

The Effectiveness of Training in Efforts to Improve Employee Performance

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Abstrak

Penelitian ini memiliki tujuan sejauh mana efektifitas pelatihan dapat meningkatkan kinerja pegawai. Pendekatan yang digunakan adalah kuantitatif dan alat statistik sebagai pendukung, Chi-Square dan beberapa alat analisis digunakan untuk menjawab permasalahan yang ada. Dengan menggunakan 89 responden pelaku ekonomi kreatif subsektor fesyen di Jawa Barat, penelitian ini mampu memberikan informasi yang menguatkan bahwa semakin efektif pelatihan maka kinerja karyawan akan semakin optimal. Nilai korelasi antara Effectiveness of training (ET) dan employee performance (EP) memiliki hubungan yang sangat kuat, dengan 5,1% kinerja karyawan dalam penelitian ini dipengaruhi oleh faktor lainnya. Sedangkan faktor yang paling berpengaruh terhadap RE adalah indikator Training Utilization (TU) = 66,1%; Sedangkan EP merupakan indikator Extra Role Performance (ERP) sebesar 93,1%. Nilai kebaruan dalam penelitian ini ditunjukkan dengan melakukan penelitian pada sektor ekonomi kreatif subsektor fashion yang selama ini masih jarang diteliti pada sektor ini. Sehingga penelitian lebih lanjut memungkinkan untuk dilakukan kajian mendalam terhadap subsektor lain di sektor ekonomi kreatif bahkan industri lainnya.

Kata kunci: Pelatihan, Kinerja Pegawai, Ekonomi Kreatif, Sub-sektor *Fashion*.

Abstract

This study has a goal to what extent the effectiveness of training can improve employee performance. The approach used is quantitative and statistical tools as a support, Chi-Square and several analytical tools are used to answer existing problems. By using 89 respondents from creative economy actors in the fashion sub-sector in West Java, this study was able to provide corroborating information that the more effective the training, the more optimal employee performance will be. The correlation value between Effectiveness of training (ET) and employee performance (EP) has a very strong relationship, with 5.1% of employee performance in this study being influenced by other factors. Meanwhile, the factor that has the most influence on RE is the Training Utilization (TU) indicator = 66.1%; Meanwhile, EP is an Extra Role Performance (ERP) indicator of 93.1%. The value of novelty in this study is demonstrated by conducting research on the creative economy sector, the fashion sub-sector, which so far has rarely been studied in this sector. So that further research allows for in-depth studies of other sub-sectors in the creative economy sector and even other industries.

Keywords: Training, Employee Performance, Creative Economy, Fashion Sub-sector.

INTRODUCTION

In a rapidly changing business environment, the ability of organizations to remain competitive and adapt is becoming increasingly important (Riswanto, 2016, 2021). In the midst of intense competition, employee performance plays an important role in achieving competitive advantage (Larios-Francia & Ferasso, 2023; Loureiro et al., 2021; Riswanto et al., 2020). Therefore, organizations in various sectors and industries are trying to improve the performance of their employees through various strategies, one of which is through training. Training is a process designed to improve employee knowledge, skills and attitudes through formal education, practical training and experiential learning (Rafaila & Duta, 2015). The main objective of training is to improve employee performance in order to achieve organizational goals more effectively (Keramati et al., 2011). However, it is important to understand the extent to which training is effective in increasing employee performance. Assessing training effectiveness is a complex challenge because many factors can affect the outcome. These factors include training program design, delivery methods, instructor quality, management involvement, and organizational support (Building et al., 1986; Sitzmann & Weinhardt, 2019).

This article aims to examine in depth the effectiveness of training in an effort to improve employee performance. The author explores the benefits that can be obtained from effective training, including increasing the knowledge, skills and attitudes of employees. Some of the impact of training on employee motivation, job satisfaction, productivity, and career development (Guterresa, 2020; Na-Nan, 2020). At the same time, the researcher considered the key factors influencing the effectiveness of the training. This includes identifying the right training needs, using the right delivery methods, selecting qualified instructors, and measuring training outcomes objectively. Understanding these factors will help organizations design and implement more effective training programs.

In a changing and complex global context, training is an important tool for organizations to prepare their employees for new and constantly changing challenges. The following are several reasons that make this research urgent to study: 1). Contribution to an organization's competitive advantage: Organizations in various sectors and industries strive to maintain and enhance their competitive advantage. Employee performance is a key factor in achieving this goal. By studying the effectiveness of training in improving employee performance, this research can provide valuable insights for organizations in designing effective employee development strategies to maintain or achieve competitive advantage (Yang et al., 2016); 2). Improved productivity and efficiency: Improved employee performance has a direct impact on the productivity and efficiency of an organization. Through this research, we will gain a better understanding of how training can effectively improve employee skills and knowledge, which in turn will increase operational productivity and efficiency. This research can provide practical guidance to organizations in selecting and implementing the most effective training programmes (Hakelová et al., 2013; Morgan et al., 1996); 3). Improving employee satisfaction and retention: Job satisfaction and employee retention is an important concern for organizations. Research that examines the effectiveness of training in improving employee performance can also provide insight into how proper training can increase job satisfaction and employee motivation. By increasing employee satisfaction and retention, organizations can reduce the costs associated with recruiting and retraining new employees (Al Kurdi et al., 2020); 4).

Improving employee career development: Training is an important way to develop employee skills and competencies. This study will analyze how effective training can improve employee career development. The results of this study can provide guidelines for organizations in designing more effective career development programs, which in turn can increase employee motivation and engagement (Asadullah et al., 2021); 5). Contribution to management research and theory: Research on the effectiveness of training in improving employee performance will also contribute to existing management knowledge and theory. By deepening the understanding of the factors that influence training effectiveness, this research can enrich the academic literature and provide a more comprehensive framework for understanding the relationship between training and employee performance (Kokkaew et al., 2022).

Overall, this research has high urgency because it contributes directly to the development of better management practices in improving employee performance. By having a deeper understanding of training effectiveness, organizations can optimize their investment in human capital development and achieve better results. In addition, this research can also provide direction for decision makers in designing training programs that suit the needs of organizations and employees. By using empirical evidence about the factors that influence training effectiveness, decision makers can make more informed decisions and avoid unnecessary mistakes.

In addition to practical benefits, this research can also make an academic contribution in enriching management literature and theory. By broadening our understanding of the relationship between training and employee performance, this research can open doors for further research and the development of new concepts in human resource management. In conclusion, research on the effectiveness of training in improving employee performance has high urgency and strong relevance in today's business context. With a better understanding of the factors that influence training effectiveness, organizations can improve employee performance, achieve competitive advantage, and strengthen their position in the market. In addition, this research can also contribute to the development of management theory and academic literature in this field. Therefore, it is important to continue this research with the aim of generating valuable and sustainable insights for organizations and management practitioners.

By improving employee performance through effective training, organizations can increase their competitiveness, improve business results, and achieve long-term strategic goals. In this article, we will dig deeper into the importance of training in improving employee performance and analyze the available empirical evidence. It is hoped that this research can provide valuable insights for practitioners and decision makers in various organizations to develop and implement effective training programs to improve employee performance. This research can provide new insights and a deeper understanding of the relationship between training and employee performance. This can assist organizations and management practitioners in designing more effective and relevant training programs to improve employee performance. By refining and filling this theoretical gap, this research will make a valuable contribution to the field of human resource management and employee development.

In addition, this research can also provide a stronger theoretical basis for management practitioners in designing effective training strategies. With a better understanding of the theory underlying the relationship between training and employee performance, organizations can develop training programs that are more targeted, relevant and efficient.

This research will also fill in the gaps in empirical research related to the effectiveness of training in order to improve employee performance. By using the right research methodology, accurate data, and comprehensive analysis, this research will provide empirical evidence that can be used as a reference for organizations in deciding the steps needed to improve employee performance through training. In this study, we will use a relevant theoretical framework and a rigorous research approach to test hypotheses and answer research questions. Through the use of appropriate research methods, this research will produce findings that are credible and can be applied practically in an organizational context.

METHOD

The approach used is to use descriptive quantitative, namely by collecting data through filling out surveys or questionnaires by respondents who are employees in the creative economy sector, especially the fashion sub-sector. Questions in the survey could include their perceptions of the effectiveness of the training, changes in skills or knowledge, and changes in perceived performance after attending the training. The number of respondents who were used as respondents was 89 respondents which were then processed using the SPSS version 23 statistical calculation tool and also Amos modeling. The collected data were analyzed through statistical tests: chi-square test and simple regression (Cohen et al., 2018; Kothari, 2004).

RESULTS AND DISCUSSION

The following is the result of an analysis calculation using SPSS Amos. By using 89 respondent data.

Tabel 1. Regression Weights

		Estimate	S.E.	C.R.	P	Label
EP <---	ET	,412	,113	3,636	***	par_1
X3 <---	ET	,928	,188	4,939	***	par_2
X2 <---	ET	,658	,149	4,420	***	par_3
X1 <---	ET	1,000				
Y1 <---	EP	1,000				
Y2 <---	EP	2,083	,487	4,274	***	par_4
Y3 <---	EP	2,140	,553	3,869	***	par_5

Source: Primary Data Processed, 2023

Tabel 2. Standardized Regression Weights

		Estimate
EP <---	ET	,949
X3 <---	ET	,629
X2 <---	ET	,544
X1 <---	ET	,661
Y1 <---	EP	,488
Y2 <---	EP	,931
Y3 <---	EP	,562

Source: Primary Data Processed, 2023

Tabel 3. Standardized Residual Covariances (Group number 1 - Default model)

	Y3	Y2	Y1	X1	X2	X3
Y3	,000					
Y2	-,045	,000				
Y1	1,579	-,114	,000			
X1	,192	-,087	,526	,000		
X2	-,991	,093	-,926	,453	,000	
X3	-,271	,160	-,445	-,237	-,145	,000

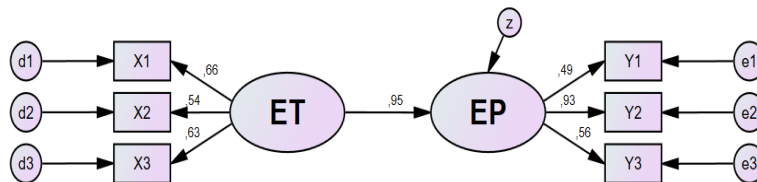
Source: Primary Data Processed, 2023

Tabel 4. Standardized Total Effects (Group number 1 - Default model)

	ET	EP
EP	,949	,000
Y3	,533	,562
Y2	,884	,931
Y1	,463	,488
X1	,661	,000
X2	,544	,000
X3	,629	,000

Source: Primary Data Processed, 2023

Dari beberapa tabel diatas maka dapat di munculkan model penelitian dengan menggunakan SPSS Amos yang menggambarkan secara umum analisis penelitian dan hasil secara langsung pada model yang disusun sehingga hubungan antar variabel akan disajikan secara keseluruhan. Adapun hasil pemodelannya adalah sebagai berikut:



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 CHI SQUARE = 11,429; df = 8; p = ,179
 ;RMSEA =,070; AGFI = ,886; GFI = ,957; CFI = ,976; TLI = ,955
 =Standardized estimates

Source: Primary Data Processed, 2023

Gambar 1. Model Sederhana Kinerja Pegawai

Tabel 5. Goodness of Fit Research Model Testing

No.	Goodness of Fit Index	Result	Conclusion
1	Chi-Square	11,429	Good Fit
2	CMIN/DF	1,429	Good Fit
3	P-Value	0,179	Good Fit

4	RMSEA	0,070	Good Fit
5	AGFI	0,886	Marginal Fit
6	GFI	0,957	Good Fit
7	CFI	0,969	Good Fit
8	TFI	0.962	Good Fit

Source: Primary Data Processed, 2023

Based on the results presented in table 5 in the model suitability test, it can be seen that the Chi Square value is 11.429 with a significance/probability = 0.179. In addition, the RMSEA, CMIN/DF, CFI, and TLI indices. also within the range of expected values, which means that the results obtained have exceeded the criterion limit values, and only AGFI whose values have marginal Fit criteria means that the value results are close to the recommended value limits. This indicates that the minimum value has been met which means the model is good or fit.

The correlation value between the Effectiveness of training (ET) and employee performance (EP) is 0.949, this is a very strong relationship, meaning that 5.1% of employee performance in this study is influenced by other factors. Meanwhile, the factor that has the most influence on RE is the Training Utilization (TU) indicator = 0.661 or 66.1%; Meanwhile, EP is an Extra Role Performance (ERP) indicator of 0.931 or 93.1%.

The results of the analysis carried out were able to state that there is a positive relationship between the effectiveness of training and the performance of the creative economy sector workforce in the fashion sub-sector in West Java, this is supported statistically by the results of empirical data collection. The estimated value of 0.412 is positive with a probability of 0.001 below 0.05. This means that the more effective the implementation of workforce training in companies in the creative economy sector, the fashion sub-sector in West Java, the higher the performance of the company's workforce. This complements and strengthens previous research conducted by (Azizah & Gustomo, 2015; Maryani et al., 2021; Rhodes et al., 2017; Sitzmann & Weinhardt, 2019), who concluded that effective training has an effect on employee improvement. What distinguishes this research from previous research is that this research was conducted in the creative economy sector, more specifically in the fashion sub-sector. Whereas in previous studies clearly examined larger and more complex industries.

CONCLUSION

This study concludes that the effectiveness of training can improve the performance of employees in the creative economy sector, the fashion sub-sector. The results of this study recommend that the creative economy sector, especially the fashion sub-sector, is able to improve the performance of its employees, one of the alternative solutions in this regard is to maximize the activities and also the effectiveness of the training conducted. for company employees. In this study there are limitations that become opportunities for further research, while some limitations in this study include: this study only has a sample size of less than 100 respondents, from the creative economy sector, the fashion sub-sector; then the variables used in this study only use 2 variables. So that further research is very possible to conduct more in-depth research and studies related to other human resource management concepts and variables, especially those that affect employee performance; Further research opportunities are in the industrial sector where further research is carried out,

researchers have the opportunity to conduct research in the creative economy sector with other sub-sectors or with a wider industry.

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