



The Influence of Job Training on Employee Productivity at CV. Donna Mandiri Lasiana Branch in Kupang City

Angreni R. Djami Hau^{1*}, Tarsisiuus Timuneno², Debryana Y. Salean³,
Ria Elsani Intanku Nafie⁴

^{1,2,3,4} Management Study Program, Faculty of Economic and Business, Universitas Nusa
Cendana, Kupang, Indonesia

*enyrosiani02@gmail.com

Abstract. The study aims to present an objective account of the job training and work productivity at CV Donna Mandiri Lasiana Kupang City, drawing on employee perspectives. Additionally, it seeks to establish influence of job training on employee productivity at the same branch. It is essential to ensure a clean, formal, impartial language style, adhere to conventional structure, and uphold grammatical accuracy throughout the text. A total of 55 individuals were selected for the study through non-probability sampling using the saturated sample technique. The data collection technique in this study used questionnaires, interviews, documentation, and observation. The analysis technique used in this research is descriptive analysis and simple linear regression analysis with the help of the SPSS version 25 application. The results of the descriptive analysis show that the job training variable is in the perfect assessment criteria and the work productivity variable is in the higher assessment criteria. The results t test show that the job training variable has a positive and significant effect on employee productivity at CV. Donna Mandiri Kupang City. However, the findings of the coefficient of determination analysis indicate that the impact of job training on employee work productivity is comparatively insignificant.

Keywords: Job Training, employee, Work Productivity

1 Introduction

Human resources (HR) are pivotal in driving the function of an organization. These resources can be trained, developed nurtured to secure the future of the organization and play a crucial role in guaranteeing its continuity. They are one of the most crucial assets of any organization or company. This notion is supported by Zahari (2015) who considers human resources to be the key factor in facilitating operations within a company. For the reason, the company must manage it properly so that it can make an optimal contribution to achieving company goals. Where is one of the real contribution of human resources (employees) of an organization or company is through individual or team work productivity.

Productivity refers to the work that an individual or team can accomplish within an organization, in alignment with their respective authorities and responsibilities, to attain organizational objectives lawfully, in adherence with ethical and moral princi-

ples (Rivai, 2005). High employee productivity contributes to achieving higher company productivity, ultimately leading to increased profits and growth. Conversely, low employee productivity impedes the company's ability to achieve these goals in both the short and long term.

The level productivity of employees' work influenced by various factors including: work attitude and skills (Sedarmayanti, 2009), training, mental and physical abilities (Simanjuntak, 2001). One of the crucial factors, amongst several, that aims to enhance employees' knowledge, skills, and attitudes in order to perform their duties is training. Training is a process of acquiring skills, concepts, rules, or attitudes to enhance employee work, as stated by Simamora (2004). Companies make planned endeavors to improve the skills and abilities of employees through training. According to Rivai (2004), training is a systematic process of modifying employee behaviour to achieve organisational objectives. Companies make planned endeavors to improve the skills and abilities of employees through training. Moreover, training is associated with employee aptitudes and competencies required to execute work. Therefore, training will help employees to complete their work efficiently and effectively so that the company can increase its productivity.

Training is integral to the labour market since it significantly boosts productivity by enhancing the proficiency and expertise of employees. This is particularly relevant for CV. Donna Mandiri a Foreign Investment company (PMA) involved in the wig making industry, which mandates high-level skills and expertise due to the mostly manual production process. Here the company is required to improve the competence of its employees to increase high work productivity because the higher the work productivity of employees in a company means that the company's Training will ensure the availability of skills, educated employees leading to faster, higher quality work. Systematic training is essential for achieving good results and improving employee efficiency and productivity. The initial findings of this study indicate that both the quantity and quality of work completed by individual employees at CV Donna Mandiri is suboptimal. Our measurements were taken in reference to the level of expertise demonstrated by the employees in their respective fields. Additionally, we found that the level of effort put forth by employees is also below optimal.

We observed that employees' knowledge and skills are not up to the expected standards in their respective fields, and certain aspects of wig production are inadequately understood, causing frequent delays in product delivery.

Based on an interview conducted on 26th of September, 2021 with one of the mentors named Andimin, it was found that newly hired employees lack sufficient training. This includes inadequate knowledge on knitting, holding wigs, tying wigs, and adjusting sewing distance for wigs. This is evident from the employees' attitudes towards their assigned tasks, their struggles in completing them, and the subsequent stress they often experience. As a result, goods being processed sometimes encounter delays when sent to the head office.

Based on the aforementioned, it is evident that training is imperative for enhancing employee productivity and survival in a highly competitive environment. Consequently, the researchers aim to investigate the impact of job training on employee productivity within the Kupang City branch of CV. The title of this study is "The Influence

of Job Training on Employee Productivity at CV. Donna Mandiri Lasiana Branch in Kupang City".

2 Literature Review

2.1 Work Productivity

Productivity refers to the connection between an institution's outputs or outcomes and the necessary inputs. The ratio of productivity can be quantified by dividing outputs by inputs. Improving productivity can be achieved by enhancing the productivity ratio, that is by generating greater or superior output with a given resource input (Blecher, 1987).

According to Sinungan (2008), the work skills required for productivity should match the job content, thereby leading to innovative findings to improve work methods or, at minimum, retain competent work methods. Productivity includes the integrated utilization of human resources and skills, capital goods, energy information management technology, and other sources towards the development and improvement of living standards for the entire community through total productivity, (Triton, 2010). Meanwhile, according to Rivai (2013) work productivity is the result of work done in a certain period by involving a comparison between the workload given by the company and the maximum achievement in order to know the employee's performance. Sutrisno (2013) identifies various indicators for measuring work productivity, including: ability, enhancement of achieved results, job enthusiasm, self-improvement, quality, efficiency, and productivity.

2.2 Job Training

Employees require training programs to improve their skills and knowledge related to work. By providing such training, an environment are created for employees to acquire specific attitudes, abilities, skills, and behavior. Simamora (2004) supports this view.

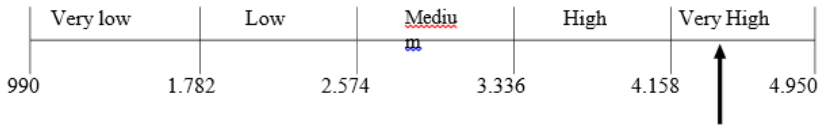
According to Mangkunegara (2017), training is a short-term educational process that uses organized procedures. Non-managerial employees can learn technical knowledge and skills for limited purposes through such training. Training is a series of activities designed to improve an individual's skills, knowledge, experience, or change attitudes.

Training is a deliberate process including a series of actions aimed at providing assistance to the workforce. Coaching professionals provide this assistance over a specific unit of time, aiming to improve work ability of participants in relevant fields. This process increases effectiveness and productivity within an organization (Hamalik, 2015). The indicators for assessing job training, per Triton's (2005) viewpoint, encompass five aspects: goals, objectives, trainers, materials, and methods.

Item 1	40	15	0	0	0	260	Very good
Item 2	38	17	0	0	0	258	Very good
Item 3	40	14	1	0	0	259	Very good
Training Objectives						777	Very good
Item 4	41	12	1	1	0	258	Very good
Item 5	39	16	0	0	0	259	Very good
Item 6	39	16	0	0	0	259	Very good
Training Objectives						776	Very good
Item 7	40	13	2	0	0	252	Very good
Item 8	37	16	2	0	0	249	Very good
Item 9	33	19	3	0	0	241	Very good
Training Trainer (Instructor)						742	Very good
Item 10	36	16	3	0	0	244	Very good
Item 11	33	20	2	0	0	245	Very good
Item 12	35	16	4	0	0	239	Very good
Training Materials						728	Very good
Item13	32	19	4	0	0	236	Very good
Item 14	35	16	4	0	0	239	Very good
Item 15	36	15	4	0	0	240	Very good
Training Methods						715	Very good
Job Training Variable						3.738	Very good

Source : primary data

Based on the calculation of variable achievements above, it can be drawn in a continuum line as follows:



The results of the descriptive analysis if drawn on a continuum line will appear as follows:

4.401

Fig. 1. Continuum line of Job Training Variable (X)

Analysis the Impact of Job Training on Work Productivity Simple Linear Regression Analysis

To analyze the impact of job training variables on work productivity, a simple linear regression model is used. The results of the analysis using the help of SPSS version 25 appear in the table as follows:

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	25.532	9.825		2.599	.012
	Pelatihan Kerja	.820	.141	.624	5.817	.000

a. Dependent Variable: Produktivitas Kerja

Fig. 2. Result of Simple Linear Regression

Based on the figure 2 above, a simple linear regression equation can be adapted as follows: $Y = 25.532 + 0.820 X$

The regression equation can be explained as follows:

- a. The constant value (a) of 25.532 means that if job training is 0 or without job training, the value of the work productivity variable is 25.532 points.
- b. The regression coefficient (b) of the job training variable (X) of 0.820 means that if job training is increased by 1 unit, then work productivity (Y) will increase by 0.820 points. The regression coefficient value of the work training variable is positive, confirming that the direction of the effect of training on work productivity is positive or linear.

Hypothesis Test (t Test)

The t test aims to test whether the work skills variable partially has a significant effect on employee work productivity at CV. Donna Mandiri Kupang City. Testing is done with the following steps:

1. Determining Statistical Hypotheses:

Ho: Job training has no positive and significant influence on work productivity employees at CV. Donna Mandiri Lasiana Kupang City

Ha: Job training has a positive and significant influence on work productivity employees at CV. Donna Mandiri Lasiana Branch in Kupang City.

2. Determining t_{count} and Significance:

Based on the addition of table 3 (*output coefficient*), the counter value for the job training variable (X) is 5.817 with a significance of 0.000.

3. Determine the t table:

Determining the t table with degrees of freedom $dk = n - k = 55 - 2 = 53$ at the alpha level $(\alpha) = 5\% = 0.05$, the t table is 2.006.

4. Testing criteria:

If $t_{count} \geq t_{table}$ or $significance \leq \alpha (0.05)$ then H_0 is rejected and H_a is accepted If

$t_{count} < t_{table}$ or $significance > \alpha (0.05)$ then H_0 is accepted and H_a is rejected.

5. Comparing t_{count} with t_{table} and significance with alpha

t_{count} (5.817) is greater than t_{table} (2.006) and significance (0.000) is greater than alpha (0.05) or $t_{count} > t_{table}$ and $significance < \alpha$

6. Conclusion:

Because $t_{count} > t_{table}$ and $significance < \alpha$, H_0 is rejected and H_a is accepted, meaning that it is proven that job training has a positive and significant influence on employee productivity at CV. Donna Mandiri Lasiana Branch in Kupang City.

The results of the positive and significant influence of the work productivity variable mean that if job training is further improved, it will also increase. Employees' work productivity, and vice versa, if job training is not carried out properly and intensively, it will reduce employee work productivity.

The results of this study strengthen the theoretical view put forward by Simanjuntak (2001) which calls training the first (main) factor that affects employee productivity. Job training has a significant impact on employee work productivity in line with some previous research conducted opinions expressed by Rumah laiselan, et al (2018), Rahmawati (2021), Gumilar (2018), and Maghfiroh and Widiyanto (2020) which state that job training has a significant impact on work productivity.

Coefficient of Determination Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624 ^a	.390	.378	6.05493

a. Predictors: (Constant), Pelatihan Kerja

b. Dependent Variable: Produktivitas Kerja

Fig. 3. Coefficient of Determination Analysis Results

The displayed table indicates that Job training (X) as an independent variable has a 39% impact on Work productivity (Y), while the remaining 61% is influenced by other variables not assessed in this study, as evidenced by the R Square value of 0.390. Moreover, the Adjusted R Square value of 0.390, which is closer to 0 (zero), suggests that the variable of Job Training has relatively weak explanatory power in terms of employee productivity at CV. Donna Mandiri Lasiana Branch in Kupang City.

The weak ability of work productivity variables in explaining work productivity variables confirms that there are still other factors outside of job training that contribute to the achievement of work productivity of CV. Donna Mandiri Lasiana Branch in Kupang City. Theoretically, other factors that are thought to influence employee work productivity include: work attitudes, skill levels, supervision/leadership (Sedarmayanti, 2009) mental and physical abilities, and relationships. (Simanjuntak, 2001) However, further research is needed to prove the strong influence of these factors.

5 CONCLUSIONS

Based on the results of the discussion which has been described, several conclusions can be drawn that a) the results of descriptive analysis using the continuum line method (score range) show that the job training variable (X) is in the highest assessment category, as well as the work productivity variable (Y) is in the highest assessment category, b) the results of hypothesis testing prove that job training has a positive and significant impact on employee work productivity at CV. Donna Mandiri Lasiana branch in Kupang City, but the results of the determination analysis show that the contribution of job training to employee work productivity is relatively weak.

Based on these conclusions, it might be giving to the management of CV. Donna Mandiri Lasiana Kupang City to take the right policy related to efforts to further intensify the job training program for employees in order to enhance knowledge and skills (expertise) to maintain the high productivity of employees achieved so far and for future researchers, it is hoped that further research can be carried out by raising

other factors outside of job training that are thought to influence work productivity, such as work attitudes, skills, leadership, mental attitudes and physical abilities.

References

- Arikonto, S. 2010. *Research Procedures A Practical Approach*. Jakarta: Rinaka Cipta. Blecher.1987. *The level of resource input*. Jakarta. PT. Raja Grafindo Persada.
- Gumilar, Gugum. 2018. "The Effect of Training on Increasing Employee Productivity at PT Raya Sugarindo Inti Tasikmalaya." *Scientific Journal of Management and Business* 19, (1): 55- 63. doi: 10.30596/jimb.v19i1.1804.
- Hamalik Oemar. (2015). *Curriculum and Learning*. Jakarta: Bumi Aksara.
- Maghfiroh and Widiyanto. (2020). The Effect of Wages, Education and Training on Employee Productivity of PT Raya Sugarindo Inti Tasikmalaya. *Scientific Journal of Management and Business Students*, 2(1), 1-12.
- Mangkunegara, A.A. Anwar Prabu. 2017. *Human Resource Management*. Bandung: PT. Remaja Rosda Karya
- Rahmawati, D 2021, 'The Relationship between Family Income and Maternal Knowledge with the Incidence of Stunting', *Indonesian Journal of Midwifery (IJM)*, 4(1), pp. 27-32.
- Rivai, V. 2005. *Human Resource Management for Companies From Theory to Practice*. Jakarta: PT Raja Grafindo Persada
- Rivai, Veithzal, & Sagala, E.J (2013). *Human Resource Management for Companies: From Theory to Practice, Second Edition*. Fifth Mold, Jakarta, PT. Rajagrafindo Persada
- Rumahlaiselan, A., Wenas, R. S., Management, J., Sam, U., & Manado, R. (2018). The Effect of Training and Compensation on Employee Productivity at Pt Sumber Alfaria Trijaya, Tbk Manado Branch. *EMBA Journal: Journal of Economic Research, Management, Business and Accounting*, 6(4), 3783-3792.
- Sedarmayanti. 2009, *Human Resources and Work Productivity*. Bandung: Publisher Mandar Maju.
- Simamora, H., 2004, *Human Resource Management, 2nd Edition*, STIE YKPN, Yogyakarta.
- Simanjuntak, Payman, 2016, *Introduction to Human Resource Economics*, Jakarta FE UI
- Sinungan, Muchdarsah. 2008. *Productivity What and How*. Jakarta: Bumi Aksara.
- Sugiyono.2010. *Business Research Methods* Bandung: Alfabeta.
- Sugiyono. 2018. *Quantitative, Qualitative, and R&D Research Methods*, publisher Alfabeta, Bandung.
- Sutrisno, Edy. 2013. *Human Resource Management, Fifth Printing*. Yogyakarta: Prenada Media

Triton, P.B. 2005, "Human Resources Management", Tugu Publisher, Yoyakarta. Triton,
P.B. 2010. Human Resource Management. Bandung: Alfabeta.

Zahari, M. 2015, The Effect of Motivation on Employee Work Discipline at the Jambi Province Industry and Trade Office, *EKSIS Journal*, 6 (1), May 201.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

