

## The Role of Job Training in Improving Employee Performance

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### ABSTRACT

This type of research is descriptive research with a quantitative approach with a questionnaire method. The purpose of this study was to determine the effect of each independent variable, namely training instructors, trainees, training materials, training methods, training objectives and training environment on the work performance of employees. The data analysis technique used is multiple linear regression analysis, based on the partial test of training instructor variables, training materials, training methods, training objectives and training environment there is a positive and significant influence on employee performance while the trainee variable has no significant effect on job performance. employee. Simultaneously (Test F) the training instructor, trainee, training materials, training methods, training objectives and training environment there is a positive and significant influence on employee performance.

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### INTRODUCTION

The Industrial Revolution 4.0 causes many changes in all fields to develop rapidly, where every individual is required to be able to adapt to these changes. Especially in improving the quality of life either as individuals, groups or as part of society. So that we can survive in the face of every obstacle to achieve the desired goal. Likewise in a company experiencing the impact of changes that occur both from within the company itself and from external. Therefore, the success of a company in maintaining its existence in the business world, must be able to adapt to the changes it faces so that the goals that have been set run as planned.(Martah, 2017). The process of achieving that goal is of course not only determined by the amount of available operating funds, the sophisticated technology of the facilities or infrastructure owned, but also depends on aspects of human resources.(Prasetyani, 2021).

Human resources are one of the most important factors in the company because humans are the driving force for all activities within the company. As humans, employees have thoughts and feelings that affect the course of company activities. Human resources in the company must be managed professionally in order to realize a balance between the needs of employees and the demands and capabilities of the company's organization. This balance is the main key for the company to be able to develop productively. The development of the company's business and organization is very dependent on the productivity of the workforce in the company. With appropriate training carried out by the company, it will have an impact on employee work performance, so that they have high work productivity(Daulay, 2021).

Training is an overall activity to provide, obtain, improve, and develop work competence, productivity, discipline, attitude, and work ethic at a certain level of skill and expertise in accordance with the level and qualification of the position or job.(Mangkunegara, 2013). In conducting training programs, companies must always look at the training needs desired by the workforce and also the company, so that the training held can provide benefits and solutions to problems faced by the company and also so that the funds and time that have been sacrificed by the company do not harm the company. or the workforce itself(Suparman et al., 2022). Therefore, the company must be serious in conducting training for the workforce properly so that after receiving the training, they better understand the job desk, so that they are able to carry out the tasks that are their responsibility as expected by the company.

Training provides an important role in improving the ability of employees to be developed and can provide motivation and can foster employee confidence so that their work performance will increase. Employee performance in a company does not always increase after attending training, sometimes employee performance decreases. This is caused by several factors, namely the qualifications of employees who will take part in the training are not appropriate, the presenters are not appropriate, the content of the training materials, training methods, training locations, training environment and training time(Nurdiana Dihan & Pratama, 2018).

CV Agung Dipo Persada (SPBU 3443102) is one of the gas stations that has been facilitated by the SPBU digitization device by the government arm, namely PT Pertamina and PT Telkom. With this gas station digitization facility, of course, all employees must be trained, so that they can operate the digitization device. In addition to training on the digitization of gas stations, there are many types of training made by PT Pertamina including foreman training, quality and quantity (Q&Q) training, supervisor training, operator training (service training). These trainings are designed to improve the performance of all gas station workers nationally, and employees of CV Agung Dipo Persada (SPBU 3443102) are no exception.

**Table 1 Assessment of Work Performance**

| No | Field of work        | KPI Minimum Percentage | Percentage of Work Performance Appraisal |
|----|----------------------|------------------------|--|
| 1  | Manager              | 85%                    | 78%                                      |
| 2  | Supervisor/Foreman   | 85%                    | 86%                                      |
| 3  | Field supervisor     | 85%                    | 88%                                      |
| 4  | Administrative staff | 85%                    | 87%                                      |
| 5  | Chief Operator       | 80%                    | 75%                                      |
| 6  | Operator             | 80%                    | 78%                                      |
| 7  | Security             | 80%                    | 70%                                      |
| 8  | Office Boy           | 80%                    | 70%                                      |

Source: KPI data (2021)

The table above explains that the percentage of employee performance appraisal of CV Agung Dipo Persada (SPBU 3443102). Positions whose performance appraisal percentages do not meet the standards are manager, chief operator, operator, security and office boy.

Based on several studies regarding job training on job performance, there are still different results between one researcher and another. Where are the results of research conducted by(Baharuddin, 2020),(Soetedjo, May Indrawati & Hidayat, 2019),(Hartomo, Nurul Khastelia; Luturlean, 2020)explained that there is a positive and significant effect between job training on job performance. But research from(Mayliza, Riri and Wahyuni, 2022), and(Prasetyo & Nugraheni, 2020)states that there is no significant effect between job training on job performance. A lot of research on job training on job performance has been done, but this research focuses on job training whose variable is it raining instructors, trainees, training materials, training methods, training objectives(Nursyahputri & Saragih, 2019)and training environment(Maryadi, 2019).

## **LITERATURE REVIEW**

If a company wants to have high competitiveness in the future, then one of the strategic efforts that needs to be done is to create a continuous learning process at all levels of employees through training. Training is a short-term educational process that uses systematic and organized procedures that intend to improve and develop the attitudes, behavior, knowledge and skills of all employees in accordance with the wishes of the organization.(Iriani, 2015).

#### **Work training**

Training is a process of helping employees to gain effectiveness in their current and future jobs through increasing knowledge and skills(Flippo, 2016). Training is part of education related to the learning process to acquire and improve skills outside the formal education system, where the time used is relatively short with methods that prioritize skill improvement.(Anggereni, 2019). Training is a place or environment for employees, where the container is a place to learn attitudes, abilities, skills, knowledge and behavior related to work.(Maryadi, 2019). In science, training is a relationship between lines, namely managers, supervisors, staff and all employees in the company. While expertise is a person's ability to do his job well. Training itself is a means and an effort to improve the work of employees who were previously not good, minimize human errors caused by lack of knowledge, education and lack of confidence from workers.(Supardi & Yusman, 2021). Training in opinion(Sikula, 2016)Training is a short term educational process utilizing a systematic and organized procedure by which non-managerial personal learn technical knowledge and skills for a definite purpose: training is a short-term educational process using systematic and organized procedures, so that employees have technical knowledge and skills for a specific purpose.

#### **Training Instructor**

The instructor is a teacher who plays an important role in the success of the training program(Nursyahputri & Saragih, 2019). According to(Hasibuan, 2016)in(April, 2020)An instructor or trainer is a person or team that provides training and education to employees. Instructors have a very important role in providing motivation to participate in the training to participants(Eldyani & Wardoyo, 2018). An instructor in training must have teaching skills, communication skills, personality authority, social skills, technical skills and emotional stability. The training instructor indicators are 1) training instructor education, 2) communication built in the training process, 3) the character possessed by the training instructor and 4) humanist in training activities.

#### **Training Participants**

Training participants are people or employees who are sent by the company to take part in training activities that are in accordance with the needs of the company in order to increase their productivity and quality of work. Participants who will be sent by the company in participating in training activities should be selected in advance based on certain criteria in accordance with their qualifications.(Wulandari, 2020). The indicators of the training participants are, 1) enthusiastic about participating in the training, 2) having the desire to understand, 3) having the desire to continue to grow, 4) having the desire to always increase their productivity, 5) the desire to improve the quality of their work.

#### **Training materials**

Training materials is an essential part of any program or activity that involves knowledge acquisition and retention. The best approach to developing training materials is to start by examining the training plan and available resources.The training material is the knowledge and skills needed to achieve the goals set by the company in accordance with the training accreditation guidelines(Mokhtar & Susilo, 2017). The training materials must be in accordance with the needs of the organization and the trainees(Nursyahputri & Saragih, 2019). The indicators of the training material are 1) the accuracy of the training material with the training theme, 2) the timeliness in delivering the material, 3) increasing the ability, 4) the ease of understanding the material and 5) building the integrity of the training group in maintaining post-training communication.

#### **Training Method**

The training method is a training method or technique chosen for each training activity, where the method must be in accordance with the type of training to be carried out (April, 2020). According to (Dessler, 2017) in (Wulandari, 2020) training must refer to the methods used to provide employees with the skills and knowledge of the work they do, be it on-the-job or off-the-job methods. Indicators of training methods are 1) training methods according to the type of training, 2) suitability of methods with the material, 3) interest in the methods used, 4) harmonization of training activities with the sustainability of activities in the field, 5) suitability of time with training participants.

### **Training Objectives**

The purpose of training is essentially an answer to the problems faced by individuals or groups of people in obtaining and improving the abilities needed to do a job. (Bali et al., 2021). The purpose of the training is to fulfill the need for human resources, productivity and quality that have been determined by the company (Darmawati, 2019). In an organization, training is one of the efforts taken to solve the problems faced or help the organization to run and achieve organizational goals effectively and efficiently. The indicators of the training objectives are 1) increasing appreciation of the soul and ideology, 2) increasing work productivity, 3) improving work quality, increasing the determination of human resource planning, 4) increasing moral attitudes and work spirit, 5) increasing stimulation so that employees are able to perform effectively. maximally, 6) improve occupational health and safety, 7) avoid obsolescence and 8) improve employee development.

### **Training Environment**

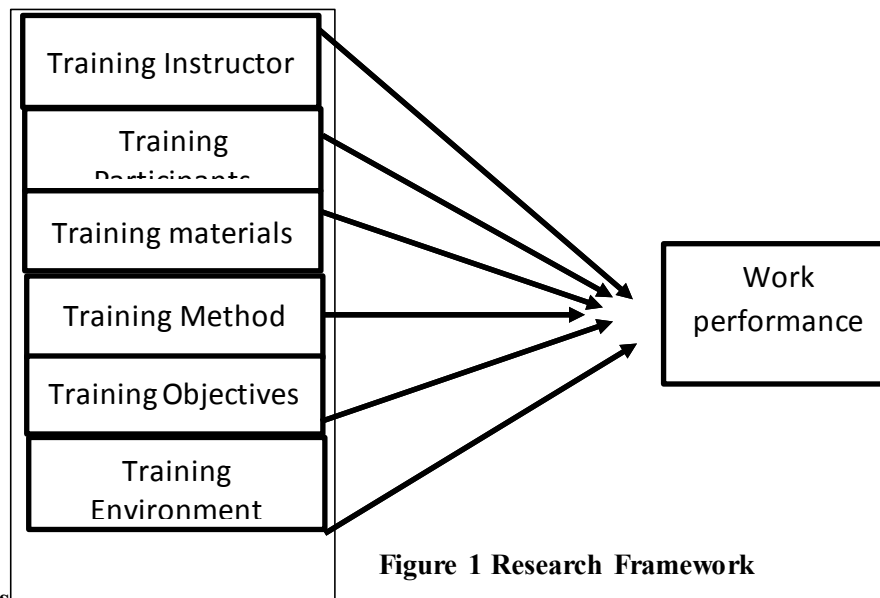
The training environment is all kinds of conditions and places that can support the process of training activities. Where the training environment consists of a physical environment and a non-physical environment (Gustina, 2015). In the environment according to (Raymond, 2002) in (Gustina, 2015) There are three things that must be considered in determining the place of training, namely being physically and psychologically comfortable and easy to reach, calm, protected from various kinds of disturbances, having a room that makes it easy for participants to communicate with other participants and well-presented shows during the training. The indicators of the training environment are 1) training resources, 2) effective support, 3) the situation and conditions of the training environment, 4) existing obstacles in the training environment.

### **Work performance**

The term performance comes from the word job performance or actual performance (job performance or actual achievement achieved by someone). Employee work performance is the result of work in quality and quantity achieved by an employee in carrying out the tasks assigned to him in accordance with the responsibility, experience, sincerity and punctuality. (Supardi & Yusman, 2021). Meanwhile, in my opinion (Hasibuan, 2016) Work performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and timeliness. Work performance is a combined function of a worker's abilities, temperament and interests (Judge, 2017). Work performance is the result of work both in quality and quantity achieved by workers in a period of time in accordance with the responsibilities assigned to them (Primary, 2020).

Every company to see the work performance of all its employees in the context of developing human resources, always evaluates their work performance. This assessment aims to measure the extent to which employees can perform the assigned tasks and responsibilities in accordance with company expectations (Supardi & Yusman, 2021). This assessment is also useful for evaluating and assessing the performance of employees and of course it can improve decisions taken by the company and can provide feedback to employees on the work performance produced. (Tarigan, Feberpin Erganta, 2019). According to (Mangkunegara, 2013) indicators of work performance, namely 1) the quality of the employee's work, 2) the quantity of the employee's work, 3) carrying out the duties in accordance with their main duties and responsibilities, 4) the responsibility of the employee.

From the description above, the following framework can be drawn:



**Figure 1 Research Framework**

#### Research Hypotheses

Based on the study of theory and framework of thinking, the hypotheses of this research are as follows:

1. The training instructor has a significant influence on job performance
2. Training participants have a significant influence on work performance
3. Training materials have a significant effect on job performance
4. The training method has a significant effect on job performance
5. Training objectives have a significant influence on job performance
6. The training environment has a significant influence on job performance

#### METHOD

The object of this research is about job training and job performance. This research was conducted on 50 employees of CV Agung Dipo Persada (Spbu 3443102) Cirumput Sukabumi. The type of research used in this research is quantitative research with a descriptive approach. According to (Sugiyono, 2019) Quantitative research is a research method based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing predetermined hypotheses. Meanwhile, what is meant by descriptive research according to (Sugiyono, 2019) is a research method used to determine the existence of the value of an independent variable, either one or more variables (independent) without making comparisons or connecting with other variables.

#### RESULTS AND DISCUSSION

##### Characteristics of Respondents

The research sample was 50 respondents. Characteristics of respondents are known to be more male workers than female workers, based on the more dominant age in the range of 18-55 years, with a working period of 1-20 years. The data is in the table below:

**Table 2 Characteristics of Respondents**

| No. | Gender        | Frequency | Percentage |
|-----|---------------|-----------|------------|
| 1   | <b>Gender</b> |           |            |
|     | Man           | 26        | 52%        |
|     | Woman         | 24        | 48%        |
| 2   | <b>Age</b>    |           |            |

|               |                  |     |
|---------------|------------------|-----|
| > 50 Years    | 4                | 8%  |
| 41 – 50 Years | 15               | 30% |
| 30 – 40 Years | 24               | 48% |
| < 30 Years    | 7                | 14% |
| <b>3</b>      | Years of service |     |
| 11-20 Years   | 30               | 60% |
| 6-10 Years    | 13               | 26% |
| 1-5 Years     | 7                | 14% |

### Classic assumption test

#### 1) Normality test

In the Kolgomorov-Smirnov one sample normality test, the value of  $p = 0.200 > 0.05$ , which indicates that the data is normally distributed.

**Table 3 One Sample Kolgomorov-Smirnov Test**

| Unstandardized Residual |         |
|-------------------------|---------|
| N                       | 50      |
| asympt. Sig. (2-tailed) | .200c,d |

(Source: Results of data processing, 2022)

#### 2) Multicollinearity Test

Multicollinearity test aims to measure the level of correlation between independent variables, it is known that the tolerance value  $> 0.1$  and VIF  $< 10$  then the independent variable is multicollinearity (Ghozali, 2016). It can be seen in the table below:

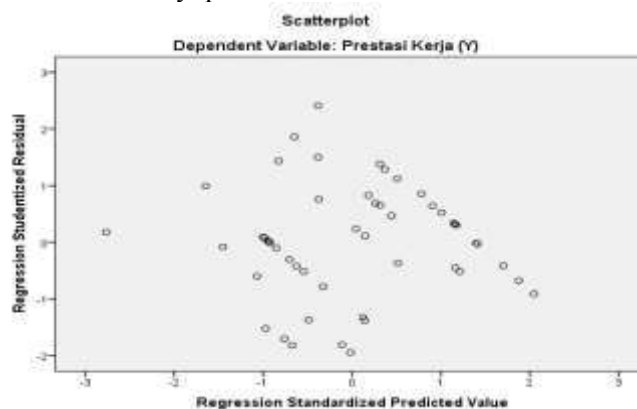
**Table 4 Multicollinearity Test**

| Variable                   | Tolerance | VIF   | Information            |
|----------------------------|-----------|-------|------------------------|
| Training Instructor (X1)   | 0.825     | 1,213 | Multicollinearity free |
| Training Participants (X2) | 0.806     | 1,241 |                        |
| Training Materials (X3)    | 0.578     | 1,729 |                        |
| Training Method (X4)       | 0.657     | 1.522 |                        |
| Training Objectives (X5)   | 0.812     | 1,231 |                        |
| Training Environment (X6)  | 0.736     | 1,359 |                        |

(Source: Results of data processing, 2022)

#### 3) Heteroscedasticity Test

From Figure 2, the scatterplot below shows the points that spread with an irregular pattern, which means that there is no heteroscedasticity problem.



**Figure 2 Scatterplot . Heteroscedasticity Test**

### Multiple Regression Analysis Results

The factors that have a significant effect are variables (X1), (X3), (X4), (X5) and (X6) on Employee Work Performance (Y). With the p-value of the training instructor  $0.033 < 0.05$ , the p-value of the training material  $0.040 < 0.05$ , the p-value of the training method  $0.018 < 0.05$ , the p-value of the training objectives  $0.046 < 0.05$  and the p-value of the environment training  $0.013 < 0.05$ . While the variable that has no effect is the variable (X2) on employee work performance, with a p-value of training participants  $0.308$ . F test sig value.  $0.000 < 0.05$ ; that is, there is a simultaneous significant effect of independent variables on the dependent variable and the R Square test obtained a value of  $0.585$ , meaning that the variation of the independent variable can explain the work performance of  $58.5\%$  employees, while  $41.5\%$  is explained by other variables.

**Table 5 Multiple Regression Test Results**

| Research variable                         | B      | t      | Sig.  |
|---|--------|--------|-------|
| Training Instructor (X1)                  | 0.189  | 2,199  | 0.033 |
| Training Participants (X2)                | -0.064 | -1.032 | 0.308 |
| Training Materials (X3)                   | 0.162  | 2,116  | 0.040 |
| Training Method (X4)                      | 0.190  | 2,467  | 0.018 |
| Training Objectives (X5)                  | 0.080  | 2.055  | 0.046 |
| Training Environment (X6)                 | 0.199  | 2,587  | 0.013 |
| R Square = 0.635 Fcount = 12,490          |        |        |       |
| Adjusted R2 = 0.585 Probability F = 0.000 |        |        |       |

(Source: Results of data processing, 2022)

## DISCUSSION

### Training Instructor on Employee Work Performance

The results of statistical tests from research that have been carried out show that there is a positive and significant influence between training instructors on employee work performance, seen from the significance value  $= 0.033 < 0.05$  and the coefficient value  $0.189$  indicates that it has a positive effect. The results of the research conducted are in line with (Wulandari, 2020) which states that the training instructor has a positive and significant effect on employee performance with a significant value of  $0.036 < 0.05$ .

A training instructor is a person who can provide training and education to increase workers' knowledge of their main duties and functions in the company, so that company goals can be achieved. The better the delivery of training instructors in motivating will have a positive impact on improving the work performance of CV Agung Dipo Persada employees.

### Training Participants on Employee Work Performance

The results showed that there was no effect of the training participants on the employee's work performance, p-value  $0.308 > 0.05$ . This research is in line with (Ratnasari, 2013), where there is no significant effect between training participants on employee performance, where the p-value is  $0.175 > 0.05$ .

Training participants are people who are sent by the company to attend training. The company's accuracy in sending employees who will take part in the training will certainly affect the work performance of CV Agung Dipo Persada employees.

### Training Materials on Employee Performance

The results prove that there is a positive and significant effect between training materials on employee performance, seen p-value  $0.018 < 0.05$  and coefficient value  $0.162$ . The research results are in line with (Mokhtar & Susilo, 2017) and (Triasmoko et al., 2014) that is, there is a significant effect between training materials on employee performance.

Training material is material that must be known and mastered by training participants in order to achieve the employee's work performance desired by the company. The accuracy of the selection of training materials will affect the work performance of CV Agung Dipo Persada employees.

#### **Training Methods on Employee Performance**

The results of statistical tests show that there is a positive and significant effect between training methods on employee performance, seen p-value  $0.040 < 0.05$  and coefficient value 0.190. The research results are in line with (Trawardani et al., 2015) that is, there is a positive and significant influence between training methods on employee performance.

The training method is a training method or technique to increase the knowledge, insight and work ability of employees in accordance with company expectations. The accuracy of choosing the training method will affect the work performance of CV Agung Dipo Persada employees.

#### **Training Objectives on Employee Performance**

The results of statistical tests showed that there was a significant effect of training objectives on employee performance, seen from the p-value  $0.046 < 0.05$  and the coefficient value 0.080. The results of this research are in line with (Nursyahputri & Saragih, 2019) that is, there is a positive and significant influence between the training objectives on employee performance.

The purpose of the training is to increase the quality and work productivity of these employees. The achievement of the training objectives is an achievement for the management, namely the management in choosing the type of training. The achievement of the training objectives will affect the work performance of CV Agung Dipo Persada employees.

#### **Training Environment on Employee Performance**

The results of the statistical test showed that there was a significant effect of the training environment on employee performance, seen from the p-value  $0.013 < 0.05$  and the coefficient value 0.199. The results of this research are not in line with (Ferry, 2018) that is, there is a positive and significant influence between the training environment on employee performance.

The training environment is a condition that is built by the trainees, so that the implementation of the training is safe, comfortable and conducive. The creation of a training environment that is in accordance with the wishes of the trainees will be able to improve the performance of CV Agung Dipo Persada employees.

### **CONCLUSION**

The results of statistical test analysis show that there are five independent variables that can improve employee performance, namely training instructors, training materials, training methods, training objectives and training environment. Based on the partial test of the training instructor variables, training materials, training methods, training objectives and training environment, there is a positive and significant effect on employee performance, while the trainee variable does not have a significant effect on employee performance. Simultaneously (Test F) training instructors, trainees, training materials, training methods, training objectives and training environment there is a positive and significant influence on employee performance. It is hoped that the results of this research can be a reference and suggestions for future research so that it can involve many oil and gas companies, add respondents and add interview methods to strengthen quantitative data from distributing questionnaires.

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