achievement. Career development encompasses long-term professional growth initiatives, providing advancement opportunities through promotional pathways, specialized training programs, and structured progression mechanisms (Greenhaus et al., 2020).

Despite BPJS Kesehatan Medan Branch's commitment to implementing these human resource development components, practical challenges persist. Several training programs reportedly lack relevance to actual technical requirements, resulting in limited impact on skill enhancement. Orientation procedures appear overly formal, failing to provide newcomers with comprehensive organizational culture understanding. Additionally, career development mechanisms demonstrate deficiencies in transparency, accessibility, and effectiveness regarding clear career pathway provision.



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These implementation gaps indicate discrepancies between planned programs and actual performance impacts, necessitating systematic evaluation of how each variable contributes to performance outcomes. Empirical research examining training, work orientation, and career development relationships with employee performance can provide valuable insights for BPJS Kesehatan management in developing more targeted, effective human resource improvement strategies.

Therefore, academic investigation of these relationships at BPJS Kesehatan Medan Branch holds significant importance. Research findings are expected to address theoretical questions while providing practical contributions toward internal policy refinement, targeted HR program development, and long-term institutional strategy formulation based on service quality enhancement through performance optimization.

Literature Review

Human Capital Theory

Human Capital Theory posits that investments in employee development enhance individual productivity and organizational value creation (Becker, 1964). Organizations investing in training, education, and development programs increase employee competencies, subsequently improving performance outcomes and competitive advantages (Nafukho et al., 2004). This theoretical framework explains why training and development initiatives constitute essential organizational investments rather than operational expenses (Schultz, 1961).

Social Exchange Theory

Social Exchange Theory suggests that employment relationships function through reciprocal exchanges whereby employees reciprocate organizational investments with enhanced commitment and performance (Blau, 1964). When organizations provide career development opportunities and supportive work environments, employees respond with increased effort, loyalty, and productivity (Cropanzano & Mitchell, 2005). This reciprocity principle underlies the relationship between organizational support mechanisms and employee performance outcomes.

Training and Development

Training represents systematic efforts to modify or develop employee knowledge, skills, and attitudes through learning experiences, enabling effective task performance achievement (Goldstein & Ford, 2002). Contemporary training approaches emphasize competency-based learning aligned with organizational strategic objectives (Salas et al., 2012). Effective training programs demonstrate clear objectives, relevant content, appropriate delivery methods, and measurable performance outcomes (Aguinis & Kraiger, 2009).

Training effectiveness can be assessed through several indicators: program duration adequacy, participant qualification requirements, instructor quality levels, training material and equipment utilization, and resource allocation efficiency (Noe et al., 2021). Organizations implementing well-designed training interventions typically observe significant performance improvements and enhanced competitive positioning (Salas et al., 2012).

Work Orientation

Work orientation, commonly termed onboarding, encompasses initial training and development programs facilitating new employee adaptation while providing essential information regarding organizational context, position requirements, and work group dynamics (Bauer, 2010). Effective orientation programs accelerate newcomer adjustment, reduce turnover intentions, and enhance early productivity (Klein & Polin, 2012).

Key orientation program elements include participatory approaches encouraging active newcomer engagement, welcoming atmospheres fostering psychological comfort, and demonstrated attention to individual employee needs (Klein & Heuser, 2008). Research indicates that comprehensive orientation processes significantly influence long-term employee commitment and performance trajectories (Bauer et al., 2007).

Career Development

Career development comprises systematic programs designed to create long-term growth opportunities for organizational members (Greenhaus et al., 2020). These initiatives may include advanced training programs, job rotation assignments, mentoring relationships, career coaching interventions, and transparent performance-based



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promotion systems (De Vos & Cambré, 2017). Career development's primary objective involves facilitating maximum potential achievement for each organizational member.

Effective career development programs demonstrate several characteristics: accessible promotion opportunities based on merit, continuous training and development provision, professional career coaching availability, competitive compensation and benefits packages, and supportive organizational cultures valuing employee growth (Ng et al., 2005). Organizations prioritizing career development typically experience enhanced employee retention, motivation, and performance outcomes (De Vos et al., 2020).

Employee Performance

Employee performance represents work outcomes manifesting individual abilities through tangible accomplishments resulting from assigned tasks and responsibilities (Campbell et al., 1993). Performance encompasses both behavioral dimensions (how work is conducted) and outcome dimensions (results achieved) (Rotundo & Sackett, 2002). Contemporary performance management emphasizes continuous improvement through regular feedback, objective setting, and development planning (Aguinis, 2019).

Performance assessment typically incorporates multiple indicators including work quality standards achievement, quantitative output levels, responsibility demonstration, and collaborative effectiveness (Bernardin & Russell, 2013). Organizations maintaining robust performance management systems can identify development needs, recognize high performers, and implement targeted improvement interventions effectively.

Conceptual Framework

Based on theoretical foundations and empirical evidence, this study proposes the following conceptual framework:

Independent Variables:

- Training (X_1)
- Work Orientation (X_2)
- Career Development (X_3)

Dependent Variable:

- Employee Performance (Y)

Research Hypotheses

Drawing from the theoretical framework, the following hypotheses are proposed:

H₁: Training significantly influences employee performance at BPJS Kesehatan Medan Branch.

H₂: Work orientation significantly influences employee performance at BPJS Kesehatan Medan Branch.

H₃: Career development significantly influences employee performance at BPJS Kesehatan Medan Branch.

H₄: Training, work orientation, and career development simultaneously influence employee performance significantly at BPJS Kesehatan Medan Branch.

Methods

Research Design

This research employs a quantitative approach utilizing descriptive methodology to analyze relationships between variables based on numerical data (Creswell & Creswell, 2018). The quantitative design enables systematic hypothesis testing through statistical analysis, providing objective evidence regarding variable relationships.

Population and Sample

The research population comprises all employees at BPJS Kesehatan Medan Branch. Sample selection employed purposive sampling, a non-probability technique selecting participants based on specific criteria relevant to research objectives (Etikan et al., 2016). The final sample consisted of 52 employees meeting inclusion criteria including minimum six-month tenure, permanent employment status, and direct involvement with training and career development programs.



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Data Collection

Primary data were collected through structured questionnaires distributed to selected respondents. The questionnaire employed a five-point Likert scale (1=Strongly Disagree to 5=Strongly Agree) to measure respondent perceptions regarding research variables (Likert, 1932). The instrument was designed based on established indicators for each variable derived from relevant literature.

Variable Operationalization

Training (X_1) was measured through indicators including program duration adequacy, participant qualification requirements, instructor competence quality, training equipment and material utilization, and resource allocation efficiency (Noe et al., 2021).

Work Orientation (X_2) was assessed using participatory approach implementation, welcoming atmosphere quality, and demonstrated attention to employee needs (Bauer, 2010).

Career Development (X_3) was evaluated through promotion opportunity accessibility, training and development program availability, career coaching provision, compensation and benefits competitiveness, and organizational culture supportiveness (Greenhaus et al., 2020).

Employee Performance (Y) was measured via work quality standards, quantitative output achievement, responsibility demonstration, and collaborative effectiveness indicators (Bernardin & Russell, 2013).

Data Analysis Techniques

Prior to hypothesis testing, instrument validity and reliability assessments were conducted. Validity testing employed Pearson product-moment correlation analysis, with items considered valid when correlation coefficients exceeded 0.3 (Ghozali, 2018). Reliability testing utilized Cronbach's Alpha coefficient, with values exceeding 0.7 indicating acceptable instrument reliability (Nunnally, 1978).

Classical assumption tests were performed to ensure regression model appropriateness, including normality testing via Kolmogorov-Smirnov test, multicollinearity assessment through Variance Inflation Factor (VIF) analysis, and heteroscedasticity examination using Glejser test (Hair et al., 2019).

Multiple linear regression analysis tested independent variable effects on the dependent variable, with the general equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

- Y = Employee Performance
- α = Constant
- $\beta_1, \beta_2, \beta_3$ = Regression coefficients
- X_1 = Training
- X_2 = Work Orientation
- X_3 = Career Development
- ε = Error term

Hypothesis testing employed t-tests for partial effects ($\alpha=0.05$) and F-test for simultaneous effects. The coefficient of determination (Adjusted R^2) measured the proportion of dependent variable variance explained by independent variables (Gujarati & Porter, 2009).

Results and Discussion

Classical Assumption Tests

Normality Test: The Kolmogorov-Smirnov test yielded a significance value of 0.200 ($p>0.05$), indicating that residuals follow normal distribution patterns. Visual inspection through histogram and P-P plot confirmed normal distribution, with data points clustering around the diagonal line.

Multicollinearity Test: Variance Inflation Factor (VIF) values for all independent variables remained below 10 (Training=1.456, Work Orientation=1.234, Career Development=1.389), confirming absence of multicollinearity issues. Tolerance values exceeded 0.1 for all variables, further supporting this conclusion.

Heteroscedasticity Test: The Glejser test produced significance values exceeding 0.05 for all independent variables (Training=0.156, Work Orientation=0.234, Career Development=0.189), indicating homoscedastic



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residual variance and satisfying regression assumptions.

Multiple Linear Regression Analysis

Table 1 presents multiple linear regression analysis results:

Table 1. Multiple Linear Regression Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	3.079	2.352		-1.309
Training	0.499	0.100	0.526	4.983
Work Orientation	0.157	0.102	0.126	1.535
Career Development	0.302	0.106	0.338	2.841

Note: Dependent Variable = Employee Performance

The regression equation derived from analysis results:

$$Y = 3.079 + 0.499X_1 + 0.157X_2 + 0.302X_3$$

Interpretation:

1. The constant value of 3.079 indicates baseline employee performance when all independent variables equal zero.
2. Training coefficient ($\beta_1=0.499$) demonstrates that each one-unit training increase elevates employee performance by 0.499 units, assuming other variables remain constant. This represents the strongest influence among examined variables.
3. Work orientation coefficient ($\beta_2=0.157$) suggests that each one-unit work orientation increase raises employee performance by 0.157 units, though this effect lacks statistical significance.
4. Career development coefficient ($\beta_3=0.302$) indicates that each one-unit career development increase enhances employee performance by 0.302 units when other variables are held constant.

Partial Hypothesis Testing (t-Test)

Table 2 presents partial hypothesis testing results:

Table 2. Partial Hypothesis Test Results

Hypothesis	Variable	t-value	t-table	Sig.	Decision
H ₁	Training	4.983	2.010	0.000	Accepted
H ₂	Work Orientation	1.535	2.010	0.131	Rejected
H ₃	Career Development	2.841	2.010	0.007	Accepted

Training Effect on Employee Performance (H₁):

Statistical analysis reveals that training demonstrates a positive and significant effect on employee performance ($t=4.983 > t\text{-table}=2.010$; $p=0.000 < 0.05$). This finding supports H₁, confirming that training programs constitute critical determinants of performance enhancement at BPJS Kesehatan Medan Branch.

This result aligns with Human Capital Theory, which posits that organizational investments in employee development yield productivity improvements and competitive advantages (Becker, 1964). Effective training programs equip employees with necessary competencies, current knowledge, and refined skills essential for optimal task execution (Aguinis & Kraiger, 2009). When employees receive relevant, well-designed training, their capability to perform assigned responsibilities improves measurably (Salas et al., 2012).

These findings corroborate previous research by Khan et al. (2011) and Sultana et al. (2012), demonstrating significant positive relationships between training interventions and performance outcomes across various organizational contexts. Organizations prioritizing systematic training programs typically observe enhanced employee capabilities, improved service quality, and superior organizational effectiveness (Noe et al., 2021).

Work Orientation Effect on Employee Performance (H₂):

Analysis indicates that work orientation does not significantly influence employee performance ($t=1.535 < t$



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table=2.010; $p=0.131 > 0.05$), leading to H_2 rejection. This unexpected finding suggests that current orientation practices at BPJS Kesehatan Medan Branch may not effectively contribute to performance enhancement. Several explanations may account for this result. First, orientation programs might emphasize administrative procedures and general information rather than practical skills and operational competencies directly relevant to job performance (Klein & Polin, 2012). Second, orientation duration or depth may prove insufficient for meaningful knowledge transfer and cultural integration (Bauer, 2010). Third, other factors including individual motivation, prior work experience, and organizational culture may exert more substantial performance influence than initial orientation experiences (Klein & Heuser, 2008).

This finding highlights the necessity for orientation program redesign, focusing on practical job training, clear performance expectations, and meaningful organizational culture integration rather than merely formal introductions (Bauer et al., 2007). Effective orientation should accelerate newcomer productivity through hands-on learning, mentorship arrangements, and systematic competency development (Klein & Polin, 2012).

Career Development Effect on Employee Performance (H_3):

Results demonstrate that career development positively and significantly affects employee performance ($t=2.841 > t\text{-table}=2.010$; $p=0.007 < 0.05$), supporting H_3 . This finding confirms that robust career development mechanisms enhance employee performance at BPJS Kesehatan Medan Branch.

This outcome aligns with Social Exchange Theory, suggesting that when organizations invest in employee career growth, individuals reciprocate through enhanced commitment, effort, and performance (Cropanzano & Mitchell, 2005). Career development opportunities signal organizational commitment to employee welfare, fostering loyalty and motivation (Greenhaus et al., 2020). Employees perceiving clear career advancement pathways demonstrate higher engagement, continuous learning orientation, and superior performance levels (De Vos et al., 2020).

These results consistent with research by Ng et al. (2005) and Newman et al. (2011), establishing positive associations between career development initiatives and employee performance across diverse industries. Organizations providing transparent promotion opportunities, continuous development programs, and supportive career growth environments cultivate high-performing workforces (De Vos & Cambré, 2017).

Simultaneous Hypothesis Testing (F-Test)

Table 3 presents simultaneous hypothesis testing results:

Table 3. ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1076.943	3	358.981	62.043	.000
Residual	277.730	48	5.786		
Total	1354.673	51			

Note: *Dependent Variable = Employee Performance*

The F-test results indicate that training, work orientation, and career development simultaneously exert significant influence on employee performance ($F=62.043 > F\text{-table}=2.80$; $p=0.000 < 0.05$), supporting H_4 . This finding demonstrates that the three variables collectively constitute important determinants of employee performance.

Although work orientation shows no significant individual effect, its contribution within the combined model remains valuable. This suggests that orientation programs function optimally when integrated with comprehensive training initiatives and robust career development systems (Bauer, 2010). The simultaneous significant effect confirms that holistic human resource development approaches considering multiple dimensions yield superior performance outcomes compared to isolated interventions (Noe et al., 2021).

Organizations implementing integrated strategies addressing training quality, orientation effectiveness, and career development accessibility create synergistic effects that maximize employee capability development and performance enhancement (Armstrong & Taylor, 2020). This integrated approach aligns with contemporary human resource management best practices emphasizing systematic, comprehensive employee development systems (Dessler, 2020).



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Coefficient of Determination Analysis

Table 4 presents coefficient of determination results:

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.892	.795	.782	2.405

The Adjusted R² value of 0.782 indicates that training, work orientation, and career development collectively explain 78.2% of employee performance variance at BPJS Kesehatan Medan Branch. The remaining 21.8% is attributable to other factors not examined in this study, potentially including leadership quality, organizational culture, work motivation, compensation systems, and work environment conditions (Aguinis, 2019).

This high explanatory power confirms the research model's robustness and demonstrates that the examined variables constitute primary determinants of employee performance in this context. The strong R² value suggests that organizational efforts focusing on these three dimensions can substantially influence performance outcomes (Hair et al., 2019).

Discussion Summary

Training as Primary Performance Driver:

This research establishes training as the most influential factor affecting employee performance at BPJS Kesehatan Medan Branch ($\beta=0.499$, $p<0.05$). This finding underscores the critical importance of continuous competency development through systematic training programs. Organizations should prioritize training needs assessment, program design aligned with strategic objectives, effective delivery methods, and rigorous evaluation processes to maximize training impact on performance outcomes (Salas et al., 2012).

Practical implications suggest that BPJS Kesehatan should enhance training program quality by ensuring relevance to actual job requirements, employing competent facilitators, utilizing appropriate learning technologies, and providing sufficient training duration for meaningful skill development (Noe et al., 2021). Regular training effectiveness evaluations and participant feedback mechanisms can facilitate continuous program improvement.

Work Orientation Program Limitations:

The absence of significant work orientation effects on performance highlights potential deficiencies in current onboarding practices. This finding suggests that orientation programs require substantial redesign to become performance-relevant. Effective orientation should extend beyond administrative information provision to encompass practical job training, clear performance expectations, cultural integration activities, and ongoing support during the initial employment period (Bauer, 2010).

Recommendations include developing comprehensive onboarding programs incorporating structured training schedules, mentorship assignments, regular check-ins with supervisors, and progressive responsibility allocation. Organizations should view orientation as an extended process rather than a brief introductory event, investing adequate time and resources to ensure successful newcomer integration (Klein & Polin, 2012).

Career Development Significance:

Career development's significant positive effect confirms the importance of providing clear advancement pathways and professional growth opportunities. Employees perceiving organizational commitment to their career progression demonstrate enhanced motivation, engagement, and performance (Greenhaus et al., 2020). BPJS Kesehatan should ensure career development system transparency, merit-based promotion criteria, accessible development programs, and regular career discussions between employees and supervisors.

Practical strategies include establishing transparent career ladders, implementing individual development planning processes, providing diverse growth opportunities (promotions, lateral moves, special projects), and creating supportive cultures valuing continuous learning and development (De Vos et al., 2020). Regular performance reviews should incorporate career aspiration discussions and development need identification.

Integrated Human Resource Development Approach:

The simultaneous significant effect of all three variables emphasizes the importance of integrated human resource



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development strategies. Organizations cannot rely on single interventions but must implement comprehensive systems addressing multiple development dimensions (Armstrong & Taylor, 2020). BPJS Kesehatan should develop coordinated approaches linking training programs, orientation processes, and career development mechanisms into coherent employee development pathways.

This integration ensures that initial orientation provides foundations for subsequent training and development, while training programs prepare employees for career advancement opportunities. Such systematic approaches maximize investment efficiency and create sustainable performance improvement trajectories (Dessler, 2020).

Conclusion

This research investigated training, work orientation, and career development effects on employee performance at BPJS Kesehatan Medan Branch. Based on data analysis from 52 employees, several key conclusions emerge:

1. **Training Significantly Enhances Employee Performance:** Training demonstrates the strongest positive influence on performance ($\beta=0.499$, $t=4.983$, $p<0.05$), confirming that effective training programs constitute critical performance determinants. Organizations investing in quality training initiatives that develop relevant competencies can expect substantial performance improvements.
2. **Work Orientation Shows No Significant Effect:** Current work orientation practices do not significantly influence employee performance ($\beta=0.157$, $t=1.535$, $p>0.05$), suggesting that existing programs require substantial redesign to become performance-relevant. Orientation should emphasize practical training, cultural integration, and performance expectation clarity rather than merely administrative procedures.
3. **Career Development Positively Impacts Performance:** Career development significantly enhances employee performance ($\beta=0.302$, $t=2.841$, $p<0.05$), confirming that clear advancement pathways and professional growth opportunities motivate employees toward higher performance levels. Transparent, merit-based career systems foster engagement and excellence.
4. **Simultaneous Significant Effect:** Training, work orientation, and career development collectively exert significant influence on employee performance ($F=62.043$, $p<0.05$), explaining 78.2% of performance variance. This confirms the importance of integrated human resource development approaches addressing multiple dimensions simultaneously.
5. **Model Explanatory Power:** The high Adjusted R^2 (0.782) indicates that the research model effectively captures primary performance determinants in this context, with remaining variance attributable to factors including leadership, organizational culture, motivation, and compensation systems.

Theoretical Implications

This research contributes to human resource management literature by empirically validating Human Capital Theory and Social Exchange Theory applications in Indonesian public sector contexts. Findings demonstrate that organizational investments in employee development yield measurable performance returns, supporting theoretical propositions regarding human capital value creation. Additionally, the differential effects of various development interventions provide nuanced understanding of how specific HR practices influence performance outcomes.

Practical Implications

For BPJS Kesehatan Medan Branch management, findings suggest several actionable strategies:

1. **Prioritize Training Program Quality:** Enhance training through rigorous needs assessment, relevant content development, competent facilitator engagement, and systematic evaluation processes.
2. **Redesign Orientation Programs:** Transform orientation from administrative procedures to comprehensive onboarding encompassing practical job training, cultural integration, mentorship provision, and extended support periods.
3. **Strengthen Career Development Systems:** Establish transparent career pathways, merit-based advancement criteria, diverse development opportunities, and regular career discussion forums.
4. **Implement Integrated Approaches:** Develop coordinated human resource development strategies linking training, orientation, and career development into coherent employee development systems.
5. **Continuous Evaluation:** Regularly assess program effectiveness through performance metrics, employee



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feedback, and outcome evaluations, implementing continuous improvements based on findings.

Research Limitations

Several limitations should be acknowledged:

1. **Single Institution Focus:** This research examined only BPJS Kesehatan Medan Branch, potentially limiting generalizability to other organizations or BPJS branches with different characteristics.
2. **Cross-Sectional Design:** Data collection at a single time point precludes causal inference and longitudinal relationship examination.
3. **Self-Report Measures:** Reliance on questionnaire data may introduce common method bias, though validated instruments mitigate this concern.
4. **Limited Variable Scope:** While the model explains 78.2% of variance, other factors including leadership, motivation, and organizational culture warrant investigation.
5. **Sample Size:** Although adequate for statistical analysis, larger samples would enhance result robustness and enable subgroup analyses.

Recommendations for Future Research

Future investigations should consider:

1. **Longitudinal Studies:** Conduct multi-wave studies examining how training, orientation, and career development effects evolve over time.
2. **Expanded Scope:** Include multiple BPJS branches or public sector organizations to enhance generalizability and enable comparative analyses.
3. **Additional Variables:** Incorporate factors such as leadership styles, organizational culture dimensions, motivation levels, work engagement, and compensation satisfaction.
4. **Mediating Mechanisms:** Investigate processes through which training and career development influence performance, such as self-efficacy, commitment, or job satisfaction mediators.
5. **Qualitative Exploration:** Employ qualitative methods to gain deeper understanding of employee experiences with training, orientation, and career development programs.
6. **Intervention Studies:** Conduct experimental or quasi-experimental designs testing specific program improvements and measuring subsequent performance changes.
7. **Contextual Factors:** Examine how organizational size, industry characteristics, or regional differences moderate relationships between HR practices and performance outcomes.

This research provides valuable evidence supporting the importance of systematic training programs and career development systems while highlighting the need for orientation program improvements. By implementing evidence-based recommendations, BPJS Kesehatan can enhance employee performance, ultimately improving service quality and stakeholder satisfaction.

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