

EFFECTIVENESS OF WORK TRAINING IMPLEMENTATION THAT IMPACT TO IMPROVING PERFORMANCE OF EMPLOYEES

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ABSTRACT---This study aims to analyze and measure to what extent the influence of job training on employee performance in the Environmental Department of Majalengka Regency. The population in this study is the total number of employees who work in the Department of the Environment of Majalengka Regency with a total of 72 people. Meanwhile, for the number of research samples taken in this study as many as 61 respondents with a sampling technique used in the form of cluster random sampling. For the research method used in this study is a survey research method for which data processing and analysis techniques are used in the form of simple regression analysis. The results of his research indicate that job training has a significant effect on employee performance in the Environmental Department of Majalengka Regency. Thus, it is said that the more effective job training that is held at an organization or company, the higher the work results that can be shown by the employees that are included in connection with increasingly increasing the work ability of employees at work.

Keywords---Job Training, Employee Performance

I. PRELIMINARY

The existence of increasingly qualified human resources has a very important role in building the competitiveness of businesses owned by a company, so that the company can become the best organization in the line of business that it runs. Therefore, in order to create strong competitiveness, which is the goal desired by a company, human resources are needed that are able to develop their work capabilities, both in terms of developing their knowledge, expertise and attitudes. Development of employees' work skills is needed in connection with their impact on employee work results that are getting better that can be demonstrated by employees in work. Employees themselves are the main assets owned by a company that can bring it to the success of the business run by the company (Maduka & Okafor, 2014). Employees who have better performance show that the employee has accuracy in carrying out their work, and the better cooperation with other employees who have different jobs. Usually, when employees have good knowledge, skills and attitudes, they will be able to work optimally. That way, the need for human resource management that runs more effectively and efficiently which has an impact on improving employee performance. Performance itself can be interpreted as the level of achievement of the results of the implementation of certain tasks (Widodo, 2015). It was also stated that the performance was the result of

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quality work achieved by a person and carried out his duties in accordance with the responsibilities given to him (Mangkunegara, 2013).

The Department of the Environment of Majalengka Regency is a government institution that handles regional government affairs in the field of environment and forestry which is located as an implementing element of the regional government led by a head of service who is under and is responsible to the regent through the regional secretary. The vision held by this institution is to create a Clean, Beautiful, Cool and Beautiful Environment (B I S A), Clean Soil, Water and Air free from pollution, Beautiful, Cool Visual Environment neatly arranged. Green Open Space (RTH) is arranged proportionally. Asri Natural Resources (SDA) and Biodiversity (Kehati) are preserved with its mission consisting of: 1) Dealing with pollution; 2) Arranging the visual environment; 3) Arranging green open spaces; and 4) Conserve natural resources and biodiversity.

It is known that the level of performance possessed by employees who work at this institution shows different performance, where there are employees who are able to show the results of their work very well but there are also employees who are not able to work well. The difference in the level of performance can be seen through the attitudes and behavior of employees who show during work that sometimes employees do not show good deeds, such as the attitude of employees who are less disciplined and not thorough in carrying out their work. For employees who work at the Department of the Environment in Majalengka Regency, if the employee is able to show a high level of performance, the performance can have an impact on increasing the salary / wages received, expanding opportunities for promotion of positions, decreasing the possibility of being demoted, and making employees more expert and experienced in their field of work. Conversely, if the employee's performance level is shown to be low, then it means that the employee is less competent in carrying out his work which results in more difficult employees getting opportunities for promotion to higher levels of work, increasing the likelihood of being demoted, and in the end can also cause the employee experiencing termination of employment.

Below is a table that contains data on the recapitulation of the level of attendance of employees working in the Majalengka Regency Environmental Agency.

Table 1: Recapitulation of Employee Attendance at the Department of Environment of Majalengka Regency July 2017-August 2018

No	Month-Year	Sick	Pe rmiss ion	Without information	Service Outside	Presence (%)	Absence (%)
1.	June-2017	2	1	8	1 7	64,56%	35,44%
2.	July-2017	6	-	7	1 4	65,82%	34,18%
3.	Agst-2017	11	-	5	9	69,62%	30,38%
4.	Sept-2017	-	11	12	6	59,49%	36,71%
5.	Okt-2017	-	2	-	2	72,16%	27,84%

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6.	Nov-2017	2	5	-	2 6	58,23%	41,77%
7.	Des-2017	3	4	11	2 2	49,37%	50,63%
8.	Jan-2018	-	5	3	1 2	74,68%	25,32%
9.	Feb-2018	-	1	6	5	82,36%	17,64%
10.	Mar-2018	1	-	4	6	86,08%	13,92%
11.	Apr-2018	2	5	-	8	81,02%	18,98%
12.	Mei-2018	-	6	9	1 6	60,76%	39,24%
13.	June-2018	7	2	-	1 9	64,56%	35,44%
14.	July-2018	2	5	-	8	81,02%	18,98%
15.	Agst-2018	7	3	7	9	75,37%	24,63%

Sumber: Bagian Administrasi Dinas Lingkungan Hidup (Data diolah)

Based on the absentee summaries shown in the table, it is known that the level of employees working at this institution shows significant fluctuations in absenteeism. This condition shows that the performance shown by these employees is still said to be low, so that it can affect the achievement of the institution's goals relating to the delivery of public services.

Employee performance can be influenced by various factors. As for one of the factors that can influence it, among them is job training. It was stated that the main objectives needed for employee training programs held by a company, including to improve the efficiency and effectiveness of employee work in achieving the goals set, as well as avoiding themselves from authority and being able to work better (Handoko, 2001). The reason for the need to do an employee training program, which is an important part of human resource management activities, is that along with the development of one's work ability at work, that person will be able to increase his work productivity (Hariandja, 2002). It is stated that job training aimed at improving individual employee skills at work can have a positive contribution to the output or work results shown by the employee (Ismail, Noor & Awang, 2011). It was also stated that employee training had a very important role in improving employee performance and work productivity which in the end could have an impact on the company's position placement which was getting better, so that it was able to face competition and remain the best (Sabir et al, 2014). Some indicators that can be used in assessing the effectiveness of job training activities include: (Dessler, 2015): 1) Instructors, where the trainers chosen to provide training material must truly have adequate qualifications according to their fields, professional and competent; 2) Training participants, where the trainees must of course be selected based on certain requirements and appropriate qualifications; 3) Method, where if the method used is in accordance with the type of

material and the ability of the participants, the training program is guaranteed to run effectively; 4) Material, where the material or curriculum provided in the training program must be in accordance with the training objectives to be achieved; and 5) Training objectives, where there is a need for setting objectives, especially those relating to the preparation of action plans and setting goals, as well as the expected results of the training being held. Meanwhile, for several indicators of employee performance that can assess the merits of employees' work results in work, including (Mangkunegara, 2013): 1) Quality of work that shows neatness, accuracy, interrelated work results without ignoring the volume of work; 2) Work quantity which shows the large number of types of work carried out at one time so that efficiency and effectiveness can be carried out in accordance with company objectives; 3) Responsibility that shows how much employees receive and carry out their work, is responsible for the work results as well as facilities and infrastructure used and work behavior every day; 4) Cooperation related to the willingness of employees to participate with other employees vertically and horizontally both inside and outside the work so that the work will be better; and 5) Initiatives that talk about the desires of company members to do work and overcome problems at work without waiting for orders from superiors or showing responsibility in work that is an employee's obligations.

In several research articles, it is known that the more effective implementation of job training can have a positive influence on improving employee performance (Yao, Liu, & Cui, 2019; Asnani, Mattalatta & Gunawan, 2016; Lu & Betts, 2011; Orphen, 1999; Yunadi, Hafasnuddin & Ibrahim, 2017; Ahmad et al., 2014; Guntoro, Hastuti & Nurtini, 2015; Sugiarti, Hartati & Amir, 2016; Sakta, 2014; Triasmoko, Mukzam & Nurtjahjono, 2014). Thus, it is said that if the implementation of training activities carried out by an organization can run more effectively, then employee performance can be increasingly better in connection with work capabilities that become increasingly more skilled at work. However, not always the implementation of job training conducted by an organization or company can have a positive impact on the performance of its employees who should be getting better. This can be seen from the results of research presented by Laksmana, Lopian & Tumewu (2015) which states that training cannot be used as one of the determinants of employee performance, which means that there is no influence on improving employee performance. Training may not have a significant impact on employee work if the training does not take into account the description of the work owned by its employees, resulting in waste for the company. That way, the implementation of training activities can run effectively if the activity is needed by the employees who participate.

Based on these explanations, the researcher became interested in conducting a study entitled "The Effectiveness of Job Training that Impacts Employee Performance Improvement".

II. RESEARCH METHODS

When viewed from the purpose of this study, it can be categorized into descriptive and verification research types. It is stated that what is meant by descriptive research is research that aims to find out the value of independent variables, either one or more variables, without being compared or connected with other variables that are examined and analyzed, so that a conclusion is generated (Sugiyono, 2014). Meanwhile, it is mentioned that what is meant by verification research is research that is used to determine the interrelationship between the variables examined in a study (Sugiyono, 2014). The purpose of this research is to find out the relationship between the variables studied, such as the relationship between the variables of job training effectiveness (X), as an independent / independent variable, and the employee performance variable (Y), as the dependent variable. The research method used in this study is a survey research method with data and information collected obtained through questionnaire questions distributed to respondents.

In this study, there are 2 (two) main variables studied consisting of work training effectiveness variables (X), as independent / independent variables, and employee performance variables (Y), as dependent / dependent variables.

The population in this study were employees who worked at the Department of the Environment of Majalengka Regency with a total of 78 people with a total sample of 61 respondents. Simple random sampling is a sampling technique used in this study where every unit analyzed has the same opportunity to be selected into the sample (Sugiono, 2014; Arikunto, 2006).

For data collection techniques used in this study, between interviews conducted with face to face communication directly with the speakers who aim to get the primary data needed in completing this research. In addition, questionnaires or questionnaires were also distributed which was one way of data collection carried out by distributing a set of written questions given to employees who worked at the Department of the Environment in Majalengka Regency as respondents. In the questionnaire, raised several questions that reflect the measurement of indicators of the effectiveness of job training variables, as the independent variable (X) and employee performance variables, as the dependent variable (Y).

If the data collected can provide useful meaning to solve the problems examined in this study, then the data needs to be further analyzed which is processed using a simple linear regression analysis method whose calculations can be calculated with the help of SPSS version 19.0.

III. RESULTS AND DISCUSSION

a. Data processing results

Coefficient of determination (R^2)

The coefficient of determination (R^2) can be used to measure the extent to which the model's ability to explain variations in its independent variables. As for the value of the coefficient of determination is between 0 and 1.

By referring to the data shown in table 1, it is known that the coefficient of determination (adjusted R^2) obtained shows a figure of 0.482 which means that 48.2% of the improved employee performance can be caused by the effectiveness of the implementation of job training activities held by an organization or company. Thus, it can be seen that the more effective implementation of job training aimed at employees can have a significant influence on employee performance, which is getting better. Therefore, it is said that the two variables studied have a relationship with one another.

Table 2: Determination Coefficient (R^2) Effectiveness of Training Implementation that Impacts on Employee Performance Improvement

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 ^a	.482	.473	2.746

a. Predictors: (Constant), Effectiveness of Job Training

b. Dependent Variable: Performance

Source: Primary Data Processing Results

Linear regression analysis

In an effort to find out the influence between the effectiveness of the training implementation variable, as an independent variable (X), to the employee performance improvement variable, as the dependent variable (Y), the data analysis method used is a simple linear regression analysis method. Based on the data analysis calculations shown in table 2, the simple linear regression equation that is formed is as follows:

Table 3: Simple Linear Regression Results The Effectiveness of Training Implementation that Impacts Employee Performance Improvement
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.944	1.300		10.724	.000
Budaya	.406	.055	.694	7.412	.000

a. Dependent Variable: Performance

Source: Primary Data Processing Results

By referring to the calculation results of the simple regression equation shown in the table, it is known that the effect of the effectiveness of the training has an impact on improving employee performance can be interpreted as follows:

- When variable X has the same value as (0), the value of variable Y becomes 13,944
- When the variable X value increases by 1 (one), the value of variable Y will increase by .406.

$$Y = 13.944 + (.406X) + \epsilon \quad (1)$$

Hypothesis test calculations

A hypothesis test is needed in order to find out whether the main hypothesis examined in this study is an acceptable or rejected hypothesis calculated by determining the critical value (α) where the ρ value is smaller than the α level used (by 0.05). The main hypothesis in this study, namely that there is a significant influence between the effectiveness of the implementation of job training on improving employee performance.

Based on the calculation results of the hypothesis test shown in table 3, it is known that the value of ρ has a smaller number than the α level used, which is equal to 0.05, or $0.000 < 0.05$. That way, if H_0 is rejected it shows that the implementation of job training that is running effectively can have a significant or significant impact or influence on employee performance that is getting better.

Table 4: Hypothesis testing

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	414.112	1	414.112	54.938	.000 ^b
	Residual	444.731	59	7.538		
	Total	858.843	60			

a. Predictors: (Constant), Effectiveness of Job Training

b. Dependent Variable: Performance

Source: Primary Data Processing Results

IV. Discussion

By referring to the results of data processing and analysis, it is explained that the variable effectiveness of job training has a significant or significant influence on the variable of employee performance improvement. Thus, it is known that the implementation of job training activities that run effectively can be one of the factors that influence the better or worse work results shown by employees in working. This condition certainly has results that are not much different from other studies that have similar topics. One of them is a study conducted by Carlisle, Bhanugopan & D'Netto (2019) which states that the implementation of training activities that can run as effective becomes important to be considered seriously by the management of the company because of its impact which can improve employee work to the maximum. Likewise with the results of research raised by Yaou, Liu & Cui (2019) who concluded that investing in human resources owned by a company can provide high benefits for the overall performance of the company.

V. CONCLUSIONS AND SUGGESTIONS

By referring to the results of the research and discussion described above, it is concluded that if the implementation of job training activities can be carried out effectively, then the training can significantly influence employee performance at work.

The author realizes that this research still has some shortcomings. Therefore, in the future this research can become better and better, it is suggested to come up with other variables that are still related or related to the topics studied in this study, especially variables related to employee performance issues such as work motivation variables, job satisfaction, leadership style, quality of work life and other variables.

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