

THE EFFECT OF TRAINING ON EMPLOYEE PERFORMANCE

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Abstract:

Purpose:

Increasing competition in the business environment requires organizations to continuously improve employee performance in order to achieve organizational goals. One of the key strategies in Human Resource Management is training, which aims to strengthen employee knowledge, skills, and abilities. This study aims to examine the effect of training on employee performance.

Methodology:

This study employed a quantitative explanatory approach using data collected from 100 employees. Data were obtained through a structured questionnaire measured on a five-point Likert scale. The analytical procedures included validity and reliability testing, classical assumption testing, simple linear regression, t-testing, and the coefficient of determination (R^2).

Findings:

The results indicate that training has a positive and significant effect on employee performance, with a regression coefficient of 0.612 and a significance value of 0.000 (< 0.05). The coefficient of determination shows that training explains 41.2% of employee performance, whereas the remaining 58.8% is influenced by other factors.

Implication:

The findings suggest that effective and well-structured training programs play an important role in improving employee performance and provide practical insight for organizations seeking to strengthen performance management practices.

INTRODUCTION

Human Resource Management (HRM) plays a vital role in improving organizational performance in an increasingly competitive business environment. Organizations are required to optimize their human resources in order to achieve effectiveness, sustainability, and long-term competitiveness. One of the major challenges faced by organizations is enhancing employee performance, because performance directly contributes to organizational success and strategic outcomes. Employee performance refers to the level of task achievement demonstrated by employees in accordance with organizational goals, standards, and expectations. High employee performance is therefore essential for increasing productivity, efficiency, and organizational effectiveness.

One important strategy in HRM is training. Training is a systematic process designed to improve employees' knowledge, skills, and abilities so that they can perform their job responsibilities more effectively. Noe (2020) explains that training enables employees to acquire the competencies required for effective job performance. Similarly, Dessler (2020) states that training is a critical function of human resource management because it helps employees perform their jobs more efficiently and effectively. Empirical studies also indicate that training has a positive and significant impact on employee performance. Fitriyani et al. (2023), for example, found that training effectiveness positively influences employee performance, while Rozikin and Frianto (2025) reported that training significantly improves employee work outcomes.

Training provides employees with the knowledge and skills needed to perform tasks efficiently, reduce work-related errors, and increase confidence in carrying out responsibilities. Effective training programs also help employees adapt to changes in technology, work systems, and organizational procedures, which is particularly important in dynamic work environments. Organizations that invest consistently in training are therefore more likely to achieve higher levels of employee performance. However, not all organizations implement training programs effectively. Several obstacles, such as inadequate training design, limited evaluation, and insufficient resources, may reduce the effectiveness of training initiatives.

Based on this background, this study aims to analyze the effect of training on employee performance. The findings are expected to provide theoretical contributions to the field of human resource management and practical implications for organizations in designing effective training programs to improve employee performance.

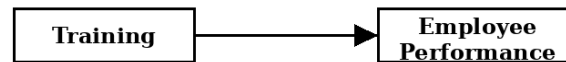


Figure 1. Hypothesis

The hypothesis proposed in this study is that training has a positive and significant effect on employee performance.

METHODS

Research Design. This study employs a quantitative research approach using an explanatory research design to examine the influence of training on employee performance. Quantitative research is appropriate for testing relationships between variables and measuring the strength of influence statistically. The explanatory design is used to identify the effect of the independent variable on the dependent variable.

Research Variables and Operational Variables. This study consists of two main variables:

- The independent variable is Training (X), which refers to structured programs designed to improve employees' knowledge, skills, and abilities required to perform their jobs effectively.
- The dependent variable is Employee Performance (Y), which reflects the level of employee effectiveness in completing tasks and achieving organizational objectives.

Population and Sample. The population of this study consists of employees in the organization under investigation. Due to practical limitations, not all members of the population were included; therefore, a sample was selected to represent the population. The sampling technique applied in this study is purposive sampling, in which respondents are selected based on criteria relevant to the research objectives. The criteria include employees who are currently working in the organization, employees who have participated in at least one formal training program, and employees with sufficient work experience to evaluate their performance. Referring to general statistical guidelines, a sample size of at least 30 is acceptable for basic analysis; however, to obtain more reliable and representative results, this study used 100 respondents (Memon et al., 2020).

Data Collection Method. Primary data were collected through a structured online questionnaire distributed via Google Forms. The questionnaire used a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree, to measure respondents' perceptions. The instrument items were adapted from validated scales used in previous human resource management and employee performance studies (Hair et al., 2021).

Analysis Techniques. The data were analyzed using quantitative statistical methods. Descriptive statistics were first used to summarize respondent characteristics and general responses. Validity and reliability tests were then conducted to ensure that the measurement items accurately and consistently measured the research variables. Furthermore, simple linear regression was applied to examine the influence of training on employee performance. Hypothesis testing was conducted at a 5% significance level to determine whether the relationship between variables was statistically significant (Ghozali, 2021).

RESULTS AND DISCUSSION

This study positions Training as the independent variable (X) and Employee Performance as the dependent variable (Y).

Validity Test Results. The validity test was conducted to evaluate whether each questionnaire item accurately measured the research variables, namely training and employee performance. The test was carried out by comparing the calculated correlation value ($R_{\text{calculated}}$) with the critical value (R_{table}). With a total of 100 respondents and a significance level of 0.05, the R_{table} value was 0.195. An item is considered valid if the $R_{\text{calculated}}$ value exceeds the R_{table} value.

Table 1. Validity Test Results

Instrument	Rcalculated	Rtable	Description
T1	0.623	0.195	Valid
T2	0.671	0.195	Valid
T3	0.598	0.195	Valid
T4	0.645	0.195	Valid
EP1	0.657	0.195	Valid
EP2	0.702	0.195	Valid
EP3	0.634	0.195	Valid
EP4	0.689	0.195	Valid

Based on Table 1, all questionnaire items have Rcalculated values greater than the Rtable value of 0.195. This indicates that all items used to measure training and employee performance are valid and suitable for further analysis.

Reliability Test. The reliability test was conducted to determine the consistency of the measurement instrument used in this study. Reliability was assessed using Cronbach's Alpha, where a value greater than 0.70 indicates that the instrument is reliable (Sekaran & Bougie, 2020).

Table 2. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Description
Training	4	0.823	Reliable
Employee Performance	4	0.847	Reliable

Based on Table 2, the Cronbach's Alpha values for both variables exceed the minimum threshold of 0.70. This indicates that all measurement items are consistent and reliable in measuring training and employee performance.

Classical Assumption Test; Normality Test. The normality test was conducted to determine whether the regression model residuals were normally distributed. In this study, the normality test was performed using the Kolmogorov-Smirnov test. A significance value greater than 0.05 indicates that the residuals are normally distributed.

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3.102458
Most Extreme Differences	Absolute	,076
	Positive	,061
	Negative	-,076
Kolmogorov-Smirnov Z		,076
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal		

Based on Table 3, the significance value (Asymp. Sig.) is 0.200, which is greater than 0.05. This indicates that the residual data are normally distributed. Therefore, the normality assumption in the regression model has been satisfied, and further analysis can be conducted.

Simple Regression Test. Simple linear regression analysis was applied to examine whether training has an effect on employee performance. The data were processed using SPSS with a significance level of 0.05.

Table 4. Simple Regression Test

Model	Unstandardized Coefficients	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta	t	Sig.
(Constant)	10.256	2.145		4.781	.000
Training	.612	.075	.642	8.160	.000

a. Dependent Variable: Employee Performance

Based on Table 4, the coefficient for the training variable is 0.612 with a significance value of 0.000. Since this value is below 0.05, training has a statistically significant effect on employee performance. The relationship is positive, meaning that better training is associated with higher employee performance. The regression equation can be written as $Y = 10.256 + 0.612X$.

T-test. The t-test was conducted to determine whether the independent variable individually contributes to the dependent variable. The analysis uses a 5% significance level with degrees of freedom (df) of 98.

Table 5. T-test

Model	Unstandardized Coefficients	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta	t	Sig.
(Constant)	10.256	2.145		4.781	.000
Training	.612	.075	.642	8.160	.000

a. Dependent Variable: Employee Performance

Based on Table 5, the t-value obtained for the training variable is 8.160, which is higher than the critical t-value of 1.984 at the 0.05 significance level. The significance value of 0.000 is also below 0.05. Accordingly, H_1 is accepted and H_0 is rejected, indicating that training has a positive and statistically significant effect on employee performance.

Determination Test. The coefficient of determination (R^2) was calculated to assess how much variation in employee performance can be explained by the training variable. This measure reflects the explanatory power of the regression model.

Table 6. Determination Test

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.642a	.412	.406	3.215
a. Predictors: (Constant), Training				
b. Dependent Variable: Employee Performance				

Based on Table 6, the R Square value is 0.412, indicating that 41.2% of the variation in employee performance can be explained by training. The remaining 58.8% is attributed to other factors that are not included in this model. This suggests that while training plays a meaningful role in influencing employee performance, other variables outside the scope of this study may also contribute to performance outcomes.

CONCLUSION

Based on the findings of this study, it can be concluded that training has a positive and statistically significant effect on employee performance. This conclusion is supported by the regression results, which show a positive coefficient, and by the t-test results, which indicate that the calculated t-value exceeds the critical value with a significance level below 0.05.

The coefficient of determination reveals that training explains 41.2% of the variation in employee performance. This means that training is an important factor in improving employee performance, although other factors outside this study also contribute to performance outcomes. Overall, the results confirm that improving the quality, consistency, and relevance of training programs can be an effective strategy for enhancing employee performance. Organizations are therefore encouraged to design structured and evaluative training initiatives as part of their broader performance improvement strategy.

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