

Employment Training in Employee Performance Improvement: SLR



Herlina Kusuma Wardhani¹, Sopiah²

^{1,2} Faculty of Economics and Business, State University of Malang

ABSTRACT: Training is a concept in human resource management that includes tasks with clear instructions intended to enhance abilities. This study is aimed at finding out the impact of job training on improving employee performance. The purpose of this Systematic Literature Review is to combine various studies related to job training in an effort to improve employee performance. This research was compiled using the Preferred Reporting Items for Systematic Review and Meta Analysis of studies related to the effect of job training on improving employee performance. Data were obtained from Science Direct, Emerald, and Google Scholar websites. The results of this study indicate that there is a positive and significant influence between training and employee performance. Training attended by employees can improve their ability to carry out their duties, so that employee performance also increases. The right training method will be easily understood and understood by employees.

KEYWORDS-Training, Employee performance, Employee loyalty, Work engagement, Motivation

I. INTRODUCTION

An firm that can consistently enhance the skills of its workforce is considered good because it will generate more good workers as a result of enhancing good talents. Human resource managers need to be very aware of labor needs in this area. Thus, to foster organizational development, it is necessary to enhance the meticulously crafted quality. Both the business and the employees will benefit from the necessity of raising employee performance. An employee skill development program through training is required in order to form quality resources.

Training is a concept in human resource management that includes tasks with clear instructions intended to enhance abilities. Continuous training is necessary to eventually have workers that can perform their jobs accurately and well, which will help the business reach its objectives.

In order to provide non-managerial labor with the skills and technical knowledge they need for a particular task, training is a brief form of instruction that follows a set and methodical process (Sri Larasati, 2018). According to Rakmawati (2018), training provides an environment in which workers can acquire or learn attitudes and procedures that impart specific knowledge and skills, making them more competent and capable of performing their duties more effectively and in compliance with the necessary standards. When personnel are assigned and placed based on their respective fields, training is occasionally provided.

If an employee's performance is evaluated as undesirable, they will be challenged and trained until their skills improve. so that staff members who have received training can do tasks, no matter how simple or complex. This is fully in line with Sutrisno's (2019) assertion that instruction is meant to improve and enhance one's ability to do a job and use work equipment correctly.

One measure of an employee's ability to support his career in the workplace is his level of training. Furthermore, it is believed that training can enhance an employee's performance and turn him into a specialist in his industry.

Employee skills for a job must be developed, and it is hoped that by taking part in periodic training, employees' abilities can increase, which will undoubtedly increase employee knowledge and insight in order to achieve company goals. Training is an absolute necessity for a company. Drawing from the aforementioned assertion, it can be inferred that employee training serves as a mechanism for acquiring proficiencies and mindsets that enhance worker productivity.

One strategy to raise the standard of employee performance is to regularly provide training to staff members. Performance, according to Affandi (2018), is the outcome of work that an individual or group within an organization or company can accomplish in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals that do not contravene ethical and moral standards or the law.

Employee performance, according to Silalahi (2021), is the application and outcomes of work completed by people who have been assigned to specific roles and responsibilities within an organization, as well as issues pertaining to benchmark values that are established and evaluated by means of a particular indicator. It is evident that employees' labor, completed in line with the

Employment Training in Employee Performance Improvement: SLR

tasks assigned within a specific time frame, determines their performance. A successful performance is a significant step toward achieving a goal.

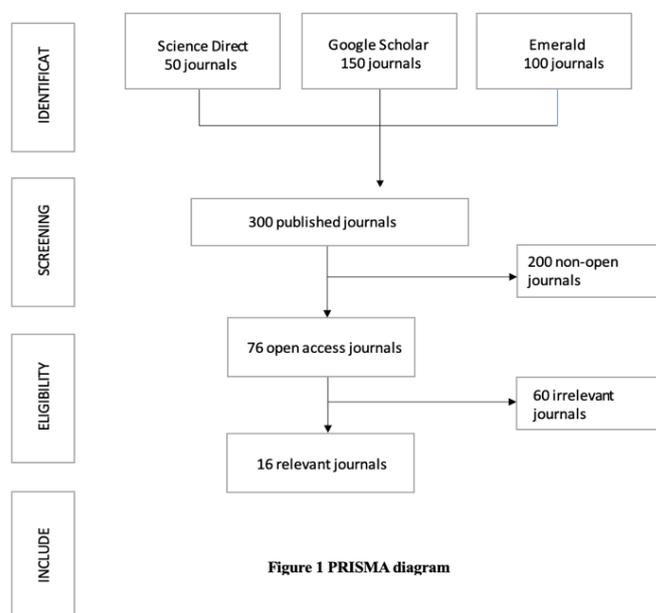
Within a company, training is available for all positions, from the lowest to the highest. The performance of an organization can be raised by employee training exercises that have the potential to raise worker performance and foster a sense of accountability. Employee work will be impacted if a company's workforce performs well both in terms of quantity and quality. This is reinforced by offering training.

II. RESEARCH METHODS

Using electronically indexed ISSN (International Standard Serial Number) material that has been published online, this study employs a Systematic material Review (SLR) methodology. Results of publications are gathered from both domestic and foreign periodicals. According to Triandini (2019), the word "systematic literature review" (SLR) refers to specific research or study methodology, and its development is carried out to collect and assess research connected to certain issues. The training activities that impact employee performance are the subject of this study.

Articles from the vulnerable years 2019 to 2023 are sourced from a variety of national and international websites, including Google Scholar, international publications like Emerald, and other reliable sources. The papers that were used are then tallied in a table that discusses different publications that have been examined and contrasted amongst journals in order to make conclusions later on.

The outcomes of this systematic literature review will serve as a foundation for examining the potential benefits and drawbacks of job training for improving employee performance. Does receiving training improve the effectiveness of employees performance.



III. RESEARCH RESULTS AND DISCUSSION

A. Descriptive Examination of Research Findings and Literature Review

The first search method included the keywords "training" and "employee performance" and was based on earlier studies. results from searches on Google Scholar, the Emerlad website, and other reliable websites for international journals. The journals were then chosen again using predefined standards. The title, abstract, and entire journal are examined as part of the selection process before being subjected to analysis. The journals that were found through earlier study are listed below.

Earlier Study Table

No	Name	Title	Methods	Keywords	Result
1	Yosef Ferry Pratama, Dian Wismar'ein	The Effect of Training and Work Environment on Employee Performance	Quantitative Method	Work Environment, Employee Performance, EvmLOYEE Performance	Research has consistently demonstrated that job training has a substantial and beneficial impact on employee performance. Similarly, the work environment has been found to have a

Employment Training in Employee Performance Improvement: SLR

					significant and positive influence on employee performance. Moreover, it has been established that both job training and the work environment contribute to employee performance in multiple ways.
2.	Hendra	The Effect of Organizational Culture, Training and Motivation on Employee Performance at Tjut Nyak Dhien University Medan	Associative Approach	Organizational Culture, Training, Motivation and Performance	The results showed that there is a significant impact of corporate culture, training, and motivation on performance. The combined influence of organizational culture, training, and motivation on performance is substantial.
3	Nurul Khastelia Hartomo, Bachruddin Saleh Laturlean	The Effect of Training on Employee Performance at the Head Office of PT. Pos Indonesia (Persero) Bandung	Descriptive Quantitative Method	Training, Employee Performance	The findings of this study suggest that training has a notable impact on employee performance, with the understanding that there may be additional elements influencing performance that were not included in this particular investigation.
4	Elsya Azkiyathul Fangiziah, Syahrudin Agung, Immas Nurhayati ³	The Effect of Training and Work Discipline on Employee Performance	Validity and Reliability Test	Training, Work Discipline, Employee Performance	The findings indicated a significant association between training and work discipline in regard to employee performance.
5	Lipia Kosdianti, Didi Sunardi	The Effect of Training on Employee Performance at Pt. Satria Piranti Perkasa in Tangerang City	Quantitative Descriptive Method	Employee Training and Performance	There is a Significant Effect Between the training program for the Mighty Tool and the performance of employees at PT. Satria Piranti Perkasa in Tangerang City
6	Muhammad Andi Prayogi, M. Nursidin	The Effect of Training and Work Motivation on Employee Performance	Quantitative Methods	Training, Motivation, Employee Performance	The concurrent influence of training and motivation on employee performance is observed at PT. Mopoli Raya Medan.
7	Ni Wayan Eka Sri Anggereni	The Effect of Training on Performance in Buleleng Regency Village Credit Institution (Lpd) Employees	Quantitative Descriptive	Training, Employee Performance	The findings of the study indicate that the implementation of training programs had a statistically significant and favorable impact on the performance of employees.
8	Mamik Eko Supatmi, Umar Nimran, Hamidah Nayati Utami	The Effect of Training, Compensation on Job Satisfaction Employees and Employee Performance	Quantitative Methods	Training, Compensation, Employee Job Satisfaction and Employee Performance	This research data gets some important conclusions that compensation and training are very important for employees in an effort to increase employee satisfaction and performance in the work environment.
9	W. Wahyudi	The Effect of Training on Employee Performance Mediated by Work Discipline	Quantitative and Descriptive Approach	Work Discipline, Employee Performance, Training	Training Has No Significant Impact on Work Discipline Affects Employee Performance.

Employment Training in Employee Performance Improvement: SLR

10	Imam Ruhiyat, Lista Meria, Dwi Julianingsih	The Role of Training and Job Attachment to Improve Employee Performance in the Telecommunications Industry	Non-probability sampling method with purposive sampling technique	Training, Job Engagement, Employee Performance	According to the findings of this study, it was determined that training exerts a favorable and statistically significant impact on the performance of employees. Moreover, it is evident that training has a substantial and favorable impact on work engagement. The impact of work engagement on employee performance is both positive and significant.
11	Muhammad Dedi Syahputra, Hasrudy Tanjung	The Effect of Competence, Training and Career Development on Employee Performance	Multiple Linear Regression Analysis	Competence, Training, Career Development, Performance	The impact of training and career development on staff performance at PT Angkasa Pura II (Persero) Kualanamu Branch Office is substantial.
12	Erni Sukmawati, Sri Langgeng Ratnasari, Zulkifli	The Effect of Leadership Style, Communication, Training, Work Ethic, and Individual Characteristics on Employee Performance	Quantitative Methods	Employee Performance; Leadership Style; Communication; Training; Work Ethic; Individual Characteristics	Training Partially Has a Negative and Significant Effect on Employee Performance
13	Ni Wayan Eka Sri Anggereni	The Effect of Training on Performance at Village Credit Institutions (Lpd) Employees of Buleleng Regency	Quantitative Descriptive	Training, Employee Performance	The findings of the study indicate that the implementation of training programs has a statistically significant and favorable impact on the performance of employees.
14	Boreum Ju and Jessica Li	Exploring The Impact of Training, Job Tenure, And Education-Job And Skills-Job Matches On Employee Turnover Intention	Regression Analysis	Training, Turnover Intention, Job Tenure, Education-Job Match,	The findings from the hierarchical regression analysis provided support for the hypotheses positing that on-the-job training, off-the-job training, distance training, job tenure, and education are significant factors. The relationship between job matches and turnover intention is found to be statistically significant.
15	Mohd Arwab, Mohd Adil, Mohd Nasir and Mohd Ashraf Ali	Task Performance and Training Of Employees: The Mediating Role Of Employee Engagement In The Tourism And Hospitality Industry	Quantitative Method	Training, Task Performance, Employee Engagement, Motivation For Training, Support For Training, Tourism And Hospitality Industry	The results of this study revealed a statistically significant positive correlation between employee training and task performance within the tourism and hospitality sector. Concurrently, the mediating role of employee engagement is shown in the positive association between training and task performance, both directly and indirectly. This study examines the implications of the findings and provides recommendations for practical applications.

Employment Training in Employee Performance Improvement: SLR

16	Emelia ohene Afriyie, Yan Jin, Mariama Yakubu, and Iddrisu Wudhu's	Role of job satisfaction in microfinance institutions' performance: considering performance appraisal, training and development	random sampling	Training and development, Performance appraisal, Job satisfaction, Microfinance institution, Structural equation modeling	The study results indicate that PFA has a statistically significant positive relationship with organizational performance, and this relationship is partially mediated by job satisfaction (JBS). Interestingly, the TAD process does not have a statistically significant positive relationship with organizational performance when JBS is present in the model. In fact, JBS fully mediates the relationship between TAD and organizational performance.
----	--	---	-----------------	---	---

The research methods used in the aforementioned reviewed studies are quite varied. The publications that are pertinent to the study question—namely, whether or not employee performance training can enhance employee performance in the workplace—will then be sorted. in order for the outcomes and conclusions to be discovered later

IV. TOPIC ANALYSIS

The topics discussed in this study include employee performance training in an effort to improve employee performance

General Characteristics of Literature Review

The following are general characteristics of the literature that will be reviewed with accountable validity. The character is in the form of a summary and the main points of discussion of the selected literature. In the year of publication, 20% in 2018, 17% in 2019, 13% in 2020, 23% in 2021, 13% in 2022, and 10% in 2023.

Literature Review Analysis

1. Literature that has a dominant significant positive effect

It is evident from this literature that there is a strong correlation between employee performance and work training. Numerous research support the idea that job training improves employee performance. According to research conducted by Yosef Ferry Pratama and Dian Wismar'ain (2018), job training and the work environment have both been shown to have a positive and significant impact on employee performance in a variety of ways. It was then stated in 2022 by Mohd Arwab, Mohd Adil, Mohd Nasir, and Mohd Ashraf Ali that there is a strong correlation between employee performance and training. According to Emelia ohene Afriyie, Yan Jin, Mariama Yakubu, and Iddrisu Wudhu's findings from 2023, there is a statistically significant beneficial correlation between employee performance and training.

Additionally, studies conducted in 2021 by Oyekunle Oyelakin and Aliyu Abdullahi The findings demonstrate that employees' training, risky task completion, information and communication, and environmental control activities have a major and favorable impact on SME financial management and employee performance. According to a 2020 study by Nurul Khasstelia Hartomo and Bachruddin Saleh Luturlean titled "The Effect of Training on Employee Performance at the Head Office of PT. Pos Indonesia (Persero) Bandung," other factors still have a substantial influence on employee performance.

Elsya Azkiyathul Fangiziah, Syahrums Agung, and Immas Nurhayati (2023) discovered a similar phenomenon, with findings indicating a robust relationship between employee performance and work discipline and training. Lipia Kosdianti, Didi Sunardi (2021) who examined the performance of employees at PT Satria Piranti Perkasa, there is a significant influence between training and employee performance at PT Satria. Research conducted by Mamik Mamik Eko Supatmi, Umar Nimran, Hamidah Nayati Utami in 2019 obtained several important conclusions that compensation and training are very important for employees in an effort to increase employee satisfaction and performance in the work environment.

In a recent study conducted by Imam Ruhayat, Lista Meria, and Dwi Julianingsih (2022), it was discovered that training programs have a notable and constructive impact on the performance of employees. Moreover, it can be observed that training programs have a noteworthy and constructive impact on the level of work engagement exhibited by individuals. The impact of work engagement on employee performance is both positive and statistically significant. The study conducted in 2020 by Syahputra and Tanjung revealed consistent findings, indicating that both training and career development exerted a substantial influence on the performance of employees at PT Angkasa Pura II (Persero) Kualanamu Branch Office. The study conducted by Sukmawati, Ratnasari, and Zulkifli (2020) revealed that training had a somewhat negative and statistically significant impact on employee performance.

Employment Training in Employee Performance Improvement: SLR

According to Erni Sukmawati, Sri Langgeng Ratnasari, and Zulkifli (2020), their findings suggest that training has a partially negative and significant impact on employee performance. This aligns with a similar study conducted in the same year (2020), which also found a negative and significant relationship between training and employee performance at the Head Office of PT Pos Indonesia (Persero) Bandung.

2. Literature with a significant negative effect

Based on the search completed by researchers in compliance with the specified data criteria in this literature review, it has been found that there is one study which demonstrates a negative and statistically insignificant effect. In a study conducted by Wahyudi (2021), it was shown that training does not yield a statistically significant impact or effect on work discipline, which subsequently influences employee performance.

V. DISCUSSION

The enhancement of performance is contingent upon factors such as the provision of supervisory training and the establishment of a strong work discipline. If the firm has imparted training to its personnel with the purpose of acquiring information and skills necessary to execute duties in accordance with established standards. Hence, the efficacy of training programs has a direct impact on the performance of employees in executing their job responsibilities. Furthermore, the achievement of organizational objectives is contingent upon the performance of its workforce.

The findings indicate a statistically significant and beneficial relationship between training programs and employee performance. Attending training programs can enhance employees' capacity to fulfill their responsibilities, hence leading to an improvement in employee performance. The optimal training approach should be readily comprehensible and graspable for employees.

Training sessions can be scheduled either at the commencement or conclusion of the designated time frame. Hence, it is imperative to develop suitable work training programs to facilitate the assimilation of new employees and enable them to fulfill organizational requirements. Job training is a crucial phase that is conducted for both newly hired and existing personnel. The primary objective of the training program is to enhance the proficiency of current employees within the organization, while also facilitating the assimilation of both existing and new employees into the company's work environment.

VI. CONCLUSIONS

The present study aims to analyze existing literature on work training in order to enhance employee performance. The material utilized in this study consists of a selection of literature that has been carefully chosen based on predetermined research criteria. The concept of job training should not be limited to solely enhancing the employee's quality or performance skills. Nevertheless, organizations have the ability to assess the extent to which employees demonstrate a strong work ethic and a commitment to self-improvement. The necessity of job training remains relevant for both employees and organizations.

Based on a comprehensive analysis and screening of relevant research, it is consistently indicated that effective and consistent work training has the potential to enhance employee performance. A comprehensive body of literature consisting of sixteen (16) studies affirms that job training yields a favorable impact on enhancing employee performance.

Contrarily, there exists a singular study that posits that training yields no discernible influence, while another study asserts that training does really exert a substantial impact on work discipline, hence influencing employee performance.

REFERENCES

- 1) Sri, Larasati. 2018. Human Resource Management. First Printing. CV.Budi Utama. Yogyakarta.
- 2) Sutrisno, S., & Zuhri, M. S. (2019). PKM Improving teacher competence through training in writing scientific articles on class action research. *Journal of Dedicators Community*, 3(1), 53-61.
- 3) Ekananta, A., Maarif, S., Affandi, J., & Sukmawati, A. (2018). Situational analysis of performance and competence of the human resource management profession in Indonesia. *Journal of Management*, 10(1), 67-79.
- 4) Silalahi, F. A., Wibowo, E. A., & Hasibuan, R. (2021). The Effect of Communication, Work Discipline, Work Ethic and Physical Work Environment on Employee Performance Pt. Esun International Utama Indonesia Batam. *Equilibria: Journal of the Faculty of Economics*, 8(2), 118-128.
- 5) Wind, D. P., Silalahi, M., & Grace, E. (2021). Discipline and its Implications for Employee Performance. *Journal of Research Innovation*, 2(3), 865-872.
- 6) Santika, K. Y., Triandini, E., & Ayu, P. D. W. (2023). Systematic Literature Review to Identify Database Management System Selection in System Development. *Proceedings of CORISINDO 2023*.
- 7) Ju, B., & Li, J. (2019). Exploring the impact of training, job tenure, and education-job and skills-job matches on employee turnover intention. *European Journal of Training and Development*, 43(3/4), 214-231.
- 8) Sesen, H., & Ertan, S. S. (2022). The effect of employee perceived training on job satisfaction: the mediating role of workplace stress. *European Journal of Training and Development*, 46(9), 953-973.

Employment Training in Employee Performance Improvement: SLR

- 9) Han, J. W., Nguyen, T. T. M., Hua, S. M., & Pham, T. H. (2023). Organizational learning through training effectiveness: evidence from the hospitality industry in Vietnam. *The Learning Organization*, 30(5), 532-553.
- 10) Guan, X., & Frenkel, S. (2019). How perceptions of training impact employee performance: Evidence from two Chinese manufacturing firms. *Personnel Review*, 48(1), 163-183.
- 11) Albtouss, Q., Ngah, A. H., & Yusoff, Y. M. (2022). Training satisfaction relative to turnover intention: the mediating role of employee loyalty. *Industrial and Commercial Training*, 54(4), 545-565.
- 12) Arwab, M., Adil, M., Nasir, M., & Ali, M. A. (2022). Task performance and training of employees: the mediating role of employee engagement in the tourism and hospitality industry. *European Journal of Training and Development*.
- 13) Bhatti, M. K., Soomro, B. A., & Shah, N. (2023). Training characteristics and employees' performance among the nurses in Pakistan. *Journal of Economic and Administrative Sciences*, 39(3), 625-641.
- 14) Ohene Afriyie, E., Jin, Y., Yakubu, M., & Awudu, I. (2023). Role of job satisfaction in microfinance institutions' performance: considering performance appraisal, training and development. *International Journal of Productivity and Performance Management*.
- 15) Oyelakin, O., & Abdullahi, A. (2022). Assessing the efficacy of employee training and internal control system on financial management of small and medium scale enterprises in Nigeria. *African Journal of Economic and Management Studies*, 13(3), 366-384.
- 16) Gil, A. J., Rodriguez-Cavides, L., & Romero-Daza, D. (2023). Analysis of training effectiveness from the perspective of managers and employees in the Colombian hospitality industry. *Industrial and Commercial Training*.
- 17) Pratama, Y. F., & Wismar'ain, D. (2018). The effect of training and work environment on employee performance. *Business Management Analysis Journal (BMAJ)*, 1(1), 37- 48.
- 18) Hendra, H. (2020). The Effect of Organizational Culture, Training and Motivation on Employee Performance at Tjut Nyak Dhien University Medan. *Maneggio: Scientific Journal of Master of Management*, 3(1), 1-12.
- 19) Gumilar, G. (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.
- 20) Wahyuningsih, S. (2019). The effect of training in increasing employee work productivity. *Warta Dharmawangsa*, 13(2).
- 21) Hartomo, N. K., & Luturlean, B. S. (2020). The Effect of Training on Employee Performance at the Head Office of PT Pos Indonesia (Persero) Bandung. *Scientific Journal of Management, Economics, & Accounting (MEA)*, 4(1), 200-207.
- 22) Fangiziah, E. A., Agung, S., & Nurhayati, I. (2023). The Effect of Training and Work Discipline on Employee Performance. *Indonesian Journal of Innovation Multidisciplinary Research*, 1(3), 144-154.
- 23) Kosdianti, L., Sunardi, D., Economy, F., & Pamulang, U. (2021). The effect of training on employee performance at PT Satria Piranti Perkasa in Tangerang City. *Arastirma Journal*, 1(1), 141-150.
- 24) Andi Prayogi, M., & M Nursidin, M. N. (2018). The Effect of Training and Work Motivation on Employee Performance.
- 25) Anggereni, N. W. E. S. (2018). The Effect of Training on Employee Performance at Village Credit Institutions (Lpd) Buleleng Regency. *Undiksha Journal of Economic Education*, 10(2), 606-615.
- 26) Supatmi, M. E., Nimran, U., & Utami, H. N. (2013). The effect of training, compensation on employee job satisfaction and employee performance. *Profit: Journal of Business Administration*, 7(1).
- 27) Wahyudi, W. (2021). The effect of training on employee performance mediated by work discipline. *ECO-BUSS*, 4(2), 265-273.
- 28) Fibriany, F. W., & Oktaviani, N. H. (2019). Evaluation of Employee Training Results on Employee Performance (Case Study of PT. Bank Bukopin). *Journal of Ecodemica*, 3(2), 141-150.
- 29) Ruhayat, I., Meria, L., & Julianingsih, D. (2022). The Role of Training and Job Attachment to Improve Employee Performance in the Telecommunications Industry. *Technomedia Journal*, 7(June 1), 90-110.
- 30) Syahputra, M. D., & Tanjung, H. (2020). The Effect of Competence, Training and Career Development on Employee Performance. *Maneggio: Scientific Journal of Master of Management*, 3(2), 283-295.
- 31) Subroto, S. (2018). The effect of training and motivation on employee performance. *Optimal: Journal of Economics and Entrepreneurship*, 12(1), 18-33.
- 32) Anggereni, N. W. E. S. (2018). The Effect of Training on Employee Performance at Village Credit Institutions (Lpd) Buleleng Regency. *Undiksha Journal of Economic Education*, 10(2), 606-615.
- 33) Marjaya, I., & Pasaribu, F. (2019). The influence of leadership, motivation, and training on employee performance. *Maneggio: Scientific Journal of Master of Management*, 2(1), 129-147.
- 34) Sukmawati, E., Ratnasari, S. L., & Zulkifli, Z. (2020). The influence of leadership style, communication, training, work ethic, and individual characteristics on employee performance. *Dimensional Journal*, 9(3), 461-479.
- 35) Setiawan, I., Ekhsan, M., & dhyan Parashakti, R. (2021). The Effect of Training on Employee Performance Mediated by Job Satisfaction. *Journal of Managerial and Entrepreneurial Perspectives (JPMK)*, 1(2), 186-195.
- 36) Hartomo, N. K., & Luturlean, B. S. (2020). The Effect of Training on Employee Performance at the Head Office of PT Pos Indonesia (Persero) Bandung. *Scientific Journal of Management, Economics, & Accounting (MEA)*, 4(1), 200-207.



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.