

The Influence of Job Training and Work Culture on Employee Performance with Risk Knowledge as a Moderating Variable: A Case Study of a Mining Company in North Morowali

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ABSTRACT

This study examines the effect of job training and work culture on employee performance in the mining sector of North Morowali, alongside evaluating the moderating role of risk knowledge. Utilizing a quantitative approach with PLS-SEM analysis on 100 employees, empirical findings reveal that job training and work culture significantly enhance employee performance. Conversely, risk knowledge does not serve as a significant moderating variable in either relationship. Practical implications highlight the necessity of reinforcing organizational culture and technical training to maximize operational productivity within high-risk industrial environments.

INTRODUCTION

Fierce labor competition and advances in information technology require organizations to be responsive and adaptive to survive (Emillia, 2020). Improving organizational and employee performance is a priority for achieving competitive advantage. Human resource (HR) management and the implementation of appropriate systems are crucial for maintaining the continuity of company operations. Human resources are a company's primary asset, and organizational success depends heavily on the quality of its employees' performance (Darmadi, 2022).

Employee performance is influenced by various factors, including training, development, and organizational culture (Hikmah & Sudarsi, 2024). Job training is an organized, short-term learning process aimed at improving job-specific knowledge and skills (Hasanah et al., 2024). Effective training implementation is expected to improve employee performance and minimize procedural errors, especially in high-risk work environments. Improving competence through training aligns with Islamic teachings that emphasize the importance of knowledge, as stated in the Qur'an, Surah Thaha, verse 114, and the Hadith narrated by Tirmidhi, no. 3599.

The mining sector is a capital- and technology-intensive industry with high occupational risks, thus demanding high skill, commitment, and discipline from workers to prevent safety threats (Jufry, 2023). Companies that successfully run their businesses are supported by a strong risk management system (Ritonga, 2023). North Morowali Regency, as one of the centers of vital nickel mining activity, shows a significant contribution from the non-oil and gas mining sector to the Gross Regional Domestic Product (GRDP), despite experiencing fluctuations. The 2025 Regional Statistics Data for North Morowali Regency shows a contribution of 43.91% in 2022, decreasing to 38.61% in 2023, then increasing again to 40.81% in 2024 and 41.25% in 2025.

The 5.30% decline in the non-oil and gas mining sector's contribution in 2023 indicates pressure on overall sector performance and has implications for operational efficiency and employee performance. These fluctuating macroeconomic conditions are exacerbated by the high occupational risks faced by employees in North Morowali. Reports of workplace accidents and safety incidents frequently occur in the nickel processing industry in the Morowali Indonesia Industrial Estate (IMIP), indicating that Occupational Safety and Health (OHS) aspects have not been optimally managed (Kabar Selebes , Detik, Kompas, Indonesia Business Post , 2023-2025). These accidents are often related to procedural failures, inadequate equipment maintenance, and a lack of comprehensive, contextual job training.

Laws and regulations such as Law No. 1 of 1970, Law No. 3 of 2020, Ministerial Regulation of Energy and Mineral Resources No. 26 of 2018, and Ministerial Decree No. 1827 K/30/MEM/2018 have strictly regulated OHS standards in the mining sector, including the implementation of the Mining Safety Management System (SMKP) for Mineral and Coal . Workplace accident data from 2023-2025 shows that fatal incidents due to material landslides, heavy equipment accidents, furnace fires, and tailings landslides are still common. This condition directly disrupts operational continuity, suppresses employee performance, and contributes to a decline in overall sector productivity.

In addition to technical training, Work Culture also influences performance and risk management in the mining sector (Yurinas , 2019). The phenomenon of high involvement of foreign workers (TKA) in Morowali often gives rise to differences in work culture that have the potential to create communication barriers and differences in interpretation of K3 standard operating procedures (SOPs). Continuous incidents indicate that safety culture as part of the work culture has not been firmly embedded. A work culture that does not support safe and disciplined behavior can reduce the effectiveness of work training in managing risks and improving long -term performance . Previous studies have examined the influence of work training and work culture on performance, but have not explicitly integrated knowledge of risk as a moderating variable in the context of mining companies with unique operational characteristics and worker demographics in North Morowali. This study aims to fill this gap by analyzing how work training and work culture affect employee performance, as well as the role of knowledge of risk as a moderating variable in this relationship. The novelty of this study lies

not in the selection of separate variables, but in the construction of a predictive model that positions work training and work culture as two mechanisms that work together in the context of mining companies with high levels of risk and diversity of work cultures in North Morowali; differs from previous studies that have not specifically tested knowledge of risk as a moderator in capital-intensive and high-risk industrial environments.

This research contributes in three ways. First, theoretically, it enhances understanding of the interaction between organizational factors (job training and work culture) and individual cognitive factors (risk knowledge) in influencing performance in high-risk environments. Second, practically, the results of this study can serve as a reference for mining companies in North Morowali in formulating training policies and developing a more effective work culture to minimize workplace accidents. Third, empirically, these findings provide specific data from the North Morowali mining industry area, which has unique operational and managerial dynamics, thus providing in-depth insight into the area.

RESEARCH METHODS

1. Research Design

This research uses a quantitative design through a survey approach to test the hypothesis of the relationship between variables (Amir et al. , 2025). The quantitative approach focuses on testing the theory through variable measurement and statistical analysis. This approach is relevant for analyzing the influence of job training and work culture on employee performance, with risk knowledge acting as a moderating variable . The quantitative design allows for data collection from a representative sample, allowing for generalizability of the findings to a broader population. This research took place at a mining company operating in North Morowali Regency, South Sulawesi Province. This location was chosen because the North Morowali region is an important center of nickel mining activity.

2. Population and Sample

The research population includes all employees working at mining companies in North Morowali, a total of 63,397 people (Amir et al. , 2025). From this population, the researcher took a sample of 100 respondents. The sample calculation used the *Slovin formula*. with a *standard error* of 10%, resulting in a representative sample size for statistical analysis. Sample selection was carried out using simple random sampling . random *sampling*) by sending questionnaires to employees at each mining company who met the inclusion criteria. The inclusion criteria were field employees *workers*) with a minimum work period of one year, to ensure the relevance of the data to the work risk context.

3. Method of collecting data

This study uses quantitative data in the form of numbers originating from the recapitulation of questionnaires or surveys (Amir et al. , 2025). Primary data sources were obtained from respondents' answers to distributed questionnaires. Researchers obtained

secondary data through literature studies, journals, and other relevant reading materials (Sugiyono, 2022). Data collection techniques included structured observation, questionnaires, and documentation. Researchers conducted observations using standard instruments to systematically record data. Researchers used questionnaires to collect data on employee attitudes, opinions, and perceptions through a set of written questions measured using a Likert scale .

4. Data Analysis Techniques

Data analysis was carried out using a *Partial approach. Least Squares Structural Equation Modeling (PLS-SEM)* with SmartPLS software . Researchers chose this method because it is suitable for predictive purposes, is capable of analyzing complex relationships between latent variables, does not require normally distributed data , and is tolerant of small sample sizes (Nurhalizah et al. , 2024).

PLS-SEM analysis includes testing the measurement model (*outer model*) and testing the structural model (*inner model*). Testing the measurement model evaluates the validity and reliability of the instrument. Researchers measure reliability using *Composite Reliability (CR)* and *Cronbach's Alpha* . CR criteria > 0.70 indicates good internal consistency. Researchers assess convergent validity from the *Average value Variance* The expected *AVE* (*Average Amount Extracted*) is > 0.50 . This value indicates that the construct can explain more than 50% of the variance of its indicators. Researchers determine discriminant validity based on the *Fornell and Larcker* criteria ; the square root of a construct 's AVE must be greater than its correlation value with other constructs . Structural model testing (*inner model*) examines the relationship between variables , including the R-squared test to measure how much the independent variable explains the variation of the dependent variable. Researchers use the path significance test (*path coefficients*) to test the direct relationship and moderating role of risk knowledge. Hypothesis testing was conducted by comparing the *p-values* from bootstrapping results with a significance level of 0.05.

RESULTS AND DISCUSSION

1. Measurement Model (Outer Model)

a. Convergent Validity

Table 1. Factor Loading

Variables	Indicator	Loading Factor	Rule of Thumb	Conclusion
Training Work	PKX1	0.87	0.7	Valid
	PKX2	0.88	0.7	Valid
	PKX3	0.89	0.7	Valid
	PKX4	0,83	0,7	Valid
	PKX5	0,86	0,7	Valid
	PKX6	0,83	0,7	Valid
	PKX7	0,86	0,7	Valid

	PKX8	0,87	0,7	Valid
	PKX9	0,89	0,7	Valid
	PKX10	0,87	0,7	Valid
	PKX11	0,89	0,7	Valid
	PKX12	0,86	0,7	Valid
	PKX13	0,89	0,7	Valid
	PKX14	0,86	0,7	Valid
	PKX15	0,84	0,7	Valid
Culture Work	BKX1	0,84	0,7	Valid
	BKX2	0,83	0,7	Valid
	BKX3	0,86	0,7	Valid
	BKX4	0,89	0,7	Valid
	BKX5	0,83	0,7	Valid
	BKX6	0,89	0,7	Valid
	BKX7	0,88	0,7	Valid
	BKX8	0,82	0,7	Valid
	BKX9	0,82	0,7	Valid
	BKX10	0,79	0,7	Valid
	BKX11	0,90	0,7	Valid
	BKX12	0,85	0,7	Valid
	BKX13	0,86	0,7	Valid
	BKX14	0,82	0,7	Valid
	BKX15	0,90	0,7	Valid
Employee performance	KKY1	0,83	0,7	Valid
	KKY2	0,88	0,7	Valid
	KKY3	0,88	0,7	Valid
	KKY4	0,89	0,7	Valid
	KKY5	0,86	0,7	Valid
	KKY6	0,91	0,7	Valid
	KKY7	0,88	0,7	Valid
	KKY8	0,85	0,7	Valid
	KKY9	0,83	0,7	Valid
	KKY10	0,90	0,7	Valid
	KKY11	0,87	0,7	Valid
	KKY12	0,87	0,7	Valid
	KKY13	0,90	0,7	Valid
	KKY14	0,86	0,7	Valid
	KKY15	0,91	0,7	Valid
Knowledge about risk	RKM1	0,81	0,7	Valid
	RKM2	0,86	0,7	Valid
	RKM3	0,89	0,7	Valid
	RKM4	0,86	0,7	Valid
	RKM5	0,86	0,7	Valid
	RKM6	0,89	0,7	Valid

	RKM7	0.87	0.7	Valid
	RKM8	0.78	0.7	Valid
	RKM9	0.86	0.7	Valid
	RKM10	0.88	0.7	Valid
	RKM11	0.87	0.7	Valid
	RKM12	0.88	0.7	Valid
	RKM13	0.87	0.7	Valid
	RKM14	0.86	0,7	Valid
	RKM15	0,89	0,7	Valid

Based on results data processing using , all indicators on variables Training Work , Culture Work , Risk Work and Employee Performance own mark *outer loading* above 0.70 . All indicator has fulfil the minimum value recommended by Hair et al. (2022), namely of 0.70 so that all over indicator declared valid in measure their respective constructs .

b. Discriminant Validity

Testing validity discriminant done use criteria *Fornell-Larcker* .

Table 2. Fornell-Larcker Criterion

	Culture Work (X2)	Employee Performance (Y)	Moderating Effect 1	Moderating Effect 2	Training Work (X1)	Risk Work (M)
Culture Work (X2)	0.85					
Employee Performance (Y)	-0.43	1.00				
Moderating Effect 1	0.66	-0.53	0.87			
Moderating Effect 2	0.62	-0.54	0.66	0.87		
Training Work (X1)	-0.49	0.74	-0.60	-0.57	1.00	
Risk Work (M)	0.65	-0.46	0.63	0.68	-0.54	0.86

Based on the test results show that root squared AVE of each construct more big compared to correlation between construct other so that each construct own ability good discrimination . With Thus , every latent variables have different and different characteristics there is overlap between construct research . The results indicates that indicators used in each variable only measure the construct that should be measured so that validity discriminant study has fulfilled .

c. Heterotrait-Monotrait Ratio (HTMT)

Testing validity discriminant done use approach *Heterotrait-Monotrait Ratio (HTMT)* in

modeling equality structural based *Partial Least Squares (PLS-SEM)*.

Table 3. Heterotrait-Monotrait Ratio (HTMT)

	Work Culture	Work Culture * Work Risks	Employee performance	Job Training	Job Training * Job Risks	Occupational Risks
Work Culture						
Work Culture * Work Risks	0.432					
Employee performance	0.669	0.535				
Job Training	0.627	0.544	0.671			
Job Training * Job Risks	0.496	0.745	0.605	0.574		
Occupational Risks	0.663	0.463	0.640	0.689	0.548	

Based on the test results, it shows that all indicators and constructs in the study have been proven to meet the requirements of discriminant validity . This means that each construct /variable (Work Culture, Job Training, Job Risk, Employee Performance, and their interaction variables) empirically stands alone and is measured uniquely without any overlap *between variables* . The highest HTMT value occurs in the correlation between Job Training * Job Risk and Work Culture * Job Risk, which is 0.745. The lowest HTMT value occurs in the correlation between Work Culture * Job Risk and Work Culture, which is 0.432. The overall value of all numbers is in the range of 0.432 to 0.745, all of which are far below 0.85. Methodologically (Henseller et al. , 2015), a construct is declared discriminantly valid if the HTMT value between constructs is below the threshold:

- Very Good (Strict) Criteria: "HTMT" Value <0.85
- Conservative Criteria: "HTMT" Value <0.90

d. Composite Reliability

Testing reliability done use mark *Composite Reliability*

Table 4. Composite Reliability

Variables	Composite Reliability	Rule of Thumb	Conclusion
Work Culture	0.975	0.600	Reliable
Work Culture * Work Risks	1,000	0.600	Reliable

Employee performance	0.980	0.600	Reliable
Job Training	0.978	0.600	Reliable
Job Training * Job Risks	1,000	0.600	Reliable
Occupational Risks	0.978	0.600	Reliable

Based on results analysis , all variables own mark *Composite Reliability* above 0.60 , namely Culture Work of 0.975, Training Work of 0.978, Risk Work of 0.978, Employee Performance of 0.980, and construct moderation amounting to 1,000. All mark the has fulfil criteria recommended reliability so that instrument study stated own excellent internal consistency . The more tall mark *Composite Reliability* show that indicators on each variables capable give results consistent measurement if used in relatively conditions The same .

2. Inner Model Analysis

a. Path Coefficient

Table 5. Path Coefficient

Relationship between variables	Path Coefficient (<i>Original Sample</i>)	Direction of Relationship	Nature of Influence
Training Work (X_1) → Employee Performance (Y)	0,23	Positive	Unidirectional (Increase)
Culture Work (X_2) → Employee Performance (Y)	0,30	Positive	One Direction (Very Strong Boost)
Risk Work (M) → Employee Performance (Y)	0,15	Negative	Inversely Proportional (Decreasing)
Training Work * Risk Work -> Employee Performance	-0,14	Negative	Weakening Relationships
Culture Work * Risk Work -> Employee Performance	-0,05	Positive	Weakening Relationships

Based on table 5 *path coefficient* , can concluded that Training Work influential positive to performance employee with coefficient of 0.23. Culture Work influential positive and is variables that have influence the biggest straight away to performance employee with coefficient of 0.30. Risk Work influential positive to performance employee with coefficient of 0.15, so that improvement risk Work tend increase performance . Moderating Effect 1 has coefficient negative (-0.14) which indicates that the moderator weaken connection between variables . Moderating Effect 2 has coefficient negative (-0.05) which indicates that the moderator strengthen weaken intervariable .

b. Hypothesis Testing Influence Direct

Testing hypothesis done use Bootstrapping technique in SmartPLS with level 5% significance Hypothesis stated accepted if t-statistic value is greater big than 1.96 and the p-value is more small from 0.05.

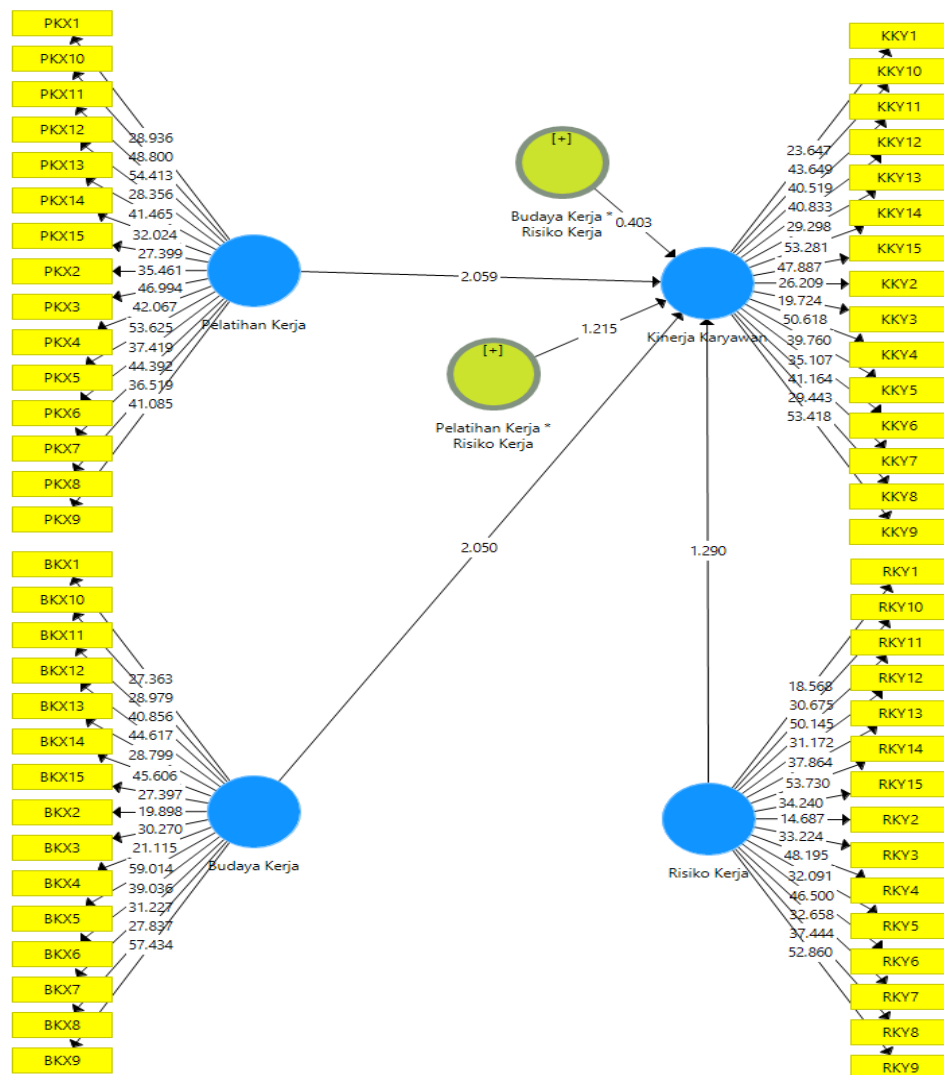


Figure 1. Hypothesis Testing

Table 7 Direct Effect

Information	T Statistics (O/STDEV)	P Values
Work Culture -> Employee Performance	2.05	0.04
Work Culture * Work Risk -> Employee Performance	0.40	0.69
Job Training -> Employee Performance	2.06	0.04
Job Training * Job Risk -> Employee Performance	1.22	0.22
Occupational Risk -> Employee Performance	1.29	0.20

DISCUSSION

1. Influence Training Work on Employee Performance

Test results hypothesis First show that Training Work influential positive and significant on Employee Performance . Based on results analysis use SmartPLS obtained mark *t-statistic* of 2.06 with a p-value of 0.04. This value fulfil criteria significance , Training Work influential positive and significant on Employee Performance . A higher p-value small from 0.05 shows that influence training Work to performance employee in a way statistics significant . Findings the indicates that the more Good implementation training work given company , then the more high level performance employees (Setiawan et al., 2021). In environment industry mining , training No only aim increase skills technical , but also building understanding to procedure operational , safety work , use equipment , as well as ability finish work in accordance standard operational company (Ningsih et al., 2025). Therefore that , investment company in the training program give contribution direct to improvement quality source Power man .

Based on characteristics respondents , some big employee have a working period between One up to five years as well as be at the age productive . Condition the show that majority respondents Still is in phase development competence so that need to training Work relatively high . Structured training program allows employee get knowledge new , improve skills technical , as well as speed up the adaptation process to change technology and procedures work in a company mines (Maharani et al., 2025). By theoretical , results study This support view that training is human capital investment that increases knowledge , skills , and abilities individual in carry out his work . Through effective training , employees own more competence Good For finish work in a way efficient , reducing error work , and increase productivity (Masyrroh et al., 2023). With Thus , the increase quality training will impact on increasing performance individual and organization .

Research result this also strengthens theory development source Power human being who declares that competence is factor main in form performance . Continuous training will increase ability employee in face challenge work , repair quality decision operational , and improve effectiveness implementation assignments (Ataunur & Ariyanto , 2016). In the industry mining that has level risk high , training be one of instrument important For ensure that every employee capable Work in accordance standard safety and productivity that have been set company .

Findings study This in line with various study previous one that concludes that training Work own influence positive to performance employees (Ruhiyat et al., 2022). Research the show that improvement quality training will increase competence , motivation , effectiveness work , and ability employee in finish task according to the organization's targets . Similarities results the show that connection between training work and performance employee nature consistent across a range of sector industry , including sector mining . From the side practical , results study This give implications that company need Keep going increase quality of training

programs through compilation appropriate curriculum with need work , use method interactive learning , evaluation effectiveness training , as well as organization training in a way sustainable . Besides increase competence technical , material training is also necessary covers aspect leadership , communication , problem solving problems and culture safety work to be able to produce employees who have competence comprehensive . With thus can concluded that training Work is one of the factor important to be able to increase performance employees . The more Good quality training received employees , increasingly high ability they in finish work in a way effective , efficient and appropriate standard company .

2. Influence Culture Work on Employee Performance

Test results hypothesis second show that Culture Work influential positive and significant on Employee Performance . Analysis results SmartPLS show mark *t-statistic* of 2.05 with a p-value of 0.004 indicating that Culture Work influential positive and significant on Employee Performance . This value show that culture Work own very strong influence to improvement performance employees . Culture Work is a set values , norms , beliefs and habits that become guidelines behavior all over member organization in carry out his job . At the company mining , culture good job reflected through discipline , compliance to procedure operational , work The same team , effective communication , responsibility answer , and commitment to safety work (Firdaus, 2025). Culture the form environment conducive work so that capable increase effectiveness implementation work .

Research result This show that culture Work is factors that provide contribution the biggest to improvement performance compared to other variables in the research model . This reflected from mark far-reaching test statistics more tall compared to influence direct variables other . Conditions This indicates that formation culture strong organization own role strategic in increase productivity and quality results Work employees . Based on characteristics respondents , some big originate from various department operational , such as exploration , production , engineering, QA/QC, and HSE (Setiawan, 2019). Diversity of work units the demand existence culture capable organization unite method Work all over parts to remain in harmony with objective company . Culture strong work will push coordination cross department , improve discipline work , and minimize occurrence conflict and error operational .

In a way theoretical , results study This support view that culture organization is mechanism control socially capable direct behavior individual going to achievement objective organization . When values organization understood and internalized by all employees , then every individual will own more commitment tall in operate his duties . As a result , productivity , quality work and effectiveness organization will increased . Besides that , culture strong work capable create environment supportive work learning , innovation , and collaboration between employees . Environment Work like This push employee For each other share knowledge , help colleague work , and finish work in a way collective . In the end condition the will increase quality service , speed up settlement work , and repair performance organization in a way overall .

Findings study this is also consistent with various study previously stated that culture Work influential positive to performance employees (Safitri , 2018). Research the explain that organization with strong culture tend own level greater productivity high , level error more work low , and commitment more organizations Good compared to organization with culture weak work . Implications practical from results study This is the need company strengthen culture Work through exemplary behavior leadership , effective internal communication , giving award to appropriate behavior with mark organization , as well as formation culture safety consistent work . Strengthening culture Work No only done through rule written , but also through practice daily activities that involve all over level organization (Syahbari et al., 2026). With thus can concluded that culture Work is very important factor in increase performance employees . The more strong culture applied work companies , increasingly high level productivity , quality work and commitment employee in reach objective organization .

3. Influence Risk Work on Employee Performance

Test results hypothesis third show that Risk Work No influential on Employee Performance . Based on results analysis use SmartPLS obtained The t-statistic value is 1.29 and the p-value is 0.20. With thus Risk Work No influential on Employee Performance . Findings This indicates that level risks faced employee Not yet become factor the main determining factor tall low performance they . In context organization , employees still capable maintain level performance although face various risk job . Condition the can happen Because existence procedure clear work , system control adequate risk , training safety work , and support organizations that enable employee operate task in a way effective without make risk as inhibitor main in achieve work targets . In addition that , the result study This show that performance employee more influenced by factors others , such as motivation work , competence , leadership , environment work , as well as support organization compared to with perception to risk work . If organization has apply management good risk , then perception perceived risk employee tend decrease so that its influence to performance become No significant .

Research result This in line with research conducted (Asir et al., 2023), which found that risk Work No influential significant to performance employees . Research the show that employee still capable maintain its performance although face various risk work , so that risk Work No is factor the main determining factor level performance . Findings This indicates that influence risk Work to performance is highly dependent on ability organization in manage risk through implementation procedure clear work , system safety and health work (K3), as well as provision environment safe work . With existence mechanism control effective risk management , employees tend more focus on completion tasks and work target achievement compared to with perception to the risks they take face it . Therefore that , in context study this , no significance influence Risk Work on Employee Performance show that respondents has capable adapt with characteristics his work , so that level perceived risk No Again become influencing factors achievement performance in a way direct .

4. Influence Moderation Risk Work to Connection Training Employee Work and Performance

Test results hypothesis fourth show that Risk Work No moderate connection between Training Employee Work and Performance . Based on results analysis SmartPLS obtained t-statistic value 1.22 and p-value 0.22. This is show that Risk Work No strengthen connection between Training Employee Work and Performance . Test Results hypothesis fourth show that Risk Work No capable moderate connection between Training Employee Work and Performance . This indicated by a t-statistic value of 1.22 which is greater than small of 1.96 and a p-value of 0.22 which is greater big from 0.05, so that hypothesis which states that Risk Work moderate connection Training Work on Employee Performance No can accepted . Findings This indicates that effectiveness training Work in increase performance employee No depends on height or low risk work at hand . In other words, benefits training still can felt by employees good for the environment work that has level risk tall and low .

In a way theoretical , results This show that training Work is form investment organization in increase knowledge , skills , and abilities employees whose impact nature relatively consistent to improvement performance . Competencies acquired through training allows employee operate task in a way more effective and efficient without influenced in a way meaning by perception to risk work . Conditions this also indicates that organization has own system management risks and procedures adequate operational so that risk Work No change effectiveness training in produce better performance good . With Thus , the risk Work No is condition limit (*boundary condition*) that determines strong or weakness influence training Work to performance employees . Besides That does not significance effect moderation can caused by characteristics respondents who have used to face risk work through implementation standard operational procedures (SOP), use tool protector self , as well as culture safety work that has been implemented organization . In condition mentioned , the training provided more improvement - oriented competence technical and behavioral Work compared to ability face risk , so that level perceived risk No change connection between training and performance . Therefore that , organization need Keep going increase quality training in accordance need work , without make level risk Work as base main in designing training programs For increase performance employee .

Research result This in line with research conducted by (Sa'idah & Muljanto , 2025) which shows that effectiveness training in increase competence and performance more determined by quality design training , methods delivery and transfer of results training to place Work than characteristics environment Work or level risks faced employees . Findings This is also supported by research (Kosdianti & Sunardi , 2021) which states that success training in increase performance is greatly influenced by content training , motivation participants , and support organization , while factor environment like risk Work No always strengthen or weaken connection said . With Thus , the results study This emphasize that training Work is factors that provide benefit in a way direct to improvement competence and performance employees , while risk Work No play a role as variables that change strength connection the .

5. Influence Moderation Risk Work to Connection Culture Employee Work and Performance

Test results hypothesis fifth show that Risk Work No moderate connection between Culture Employee Work and Performance . Based on results testing obtained The t-statistic value is 0.40 and the p-value is 0.69. Therefore that , Risk Work No proven moderate connection between Culture Employee Work and Performance . Test Results hypothesis fifth show that Risk Work No capable moderate connection between Culture Employee Work and Performance . This indicated by a t-statistic value of 0.40 which is greater than small of 1.96 and a p-value of 0.69 which is greater big from 0.05, so that the proposed hypothesis No can accepted . Findings This indicates that influence culture Work to performance employee nature stable , detached from tall or low level risk work at hand . In other words, culture Work still become guidelines behavior that forms discipline , work equal , commitment , and responsibility answer employee in carry out his duties , so that its effectiveness in increase performance No influenced by conditions risk Work .

In a way conceptual , cultural work that has been internalized in organization will form pattern consistent behavior so that employee still capable maintain performance although work in an environment that has level different risks . Conditions This show that organization has own mechanism management adequate risk , such as implementation standard operational procedures (SOP), systems safety and health work (K3), as well as effective supervision . As a result , the risk Work No become factors that change strength connection between culture work and performance employees . With thus , culture Work play a role as internal organizational factors that are direct influence behavior work , while risk Work No functioning as a boundary condition that strengthens or weaken connection the .

Research result This in line with research (Kusmaningtyas , 2014) which found that culture organization give contribution to improvement performance employees , while achievement performance more Lots determined by effectiveness practice management source Power man than condition environment work faced employees . Findings This is also supported by (Andayani & Soehari , 2019), which shows that culture organization own influence positive to performance employee through formation behavior work , learning organization and development competence . Research the confirm that culture strong work capable increase performance in a way consistent without depends on factors situational , so that other variables do not always capable strengthen or weaken connection said . With Thus , the results study This emphasize that culture Work is determinant important in increase performance employees , while risk Work No proven play a role as variables moderation in relationships the .

CONCLUSION AND SUGGESTIONS

Job training has a positive and significant impact on employee performance, indicating that improved training quality directly correlates with improved individual performance. Implementing training relevant to job needs, using effective methods, and having qualified instructors has been proven to improve employee competence and efficiency in carrying out

their duties. Investing in structured, ongoing training programs is crucial for maintaining and improving workforce productivity. Work culture also has a positive and significant impact on employee performance, confirming that organizational values such as discipline, responsibility, and teamwork are key drivers of optimal performance quality and quantity in mining companies. A strong work culture fosters an environment conducive to individual growth and the achievement of company goals.

Knowledge of occupational risks was not found to have a significant impact on employee performance, indicating that the company's risk management system effectively controls the potential negative impacts of risks on operations and individuals. Knowledge of occupational risks also failed to moderate the relationship between job training and employee performance, or between work culture and employee performance. The effectiveness of training and the contribution of work culture to performance remained consistent across different levels of risk, indicating that the positive impact of both factors is independent of fluctuations in risk conditions. These findings emphasize that the benefits of training and a strong work culture are not diminished by the presence of work risks but instead work directly to improve employee performance. Improved employee performance is highly dependent on the quality of training and a conducive work culture, while risk knowledge serves as a mitigating factor managed separately to maintain operational stability. Companies should continue to prioritize human resource development through ongoing training and strengthening an adaptive work culture to achieve long-term competitive advantage.

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