



THE URGENCY OF TRAINING IN IMPROVING EMPLOYEE PERFORMANCE

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ABSTRACT

This study aims to provide an overview of the development of research on employee training and performance. This type of research uses a qualitative approach where the source of data is used in this study is secondary data. Secondary data is data obtained in the form of documents and written reading materials that have a close relationship with the problems discussed. Meanwhile, in the data collection method, the author uses library research or literature studies. The sample of this research is articles published in 12 nationally accredited journals for 8 years of observation from 2013 to 2020. The sample used is 14 articles that discuss employee training and performance. This study classifies articles based on the dependent, independent, and moderating variables. The most researched topic is from the dependent variable is employee performance, the most studied independent variable is training. The results of this study are the independent variable training dominates this training by 27 percent, and the dependent variable in this study that dominates the employee performance by 56 percent.

Keywords: *Training, Employee Performance*

A. INTRODUCTION

Training is very important for organizational resources in a company, because HR plays an important role that can affect whether an organization can successfully achieve its goals. The quality of human resources is a very strategic issue, because it will support the success of the work. Training is one of the activities carried out in an organization, it aims to make people in the organization able to work well. The role of the workforce in a company is also very important, because humans have high imagination power, so they can produce products or services that satisfy consumers. Although labor has been replaced by machine tools, labor is still needed, because if no one operates the equipment, even the most advanced technology will be useless. According to Simamora, (2015) employee performance is the level of employees to achieve employee requirements. Measurement of high and low performance can be seen from the results achieved by an employee. Employee performance acts as a medium to expedite the implementation of these business activities. Employee performance may also be affected by job training.

According to Wijonarko et al. , (2020) explains that training is a process teach certain knowledge and skills and attitudes so that workers are more skilled and able to carry out their responsibilities better, in accordance with existing standards. The purpose of training according to Kandou (2020) is to increase appreciation of the soul and ideology, improve work quality, increase work productivity, improve moral attitudes and work spirit, increase stimulation so that employees are able to perform optimally, improve human resource planning, avoid uniformity, improve health and safety, and Improving the personal development of employees.

In terms of training, there are four things that need to be considered, namely the training process, trainees, performance, and work. It should be understood that the training process relates to changes that must be made to the trainees. In the training process, poor performance is overcome with better ways to improve it. So that the tasks that have been awaited can be carried out properly by the workers who have attended the training.

A number of previous studies serve as a literature review for this research. Researchers have discussed the relationship between training and employee performance. According to Waluyo, (2017) in his research showed that based on the results of descriptive analysis, the results of the study were that job training was in the good category of 60.3 percent. the performance variable is in the high category, at 50.0 percent. Based on the calculation of the multiple correlation coefficient produces a value of 0.815 which means it has a very strong correlation. Based on the calculation of the coefficient of determination, it shows that the variable of job training and career development contributes 66,4 percent of the influence on employee performance. Based on research conducted by Triasmoko & Mukzam, (2014) shows that there is a positive relationship between job training and performance. The similarities with this research are found in the variables studied, namely the effect of training on performance, but the difference with the author's research is in the object under study. Research conducted by Mukhlidah & Active, (2020) shows that training has a positive and significant effect on employee performance. The equation with the author's research is found in the variables studied, namely the effect of job training on performance. However, the difference is in the object under study.

Based on research conducted by Andayani & Makian, (2017) in a study entitled "The Effect of Job Training and Work Motivation on Employee Performance at PT. PCI Elektronik International" shows that partially training has a positive and significant effect on employee performance.

The literature review on training related to improving employee performance is useful for developing a framework for thinking in this research. Research on the effect of job training on employee performance shows an inconsistency of research results. Yuniar, et.al. (2017) in his research stated that job training had a positive and significant effect on employee performance. Meanwhile, this research contradicts research conducted by Ratnasari, (2019) in a study entitled "The Effect of Education, Training, and Career Development Levels on Employee Performance at PT. Asuransi Takaful Batam" states that the training has no effect on employee performance.

Based on the background of this study, the formulation of the problem that is used as a problem limitation for the authors in this study is, how important is training in improving employee performance. The purpose of this study is to discuss how important training is in improving employee performance. This research is expected to be useful for the development of training research.

B. RESEARCH METHODS

This study aims to determine the urgency of training in improving employee performance . This type of research uses a qualitative approach where the source of data used in this study is secondary data. Secondary data is data obtained in the form of documents and written reading materials that have a close relationship with the problems discussed. Meanwhile, in the data collection method, the author uses *library research* or literature studies. Researchers obtained

research articles on training or the like which were published in 12 accredited journals, namely 14 journals at SINTA. The total used is 14 articles, then grouped by topic, research method and research sector. The names of the journals sampled in this study can be seen in table 1.

The selection of these journals is in accordance with the following criteria : First, the journal can be accessed online. Second, the journal is nationally accredited. Third, select articles related to training research.

The criteria for selecting the sample in this study are: First, the researcher looks for data on what journals are accredited or have ISSN permits by DIKTI on the <https://sinta.ristekbrin.go.id/journals/detail?id=824> website with the keywords training and employee performance. Second, the researcher opened an accredited journal from Sinta by looking for journals related to economics. Third, in each journal, researchers type the keyword "training" or "employee performance" in the research column. Fourth, after entering keywords, if no related articles are found, they will be removed so as to obtain a sample of 12 journals. Fifth, the researcher downloaded every article related to the research in the journal. Sixth, classifying articles in a data tabulation based on title, author's name , year of publication, variables, sample and population, and results.

Table 1. List of Journal Names

No	Journal name	Number of articles
1.	Media Economics and Management	1
2.	Journal of Service Management and Marketing	1
3.	Scientific Journal of Accounting and Business	1
4.	Business and management	1
5.	Cohesion Scientific Journal	1
6.	Ecodemica Journal	1
7.	Benefit Journal	1
8.	Journal of Economics & Business	2
9.	Journal of Accounting, Economics and Business Management	2
10.	Journal of Management and Finance	1
11.	Journal of Business Administration	1
12.	Journal of Business Management	1
Number of Articles related to Training		14

C. RESULTS AND DISCUSSION

Research results Researchers used 14 articles obtained from 12 nationally accredited journals that had met the criteria. The name of the journal, the title of the article and the name of the researcher are presented in table 2.

Table 2. List of Sample Articles

No	Journal	Article Title	Researcher
1.	Media Economics and Management	The Influence of the Contribution of Education, Training and Organizational Communication on Teacher Performance (Study at Jepara 1 Annual Junior High School)	(Arianto & Istikomah, 2018)
2.	Journal of Service Management and Marketing	The Effect of Training and Work Motivation on Employee Performance at PT Bank Bjb Holy Branch Office Bandung	(Rachmawati, 2017)
3.	Scientific Journal of Accounting and Business	Moderating Effect of Locus Of Control on the Relationship between Training and Performance at Rural Banks in Badung Regency	(Wiriani et al., 2013)
4.	BISMA: Business and Management	The Influence of Personality Dimensions on Employee Performance with Training as a Study Mediation Variable at PT Gresik Cipta Sejahtera	(Tri Wicaksono et al., 2016)
5.	Cohesion Scientific Journal	The Influence of Work Discipline and Work Motivation on Employee Performance At PT. Matahari Department Store	(Sari & Wasiman, 2020)
6.	Ecodomica Journal	Analysis of the Effect of Education and Training on Performance Through Competence (Study at the Human Resources Unit of PT Kereta Api Indonesia (Persero) Bandung)	(Prasetyo & Nurnida, 2017)
7.	Benefit Journal	The Effect of Work Motivation, Lecturer Training and Organizational Commitment on Lecturer Performance at X High School in West Sumatra	(Fenia, 2018)
8.	JAGADHITA	The Effect of Training, Motivation, Work Environment and Motivation on Employee Performance at Warung Mina Denpasar Restaurant	(Sitiari & Sara, 2017)
9.	JAGADHITA	The Effect of Transformational Leadership and Training on Organizational Commitment and Employee Performance at the	(Purnawati et al., 2017)

- Denpasar City Transportation Service
10. Journal of Accounting, Economics and Business Management
The Effect of Job Training and Work Motivation on Employee Performance at PT. PCI Elektronik International (Study on Employees of PT PCI Elektronik International) (Andayani & Makian, 2017)
 11. Journal of Accounting, Economics and Business Management
The Influence of Education, Training, and Career Development Levels on Employee Performance at PT. Batam Takaful Insurance (Noviyanti and Sri Langgeng, 2019)
 12. Journal of Management and Finance
The Effect of Education and Training and Incentives on Employee Performance at the Head Office of PT Perkebunan Nusantara I (Persero) Langsa (Meutia, 2015)
 13. Journal of Business Administration
Employee Performance Analysis Pt. PIn (Persero) Distribution of Central Java and Yogyakarta Special Region in terms of the role of job training and career development (Waluyo, 2017)
 14. J-MAS : Journal of Business Management
The Effect of Training and Placement on Motivation and Its Impact on the Performance of Employees of the Tirta Batang Hari Regional Drinking Water Company (PDAM) Jambi (Arna Suryani, 2017)

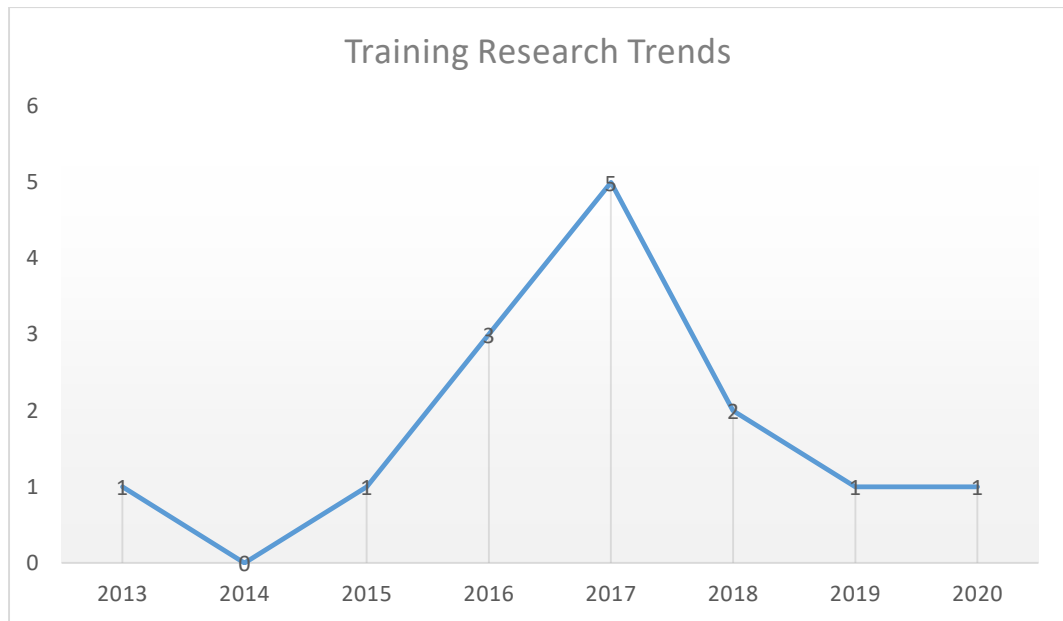


Figure 1. Training Trends

Researchers chose 2013 to 2020 because research on training in Indonesia develops every year and begins to develop with a selection process producing 14 articles. The consideration in 2013 as the beginning of the observation was that an accredited journal that provided a training research room was first published in the 2013 Accounting and Business Scientific Journal with 11 articles. Meanwhile, in 2020 as the end of the observation, researchers saw that in 2020 research on training was still being carried out, namely 1 article published in the Scientific Journal of Cohesion. From the graph above, it can be seen that the most research conducted on training was in 2017 as many as 5 articles, and the research that had the least or no research on training was in 2014.

Table 3. Sample Description

No	Journal	2013-2020	%	2013-2016	%	2017-2020	%
1.	Media Economics and Management	1	7%	0	0%	1	7%
2.	Journal of Service Management and Marketing	1	7%	1	7%	0	0%
3.	Scientific Journal of Accounting and Business	1	7%	1	7%	0	0%
4.	Business and management	1	7%	1	7%	0	0%
5.	Cohesion Scientific Journal	1	7%	0	0%	1	7%
6.	Ecodemica Journal	1	7%	0	0%	1	7%
7.	Benefit Journal	1	7%	0	0%	1	7%
8.	Journal of Economics & Business	2	15%	0	0%	2	15%

9.	Journal of Accounting, Economics and Business Management	2	15%	1	7%	1	7%
10.	Journal of Management and Finance	1	7%	1	7%	0	0%
11.	Journal of Business Administration	1	7%	0	0%	1	7%
12.	Journal of Business Management	1	7%	0	0%	1	7%
	Total	14	100%	5	35%	9	64%

Source : *Processed Data (2021)*

Table 3 shows the sample used in the research during the period 2013 to 2020, the Journal of Economics and Business and the Journal of Accounting, Economics and Business Management dominates regarding training research, which is 15%, and for the journal Media Economics and Management, Journal of Management and Marketing Services, Journal of Scientific Accounting and Business, Business and Management, Scientific Journal of Cohesion, Ecodemica Journal, Benefit Journal, Management and Finance Journal, Business Administration Journal, and Business Management Journal, each of these journals regarding training research is 7%.

Table 3, based on the average comparison of the two periods, namely between 2013-2016 and the period 2017-2020 also shows that there has been an increase in the number of articles on training published in the last eight years, from 5 articles to 9 articles or an increase of 29% from the previous period. This increase was also influenced by the increase in the number of studies in several journals.

Classification of Discussion Topics . Researchers classify articles about training based on research topics divided into four namely dependent, independent, and moderating variables.

Table 4. Classification of Dependent Variables

No	Dependent Variable	Amount	%	Influence		No effect
				+	-	
1.	Motivation	1	6%	1	-	-
2.	Organizational commitment	1	6%	1	-	-
3.	Employee Performance	1	6%	1	-	-
4.	Employee performance	9	56%	7	-	2
5.	Performance	1	6%	1	-	-
6.	Lecturer performance	1	6%	1	-	-
7.	Teacher Performance	1	6%	1	-	-
8.	Career development	1	6%	1	-	-
	Total	16		14		2

Table 4. Explains what dependent variables are discussed by the researcher. Overall, the most dominant variable is the employee performance variable by 56 percent, while for motivation, organizational commitment, employee performance, performance, lecturer performance, teacher performance, career development each 6 percent.

Table 5. Classification of Independent Variables

No	Independent Variable	Amount	%	Influence		No effect
				+	-	
1.	Transformational Leadership	1	4%	1	-	-
2.	Training	7	27%	7	-	-
3.	Work training	1	4%	1	-	-
4.	Work motivation	4	15%	4	-	-
5.	Education	4	15%	3	-	1
6.	Incentive	1	4%	1	-	-
7.	Placement	1	4%	1	-	-
8.	Work environment	1	4%	1	-	-
9.	Career development	1	4%	1	-	-
10.	Lecturer Training	1	4%	1	-	-
11.	Organizational Commitment	1	4%	1	-	-
12.	Work Discipline	1	4%	1	-	-
13.	Organizational Communication	1	4%	1	-	-
14.	Personality Dimension	1	4%	1	-	-
Total		26		25		1

Table 5. Describes in detail what independent variables were discussed by the researcher. Overall, the most dominant training is 27 percent, while the work motivation variable is 15 percent, education is 15 percent, and other variables are 4 percent. From the data above, it can be seen that training is a variable that dominates the research.

Table 6. Classification of Mediation Variables

No	Mediation Variable	Amount	%	Influence		No effect
				+	-	
1.	Competence	1	50%	1	-	-
2.	Training	1	50%	1	-	-
Total		2		2		0

Table 6. Describes in detail what mediating variables were discussed by the researcher. Overall, the mediating variables Competence and training are both dominant at 50%.

E. CONCLUSION

The conclusion of this study is that this study analyzes 14 articles discussing training published in 12 accredited journals for 8 years of observation, from 2013 to 2020. Two Economics & Business Journals and Journals of Accounting, Economics and Business Management. much discussed, namely regarding employee training and performance. The independent variable training dominates this training by 27 percent, and the dependent variable in this study that dominates the employee performance by 56 percent.

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