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The Relationship of Job Training to Employee Performance Mediated by Work Competency in Manufacturing Companies

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Abstract

Technology is developing more rapidly, so competencies are needed following the demands of today's times so that human resources can produce more effective performance by utilizing technological advances. The purpose of this study is to analyses the relationship between job training and employee work competence, the relationship between work competence and employee performance in the company, the direct relationship between job training and employee performance, and analyses the indirect relationship between job training and employee performance through work competence in employees of manufacturing companies in Semarang City. The research was conducted using a quantitative approach with an ex-post facto method. The study population is employees of manufacturing companies in Semarang City who attended job training according to their field of expertise in the last year. The results showed that job training has a significant relationship with work competence. (2) Work competence has a significant relationship with employee performance. (3) Job training has a significant direct relationship with employee performance. (4) Job training does not have a significant relationship with employee performance through work competencies. The research concluded that job training with work competence through work competence is positive but insignificant. In contrast, the relationship between job training with employee performance is directly significant. This research provides benefits, especially for organizations or companies, in making decisions related to human resource development through training programs to improve employee work competence and performance.

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INTRODUCTION

The development of the world today is increasingly rapid and dynamic in various ways, especially in technological development. Some developed countries, such as Japan, have entered the era of Society 5.0. The era of Society 5.0 is a new future for humans, where technology will be used in almost all aspects of life. Along with the rapid development of the current era and the development of community civilization, it increasingly requires people to continue to move forward following the developments that occur. Change, as well as progress, happens quickly. It is called the era of disruption. In Atiah, et al., (2020) opinion, this era of disruption encourages us to think quickly and have a target orientation.

Globalization impacts the industrial world, which is required to grow following the times that continue to progress (Pratomo & Shofwan, 2022). The progress that encourages changes in this digital system impacts the increasing need for competencies that need to be mastered by human resources in an organization to keep up with existing technological developments. Efforts to improve the competence of human resources for the company's progress can be carried out through job training activities in their areas of expertise (Al Musadieq & Ruhana, 2014). With the existence of competencies following the demands of this era, it is hoped that human resources can survive and have performance that is per changes and technological advances.

Based on data from The World Economic Forum Sweden (2000), Indonesia is lowly competitive, where Indonesia still ranks 37th out of 57 countries surveyed worldwide (Agustang & Asrifan, 2021). On research that Setiawan (2019) performed shows data graphing the growth of manufacturing industry performance from the Central Statistics Agency, which shows a declining graph. Therefore, efforts to improve human resource performance require job training programs. Employee performance in the company is important to improve because it is one of the important factors in encouraging a company's productivity. If the performance of employees is not good, then the company's goals will also not be achieved (Arisita, t.t. 2015). Human resources can be a strategic component because human resources that have good quality can utilize other components, to achieve effectiveness and efficiency (Rezky , 2019). Thus it can be understood that if the performance of human resources in an organization decreases, it can lead to a decrease in organizational productivity. Conversely, human resources with good quality can improve employee performance in the organization and ultimately increase organizational productivity. Human resource development is one of the investments that can be made in humans. Human resource development carried out through training programs helps employees in an organization can work better to achieve organizational goals (Sendawula et.al, 2018).

The number of large- and medium-scale manufacturing industries in Central Java Province reached 4,451 businesses or companies. The results of a survey by the Central Statistics Agency (BPS) of Central Java in 2019, the manufacturing industry in Semarang City occupied the largest number of businesses, namely 522 companies (Fiska, 2020). The large number of manufacturing industries in Semarang City can encourage economic growth in Semarang City, but company productivity still needs to be improved. Companies can produce good productivity if their employees have work competence and performance. With this, it is necessary to improve employee performance in the company through job training programs. The improvement in quality and quantity produced by the manufacturing industry later increases industrial competitiveness in the global market (Pratomo & Shofwan, 2022). The company's employees' performance causes the quality and quantity produced by the manufacturing industry. Nusantoro (2021) Opinion states that employees in the company determine the productivity results of the company.

The data above shows a gap between the theory of human resource development, the productivity of industrial organizations and existing field conditions. Based on this phenomenon, examining whether there is a relationship between the implementation of training on employee performance mediated by employee competence in manufacturing companies in Semarang City is necessary. Education in the form of training helps people to acquire new knowledge, skills and abilities that have a positive impact on increasing productivity (Khofifah et. al., , 2023). Competence can affect employee performance in carrying out their duties, and competence can be obtained through education and training (Ayu et. al., , 2020). Voegtlin et. al., (2015) stated that when the company conducts employee training, it will affect the development and empowerment of the company's employees. In Khan dan Ramachandran (2012) opinion, performance requires expertise, skill, and knowledge. This performance is intended to achieve the goals of an organization, and competence is its main requirement.

Based on this framework, this study aims to explain whether or not there is a relationship between employee job training and employee performance, the relationship between job training and employee work competence and explain whether or not there is a relationship between employee job training and employee performance through employee work competence. HRD manufacturing companies can utilize the research results in making decisions on human resource development actions for employees through

training programs considered effective and efficient or not in improving work competence and employee performance.

METHOD

This research uses a quantitative approach with an ex-post facto method. The ex-post facto method was chosen because the variables to be studied were inherent in the respondent, and the object of research had occurred. This study obtained primary data. The population in this study is employees of manufacturing companies in Semarang City who have attended the training held by the company and followed their field of expertise within the training period attended by employees in the past year. The number of populations is not known with certainty, so in determining the sample, researchers calculated Cochran's formula and set a sample of 96 respondents. Data collection techniques use purposive sampling. Item measurements were made using a Likert scale of 1 (strongly disagree) to 4) strongly agree. The study was analyzed using SPSS (Statistical Program for Social Science) software.

This study aims to explain the relationship of job training to employee performance through work competence as an intervening variable. More specifically, this study was conducted to find the following; (1) the relationship between job training and employee competence in manufacturing companies in Semarang City. (2) the relationship between work competence and employee performance in manufacturing companies in Semarang City. (3) a direct relationship between job training and employee performance in manufacturing companies in Semarang City. (4) the indirect relationship between job training and employee performance through work competencies in manufacturing companies in Semarang City.

The independent variable in this study is job training (X1). Job training refers to matters related to planning efforts carried out to achieve mastery of skills, knowledge, and attitudes of employees or members in the organization. Job training has five indicators, including; 1) training objectives, 2) training materials, 3) methods used in training, 4) trainee qualifications, and 5) trainer qualifications.

The intervening variable in this study is work competence (X2). Competence is workability possessed by individuals in doing work by applicable standards and accompanied by following aspects (Ismail & Nugroho, 2022). Competency is the ability to do a job based on knowledge as well as skills and is supported by the work attitude demanded in the job with indicators 1) knowledge, 2) understanding, 3) skills, 4) values, 5) attitudes, and 6) interests.

The dependent variable in this study is employee performance (Y). Employee performance is the level of success of a person in carrying out his duties as a whole in a certain period. According to Ika Deswanti, et al. (2023) Every company expects its employees to excel because outstanding employees can advance the company and improve its performance. Indicators can measure employee performance; 1) quality of work, 2) quantity of work, 3) punctuality, 4) effectiveness, and 5) commitment.

The purpose of implementing training programs is to encourage the development of employees into human resources who produce achievements and contributions to the organization. Training is one of the main functions in developing human resources to acquire employees' skills, knowledge, attitudes and behaviour (Pramono & Prahiawan, 2021). In this case, the development of human resources in the form of training can encourage the development of work competencies, resulting in good work productivity. Krisnawati & Bagia (2021) stated that organizational goals could be achieved if employees perform according to the company's performance standards.

The data analysis technique used in this study is path analysis using SPSS software. Researchers choose this pathway analysis technique because researchers seek to analyze and determine the pattern of relationships between three variables. Both the pattern of relationships directly and indirectly.

RESULTS AND DISCUSSION

This study has three variables: job training as an independent variable, work competence as an intermediate variable, and employee performance as a dependent variable. Before data collection was carried out, the validity and reliability of the research questionnaire instrument were tested. Based on testing the validity of a questionnaire containing three variables against 37 respondents, the distribution of table r values in significance is 5% to = 0.325. The r value is calculated > r table, the question is declared valid 53 items and 8 statement items are declared invalid, so the invalid items are excluded from the problem.

The reliability test in this study was conducted using Cronbach's Alpha formula. An instrument can be reliable if it has a reliability coefficient of 0.60. The reliability test results are presented in the following table 1:

Table 1. Reliability Test Results

Variable	Alpha coefficient	Information
X1	0,857	Reliable
X2	0,882	Reliable
Y	0,877	Reliable

The results of descriptive statistics can be seen in table 2, that the job training variable obtained the lowest value of 52 and the highest value of 72, with an average of 65.6 and a standard of division (data distribution level) of 5.95. Furthermore, the work competency variable obtained the lowest value of 44 and the highest value of 60, with an average of 54.5 and a standard of revision (level of data distribution) of 4.96. The employee performance variable obtained the lowest value of 53 and the highest value of 80, with an average of 72.4 and a standard of division (data distribution rate) of 7.17.

Table 2. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
X	96	52	72	65.63	5.955
M	96	44	60	54.45	4.963
Y	96	53	80	72.41	7.171
Valid N (listwise)	96				

Path analysis techniques to determine the direct and indirect relationship to the previous three variables need to be tested by classical assumptions first. The classical assumption test consists of several stages; normality test, multicollinearity test, and heteroscedasticity test.

a) Normality test

Based on the results of normality testing using graphic analysis in the form of a histogram graph, obtaining the results of the normality test of substructure one on the histogram below forms a bell and leans up, and then the data is declared normal.

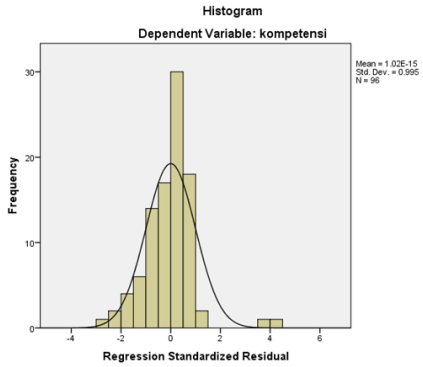


Figure 1. Histogram substructure 1

Then the results of the normality test of substructure two can be seen from the histogram graph below, which shows the graph forming a bell and leaning up, and then the data distribution is declared normal.

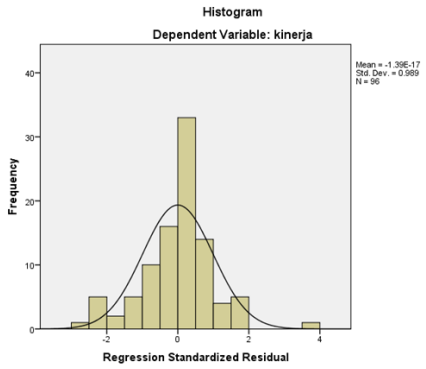


Figure 2. Histogram substructure 2

b) Multikolinieritas

A multicollinearity test is needed to determine if there is a correlation between independent variables in substructure 1 and substructure 2. Test results are listed in the table below.

Table 3. Multicollinearity Substructure Symptom Test 1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10.708	3.401		3.149	.002		
	Training (X1)	.667	.052	.800	12.915	.000	1.000	1.000

a. Dependent Variable: Competence (X2)

Based on the table above, the multicollinearity symptom test is carried out by looking at the tolerance value and VIF *(Variance Inflation Factor).* Based on the table above in the Coefficients output in the Collinearity Statistics section, the tolerance value for job training variables is 1,000 > 0.10. In comparison, the VIF value is 1,000 < 10.00. The results of the multicollinearity test as a result of this can be stated that there are no symptoms of multicollinearity in substructure 1.

Table 4. Symptom test of multicollinearity substructure 2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.499	5.131		1.072	.287		
	Training (X1)	.481	.123	.400	3.900	.000	.360	2.774
	Competence (X2)	.649	.148	.449	4.384	.000	.360	2.774

a. Dependent Variable: Performance (Y)

Based on the table above, test the symptoms of multicollinearity by looking at the tolerance value and VIF *(Variance Inflation Factor).* Based on the table above in the Coefficients output in the Collinearity Statistics section, it is known that the tolerance value for job training variables is 0.360 > 0.10. In comparison, the VIF value is 0.360 < 10.00. The results of the multicollinearity test show no symptoms of multicollinearity in substructure 1.

c) Heteroscedasticity

Test the symptoms of heteroscedasticity using the Glesjer method by looking at the significance value; if> 0.05, then there are no symptoms of heteroscedasticity, but if, on the contrary, the significance value < 0.05, then symptoms of heteroscedasticity occur. Based on the table below in substructure 1 obtained, the result of Sig. The value for the Training variable (X1) is 0.005 < 0.05, and it can be stated that heteroscedasticity symptoms occur in substructure 1.

Table 5. Heteroscedasticity test substructure 1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8.609	2.264		3.803	.000		
	Training (X1)	-.099	.034	-.284	-2.872	.005	1.000	1.000

a. Dependent Variable: Abs_RES2

The following are the results of the heteroscedasticity test on substructure 2 using SPSS software.

Table 6. Heteroscedasticity Test Substructure 2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	17.371	3.112		5.582	.000		
	Training (X1)	-.136	.075	-.284	-1.821	.072	.360	2.774
	Competence (X2)	-.097	.090	-.169	-1.083	.281	.360	2.774

a. Dependent Variable: Abs_RES

Based on the heteroscedasticity test table in substructure 2, the significance value (Sig.) for the Training variable (X1) is 0.072 > 0.05, and for the Competency variable (X2) is 0.281 > 0.05. So that the significance value (Sig.) in the two variables above is greater than 0.05, it can be stated that there are no symptoms of heteroscedasticity in substructure 2.

Path analysis

Once the classical assumption test is met, the next step is to analyze the data using path analysis. Path analysis is used to analyze both direct and indirect relationships involving intervening variables.

A. Substructural 1

a) Coefficient of Determination (R2)

The coefficient of determination shows the extent to which the independent variable contributes in the model to explaining the variation of the dependent variable.

Table 7. Coefficient of determination substructure 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800[a]	.640	.636	2.995

a. Predictors: (Constant), Training (X1)

Based on the SPSS output table "model summary" above, the resulting value of the coefficient of determination or R Square is 0.640. The magnitude of the coefficient of determination (R Square) is 0.640 or equal to 64%, and this figure means that the job training variable (X1) simultaneously affects the work competency variable (X2) by 64%. While the remaining 36% is contributed from other variables that did not enter the study. Then to determine $\varepsilon_1 = \sqrt{(1 - 0{,}640)} = 0{,}600$.

b) F test

The following is an analysis of the F-test conducted using SPSS software. Test F is a simultaneous test used to analyze the presence or absence of simultaneous variables in the study.

Table 8. Test F Substructure 1
ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1496.389	1	1496.389	166.788	.000[b]
	Residual	843.351	94	8.972		
	Total	2339.740	95			

a. Dependent Variable: Competence (X2)

b. Predictors: (Constant), Training (X1)

Based on the F test table in substructure one above, resulting in a Sig value of 0.00 smaller than 0.05, it can be said that the training variable (X1) significantly affects the competency variable (X2).

c) T-test

The following is an analysis of the T-test conducted using SPSS software. The T-test tests the independent variables' effect on the dependent variable.

Table 9. T Test substructure 1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10.708	3.401		3.149	.002		
	Training (X1)	.667	.052	.800	12.915	.000	1.000	1.000

a. Dependent Variable: Competence (X2)

The analysis of the T-test produces a substructure path coefficient 1 based on the table above, resulting in a significance value of the job training variable (X1) of 0.002 smaller than 0.05, meaning that the job training variable (X1) affects the work competency variable (X2).

d) Substructure Equation 1

The relationship of job training to employee work competencies

$X_2 = \rho_1 X_1 + \varepsilon_1$……(1)

$X_2 = 0{,}800 + 0{,}60$

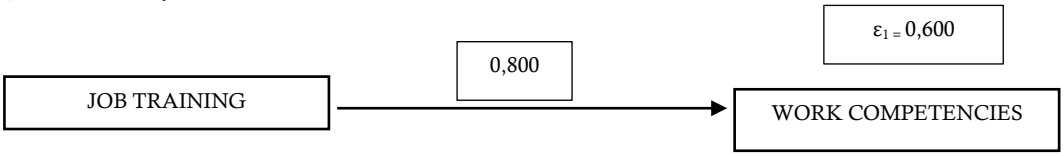
Information:

X_2 = work competencies

X_1 = job training

ε_1 = residual

e) Path analysis model substructure 1



B. Substructural 2

a) Coefficient of Determination (R2)

The coefficient of determination shows the extent to which the independent variable contributes to the model to explain the variation of the dependent variable.

Table 10. coefficient of determination substructure 2

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.805[a]	.648	.641	4.2982

a. Predictors: (Constant), competence, training
b. Dependent Variable: Competence

Based on the SPSS output table "model summary" above, it can be seen that the value of the coefficient of determination or R Square produced is 0.648. The magnitude of the coefficient of determination (R Square) is 0.648 or equal to 65%, this figure means that the variables of job training (X1) and work competence (X2) simultaneously affect the variable of employee performance (Y) by 65%. While the remaining 35% is contributed from other variables that did not enter the study. Then to determine ε1 can use the formula $\varepsilon_1 = \sqrt{(1 - 0{,}648)} = 0{,}593$.

b) F test

The following is an analysis of the F-test conducted using SPSS software. Test F is a simultaneous test used to analyze the presence or absence of simultaneous variables in the study.

Table 11. Test F substructure 2

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3167.012	2	1583.506	85.712	.000[b]
	Residual	1718.144	93	18.475		
	Total	4885.156	95			

a. Dependent Variable: Performance
b. Predictors: (Constant), competence, Job Training

Based on the anova table above, resulting in a significance value of 0.000, smaller than 0.05, it can be said that the training variables (X1) and competence (X2) have a significant relationship with the performance variable (Y).

c) T-test

The following is an analysis of the T-test conducted using SPSS software. The T-test tests the independent variables' effect on the dependent variable.

Table 12. T Test substructure 2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.499	5.131		1.072	.287
	job training	.481	.123	.400	3.900	.000
	competence	.649	.148	.449	4.384	.000

a. Dependent Variable: performance

The analysis of the T-test resulted in a substructure path coefficient 1 based on the table above, resulting in a significance value of the job training variable (X1) worth 0.000 smaller than 0.05, meaning that the job training variable (X1) had an effect on the employee performance variable (Y). the significance value of the work competency variable (X2) worth 0.000 is less than 0.05, meaning that the work competency variable (X2) affects the employee performance variable (Y).

d) Substructure 2

The relationship between job training and work competence to employee performance

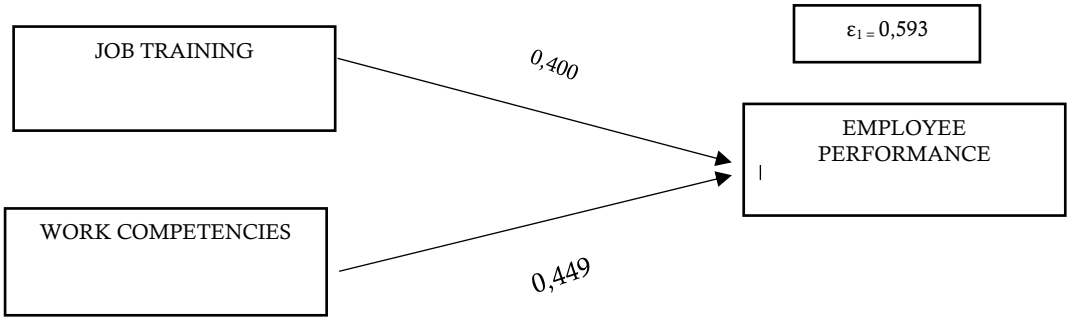
$Y_1 = \rho_2 X_1 + \rho_3 X_2 + \varepsilon_1$……(2)

$Y_1 = 0{,}400 + 0{,}449 + 0{,}593$

Keterangan:

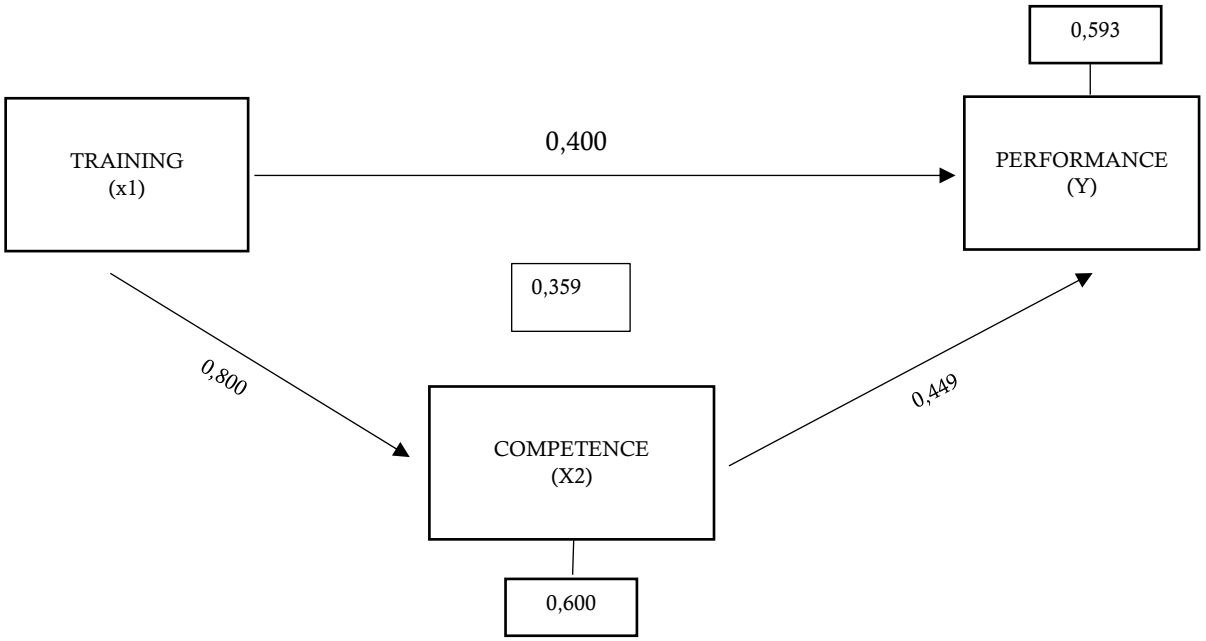
Y1 = employee performance
X1 = job training
X_2 = work competencies
ε_1 = residual

e) Path analysis model substructure 2



The final model of path analysis

The following is a chart of the results of the final path analysis model assembled based on the results of substructures 1 and 2. This final model can answer existing research hypotheses.



Hypothesis Evaluation

After being tested using the path analysis technique, the final path analysis model is produced as above. The final model of path analysis can answer existing research hypotheses.

H1: There is a significant relationship between job training and employee competence in manufacturing companies in Semarang City.

Based on the tests' results, significance values of 0.000 < 0.05 were obtained. The results of the tests that have been carried out show a relationship between job training (X1) and work competence (X2). Then the first hypothesis was accepted. These results are supported by Mujiatun (2015), who reveals that the training program provided by the company to employees can improve the skills, knowledge and experience of employees regarding their field of work. Setiawan (2020)demonstrates that the training can help employees understand knowledge practically and its application in the implementation of tasks while improving the skills and attitudes needed by the organization. According to Sri (2013), The implementation of training for employees is one of the important efforts to improve employee competence because this will have an impact on increasing knowledge and skills that can change the attitudes and behaviour of human

resources in an organization towards a better, professional, and responsible. The results of the hypothesis are accepted, indicating the relationship of job training with work competence. Is because the purpose of implementing job training is to follow the competencies needed in employees' work fields.

H2: There is a significant relationship between work competence and employee performance in manufacturing companies in Semarang City

The results of the tests that have been carried out are obtained with significance values of 0.000 < 0.05. The results of the tests that have been carried out show a relationship between work competency variables (X1) and employee performance (Y). As a result of this stated, the second hypothesis is accepted. This second hypothesis is supported by the statement Valentina, et al. (2018), which states that the level of competence possessed by employees greatly influences the company's performance. Competence is a fundamental characteristic possessed by a person. In line with this, competence can provide excellent performance predictions. When the company wants to improve good performance, it must maximize the competence of existing human resources first (Mulyasari, 2019). Based on the results of the accepted hypothesis, it can be interpreted that employees of manufacturing companies with good competence can also have a good effect on the resulting performance. Knowledge and skills from the employee's field of work make it easy for employees to do their work more efficiently, thereby increasing productivity.

H3: There is a significant relationship between job training and employee performance in manufacturing companies in Semarang City

Based on the tests' results, significance values of 0.000 < 0.05 were obtained. These results show a relationship between job training variables (X1) and employee performance (Y). With this, it can be stated that the third hypothesis is accepted. This is supported by opinions Novie, et al., (2023) said that training has a positive impact on the company's performance. Then in line with what is stated (Yimam, 2022, training is a strategic instrument of the organization in improving employee performance. Training workers to improve the quality of their work can improve their well-being and performance in certain circumstances (Daniels, 2017). Based on the hypothesis received through the implementation of training by the company, employees of manufacturing companies in the city of Semarang can do their work more effectively and efficiently in overcoming changes that are likely to occur in the future, such as changes in technology, changes in attitudes, work methods, behaviours that then improve company performance. In line with the opinion of Niati et al. (2021), Training programs significantly improve work performance and employee performance. Training that follows the company's needs provides a boost in increasing productivity within the company.

H4: There is a positive but insignificant relationship between job training and employee performance through work competencies in manufacturing companies in Semarang City.

Based on the test results that have been carried out show the results of the relationship between job training (X1) and employee performance (y) through work competence (X2) of 0.800 x 0.449 = 0.359. With it known that the value of the direct relationship is greater than the value of the indirect relationship, these results show that job training with employee performance through work competence has a positive but insignificant relationship. With this, it can be stated that the hypothesis is rejected. That is, the relationship between job training and employee performance through work competence is not significant and can be caused by the quality of training that is less effective, resulting in insufficient work competency improvement or training does not provide knowledge and skills relevant to employee duties and responsibilities so that the skills obtained do not have a significant impact on employee performance. Results of research conducted by Wijayanto et al. (2011) state that understanding duties and responsibilities shape competencies more. Organizational goals can be achieved if employees produce performance following the company's performance standards.

According to Akbar (2018), many factors influence the performance of an organization. In addition to job training, other factors are related to employee performance, such as motivation obtained, compensation system, leadership, and work environment. In the research, motivation was ranked the most influential on employee performance. This is in line with the opinion of Hajiali (2022), who state that employee performance improvement is influenced by other things, such as achievement motivation and leadership style carried by the leader. Improving the performance of an organization can also be caused by organizational culture factors that impact management decisions in improving organizational performance (Paus, et al., 2021). If these other factors are not managed properly, then good job training in work competencies can have an insufficient impact to significantly improve performance.

Soble test

Work competency variables represent the intervening variable in this study. To test the indication of the significance of the mediating effect, use the calculation of the sobel test.

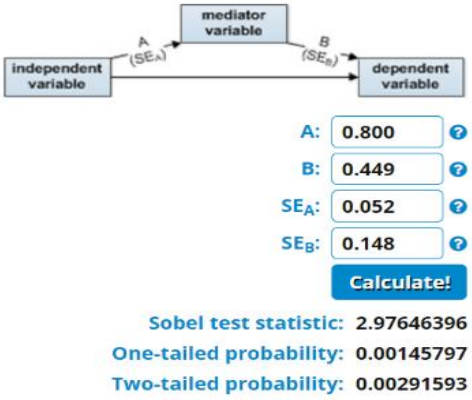


Figure 3. *Soble Test*

Based on the calculation above, the significance value at one-tailed probability shows a result of 0.00145. Because it produces a p-value of < 0.05, it is as a result of this stated that the work competency variable substantially mediates the relationship between job training variables and employee performance.

CONCLUSION

Based on the analysis of the research results, the following results were found: (1) Job training has a significant relationship with work competence. (2) Work competence has a significant relationship with employee performance. (3) Job training has a significant relationship with employee performance. (4) Job training does not have a significant relationship with employee performance through work competencies. Training programs that are managed systematically with the aim of training, relevant training materials in the field of work and appropriate training methods can improve work competence. Work competencies in the field of work can improve employee performance. However, the work competency variable cannot mediate between job training variations and employee performance, because it is suspected that other variables play a more important role in improving employee performance, such as leadership variables and work motivation. Improving work competence and employee performance can be done by holding job training programs managed by the employee's field of work.

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