

## Effective Work Training In Improving Employee Performance

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**Abstract:** The implementation of training that runs effectively can be one of the important things in the development of human resources which has an impact on the increasing performance of employees at work. This research was conducted to determine how much influence job training has had on improving employee performance at PT. XYZ. The population in this study were all employees who worked at the Warehouse Finish Good (FG), Warehouse Raw Material & Packaging Material (RMPM), Quality Assurance (QA), and Production and Engineering at PT XZY, totaling 327 people. Meanwhile, the number of samples taken in this study, namely as many as 180 people with a sampling technique in the form of simple random sampling. In this study, the research method used is a causal associative type of research which aims to analyze the relationship between one variable and another. And for the data processing and analysis techniques used, namely in the form of simple linear regression analysis, the calculations use the SPSS for Windows Version 22.0 program. The research results obtained in this study indicate that an increase in employee performance can be influenced by the implementation of job training that is carried out effectively. Thus, it is concluded that the effectiveness of job training conducted by a company can improve the work results shown by its employees in relation to their working ability which is becoming more and more skilled.

**Keywords:** Job Training, Employee Performance

### 1. Introduction

In connection with the role that can affect the reputation and profitability of a company, it can be said that employees are the most valuable asset owned by every company (Elnaga, A., & Imran, A., 2013). In addition, it cannot be denied that the existence of reliable employees at work is a resource needed by the company, especially for large-scale companies that want to improve their business performance, so that the company can compete with other companies. Therefore, it is necessary to develop employee work skills that have an impact on employee work results that are getting better. Training can be an employee self-development process that aims to enable employees to work more skillfully and have increasing knowledge and expertise (Yulianti, E., 2015). By holding a training program that can run effectively, employees can find out how to work properly and correctly in accordance with the operational standards set by the company, so that the target the company wants in the future can be achieved (Yulianti, E., 2015).

PT. XYZ, which was established on December 2, 1982 and began operating in 1985, is a company engaged in the food and beverage sector (Health Food) with products grouped into 3 (three) types of products, consisting of: Baby Food (BF), Mother Infant Food (MIF), and Preventive Clinical Foods (PCF). In addition, this company also produces food in the form of flour intended for pregnant and lactating women which is useful in helping to provide nutritional supplements which was launched in mid-1986. In running its business, this company has quality policies that are supported by value-added values. quality value (core value) which is called CHIZTEP which has the following meanings: a) Customer Devotion (Serving customers wholeheartedly); b) Hand in Hand Teamwork (Proud as KNers and working together as one unified unit); c) Innovation with No End (Always innovating); d) Zeal for Excellence (Work with the spirit of primacy); e) Touching Life (Touching life); f) Elaborate Mastery (Pursuing real excellence); and g) Passion for Wellness (desire to live a healthy and balanced).

The company realizes that the existence of a workforce who is able to work professionally and skillfully in carrying out their duties and responsibilities while working can be a very important factor that determines the success of the company in running its business. Therefore, if a company wants to achieve the goals it has set, then the work results of each employee need to be optimized as much as possible so that it has an impact on employees who are able to work more productively and competently with their work. However, in practice it is not always that employees who work are able to show work performance that is in accordance with what is expected by the company which results in obstruction of targets or goals to be achieved by the company. The absence of an employee who is unable to work properly is not caused by their lazy attitude and behavior, but rather due to their poor work ability.

The following is a table that contains data regarding the work results of employees who worked at this company in 2019.

**Table 1**  
**PT XYZ KPI Performance Data in 2019**

| NO             | DIVISION    | TARGET YEAR 2019 | YEAR RESULTS 2019 | % KPI DIVISION |
|----------------|-------------|------------------|-------------------|----------------|
| 1              | WH FG       | 95%              | 90%               | NOT ACHIEVED   |
| 2              | WH RMPM     | 95%              | 80%               | NOT ACHIEVED   |
| 3              | QA          | 95%              | 95%               | ACHIEVED       |
| 4              | PRODUCTION  | 95%              | 92%               | NOT ACHIEVED   |
| 5              | ENGINEERING | 95%              | 90%               | NOT ACHIEVED   |
| <b>SUMMARY</b> |             | <b>95%</b>       | <b>89%</b>        | <b>20%</b>     |

Source: PT. XYZ in 2020

Based on the employee performance achievement data shown in Table 1, it is known that the work results shown by employees who work in each work division owned by this company are still not said to be optimal or perform well. This can be seen in the realization of work achievements that are not in accordance with the work targets set by this company. It can be seen that of the five work divisions in this company, only one work division is able to show work results that are in accordance with the specified work targets. That way, it can be said that only 20% of employees are able to show work results that are in accordance with work targets that have been targeted by the company.

**Table 2**  
**Recipient Data for Employee Training of PT. XYZ Year 2020**

| No         | Division    | Number of employees | Attending Training | Not Attending Training | % Attending Training | % Not Attending Training |
|------------|-------------|---------------------|--------------------|------------------------|----------------------|--------------------------|
| 1          | WH FG       | 236                 | 40                 | 196                    | 17%                  | 83%                      |
| 2          | WH RMPM     | 213                 | 35                 | 178                    | 16%                  | 84%                      |
| 3          | QA          | 80                  | 20                 | 60                     | 25%                  | 75%                      |
| 4          | PRODUCTION  | 276                 | 105                | 171                    | 38%                  | 62%                      |
| 5          | ENGINEERING | 76                  | 32                 | 44                     | 42%                  | 58%                      |
| <b>SUM</b> |             | <b>881</b>          | <b>232</b>         | <b>649</b>             | <b>26%</b>           | <b>74%</b>               |

Source: PT. XYZ in 2020

Then, by referring to the data shown in table 2, it can be seen that the ratio of the number of employees participating in training activities with employees who are not or have not been included in training activities shows an unbalanced number. Of the 881 employees who work in each division owned by this company, only 232 employees participated in training activities held by the company. This is thought to be a factor causing employees to be unable to complete their work properly in accordance with the work standards desired by the company.

There are various kinds of factors that can affect the work performance of employees at work. One of the factors that influence is the effectiveness of job training. What is called training is a program that is expected to provide a stimulus or stimulus to someone to be able to improve skills in certain jobs and gain general knowledge and understanding of the overall work environment and organization (Sofyandi, 2008). Several reasons job training can be one of the most important parts of human resource management activities are (Hariandja, 2002): 1) Newly recruited employees often do not understand correctly how to do work; 2) There are changes in the work

environment and workforce; 3) Increase company competitiveness and improve productivity; and 4) Adapting to existing regulations. There are several indicators that can be used in measuring the effectiveness of the implementation of employee job training programs, including (Tanujaya, 2015): 1) The quality of the training material, namely to what extent the quality of the material used by instructors in conducting job training; 2) Quality of training methods, namely how effective are the methods or methods used by instructors in delivering training materials; 3) The quality of training instructors, namely how well the ability of an instructor is in delivering training materials using existing methods; 4) Quality of training facilities and facilities, namely the extent to which the quality and completeness of training support facilities can support the improvement of employee performance; and 5) Quality of training participants, namely how well the ability of the training participants to absorb and accept all training programs held by the company management.

Meanwhile, what is meant by employee performance is the final result of an activity carried out by an employee (Robbins & Coulter, 2015). Several indicators that are useful in measuring the results of work shown by employees at work include (Bangun, 2012): 1) Number of jobs, namely the amount of work that can be produced by individuals or groups as requirements that become work standards; 2) Quality of work, where every employee at work is required to produce work in accordance with the requirements determined by the company; 3) Timeliness, where certain types of work are dependent on other work, then the work must be able to be completed on time; 4) Attendance, where there are certain types of work that require the presence of employees in doing them according to a predetermined time; and 5) The ability to work together, where there are certain types of work that must be completed by several employees or not all work can be completed by one employee.

The effectiveness of conducting job training activities can have a positive impact on improving employee work results while working. This is proven through several previous research results which state that the more effective job training is held by an organization or company, the better the work results shown by employees while working (Elnaga, A., & Imran, A., 2013; Jagero, N., Komba, HV, & Mlingi, MN, 2012; Tukunimulongo, J., 2016; Shah, SMA, Shah, TA, & Abbas, S. H, 2014; Jocom, J., Lambey, L., & Pandowo, M, 2017; Yao, Liu, & Cui, 2019; Lu & Betts, 2011; Orphen, 1999). That way, it can be said that if the implementation of job training activities held by an organization can run properly, the employee performance that it shows can be better because these employees become more skilled at work.

However, not always the implementation of job training held by an organization or company can have a good effect on the work performance of its employees, where employees who should be included in the job training program can be more productive at work. This is evidenced by the results of research put forward by Laksmana, Lopian & Tumewu (2015) which states that training is not one of the factors that can determine the good and bad performance of an employee, which means that there is no significant influence between the effectiveness of job training on employee performance improvement. Likewise with the opinion expressed by Barzegar, N., & Farjad, S. (2011) who in their research stated that not always the implementation of training organized by a company can provide changes at the level desired by the company even though the training can have an impact on performance. employees. It is stated that there are two aspects that can be factors causing the failure of the implementation of job training which has an impact on work productivity, namely (Wibawa, IMK, Bagia, IW, Yulianthini, NN, & SE, M, 2016): 1) Company aspects, namely failure factors. training sourced from the company, such as the lack of preparation of supporting facilities for training activities by the company, the selection of instructors that are not selective, the absence of a more detailed evaluation of the implementation of training for each employee involved, low compensation, and the recruitment process of employees that is not selective and 2) Employee aspects, namely the factors that cause training failure originating from the employees themselves which are often not anticipated by the company, such as employees who are not serious about participating in training activities held by the company.

From this explanation, the researcher wishes to conduct research entitled "Effective Work Training in Improving Employee Performance".

## **2. Research method**

The research method used in this study belongs to the research category that is causal associative, namely research that aims to analyze the relationship between one variable and another, or how one variable can affect other variables (Umar, 2015). The purpose of this research is to find out how much influence the effective work training has on improving employee performance at work.

It is stated that what is meant by research variables is anything that can be distinguished, or something that has a variation in value (Zulganef, 2018). In this study, the variables studied consisted of 2 (two) main variables, including the variable of job training effectiveness, which acted as an independent variable, and an employee performance improvement variable, which acted as the dependent variable.

Population is defined as a generalization area consisting of subjects or objects that have certain qualities and characteristics that are determined by researchers to study and draw conclusions (Sugiyono, 2017). The population in this study were all employees who worked at this company in the Warehouse Finish Good (FG), Warehouse Raw Material & Packaging Material (RMPM), Quality Assurance (QA), and Production and Engineering sections totaling 327 people. Meanwhile, it is stated that what is meant by sample is part of the number and characteristics of the population (Sugiyono, 2017). For the sampling technique used in this study, namely simple random sampling with a sample size of 180 respondents.

To obtain the data needed to solve the problems examined in this study, this research was carried out using various methods, including by distributing questionnaires, namely primary data collection techniques carried out by distributing a set of questions given to employees who work in this company as respondents. , as well as through literature study which is carried out by studying theories that come from books, articles in research journals, and other literature which are still related to the topic under study in this study.

And for the data processing and analysis techniques used in this study, namely the simple linear regression analysis method with calculations using the SPSS for Windows Version 22.0 program.

### 3. Results and discussion

#### a. Results of data processing

##### The coefficient of determination (R<sup>2</sup>)

The testing of the coefficient of determination (R<sup>2</sup>) aims to measure how far the model's ability to explain the variation of the independent variables with values that are in the numbers between 0 and 1.

From the data shown in table 3, it is known that the value of the coefficient of determination (adjusted R<sup>2</sup>) obtained shows a figure of 0.251, which means that 25.1% of the increase in work results shown by employees can be caused by the implementation of job training activities. running effectively held by an organization or company. Thus, it is also known that the effectiveness of the implementation of job training which aims to improve the job skills of employees at work can have a significant effect on the work results of these employees which are getting better. Therefore, it can be said that the two variables studied in this study are closely related to one another.

**Table 3**  
**Coefficient of Determination (R<sup>2</sup>) Effective Work Training in Improving Employee Performance**

| Model Summary <sup>b</sup> |                   |          |                   |                            |
|----------------------------|-------------------|----------|-------------------|----------------------------|
| Model                      | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1                          | .501 <sup>a</sup> | .251     | .246              | 3.961                      |

a. Predictors: (Constant), Work Training

b. Dependent Variable: Performance

Source: Primary Data Processing Results

#### Linear regression analysis

To find out whether there is an influence between the effective job training variable, as the independent variable (X), and the employee performance improvement variable, as the dependent variable (Y), the data analysis method used is a simple linear regression analysis method. The following is a table that contains an explanation of the simple linear regression equation model formed in this study:

**Table 4**  
**Simple Linear Regression Results for Effective Work Training in Improving Employee Performance Coefficients<sup>a</sup>**

| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
|-------|-----------------------------|---------------------------|---|------|
|-------|-----------------------------|---------------------------|---|------|

|   |            | B      | Std. Error | Beta |       |      |
|---|------------|--------|------------|------|-------|------|
| 1 | (Constant) | 23.430 | 2.345      |      | 9.993 | .000 |
|   | Training   | .446   | .058       | .501 | 7.714 | .000 |

a. Dependent Variable: Performance  
 Source: Primary Data Processing Results

From the results of the calculation of the simple regression equation shown in the table, it is known that the relationship between the two variables under study can be translated into the form of an equation model as follows:

- If variable X has the same value as (0), then the value of variable Y becomes 23,430
- If the value of variable X increases by 1 (one), then the value of variable Y will increase by .446.

$$Y = 223.430 + (.446X) + \epsilon \tag{1}$$

**Hypothesis test calculation**

The goal of doing hypothesis testing is to find out whether the main hypothesis examined in this study can be accepted or rejected, the calculation is done by determining the critical value ( $\alpha$ ), where the value of  $\rho$  has a smaller number compared to the level.  $\alpha$  is used (equal to 0.05). The main hypothesis in this study is that there is a significant influence between effective work training on improving employee performance.

From the results of the calculation of the hypothesis test shown in table 5, it is known that the value of  $\rho$  has a smaller number than the  $\alpha$  level used, which is 0.05, or  $0.000 < 0.05$ . That way, if  $H_0$  is rejected, it shows that job training that can be carried out effectively can have a significant effect on better employee performance.

**Table 5**  
**Hypothesis testing**  
**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 933.532        | 1   | 933.532     | 59.505 | .000 <sup>b</sup> |
|       | Residual   | 2792.530       | 178 | 15.688      |        |                   |
|       | Total      | 3726.061       | 179 |             |        |                   |

a. Predictors: (Constant), Work Training  
 b. Dependent Variable: Performance  
 Source: Primary Data Processing Results

**b. Discussion**

From the research results that have been stated previously, it is known that the work training variable that runs effectively can have a significant effect on employee performance variables which are getting better. That way, it can be said that the good and bad results of the work shown by employees at work can be caused by the effectiveness of the implementation of training activities held by an organization or company. If the work ability of employees at work can become more skilled, which has an impact on their work results that are getting better, then this shows that the implementation of job training activities has been carried out very well. It is said that training has been running effectively if the results of these activities can provide significant benefits for employees, especially in terms of improving their work skills which make them able to work better.

Then, this study also has results that are almost similar to some of the results of previous studies, one of which is the research proposed by Ampomah, P. (2016) whose results concluded that training and employee development can positively affect employee work results, so that it also has an impact on increasing employee satisfaction at work. Likewise with the research results put forward by Ameen1 & 2, A., & Baharom, MN (2019) which explain the importance of training in maintaining employee engagement and work commitment to their work, where if employees are included in appropriate training activities, the work results what he showed was getting better, in addition to having an impact on the performance of the organization which could financially be more advanced and developed.

**4. Conclusions and suggestions**

Based on the results of the research and discussion previously described, it is concluded that the implementation of job training that runs effectively can have a significant effect on improving employee performance at work. That way, the more effective the job training held by a company, the more work results shown by employees at work will be increased. Employee performance that is getting better can be due to the work ability of employees who are increasingly skilled at work.

It should be noted that this research still has some shortcomings, so that in the future this research can be even better, it is advisable to bring up other variables which are thought to be related to the main problems examined in this study, especially those related to improvement employee performance, such as work motivation variables, work stress, communication, work environment, leadership, work discipline, work commitment and other variables.

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