

# The Effect of Job Training on Employee Performance with Employee Status as a Moderating Variable

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## *Abstract*

This study aims to determine and analyze the effect of Job Training variables on Employee Performance variables with Employee Status as a moderating variable, in the Fire Protection Division of *PT. Musi Hutan Persada (PT. MHP)*. The number of samples in this study were 145 employees, consisting of 50 samples of permanent employees and 95 samples as contract employees. Data analysis was performed with the help of SPSS 22 for Window's software, to test the relationship between variables with multiple regression analysis techniques / Multivariate Regression Analysis (MRA), as well as the moderating effect of the Employee Status variable on the Job Training variable on the Employee Performance variable. Based on data analysis on the variables studied, it shows the results that there is a significant relationship between job training variables and employee performance. The Employee Status variable shows a weak relationship with the Employee Performance variable. The Employee Status variable is also not a variable that moderates the influence of the Job Training variable on the Employee Performance variable. The regression test results also show that the moderation variable acts as an independent variable (predictor) which has a direct effect on employee performance

**Keywords:** Job Training, Employee Status, Employee Performance, Moderation,

## **1. Introduction**

In the era of globalization and the increasing demands for environmental awareness at this time, as well as increasingly fierce competition in the business world, the existence of superior human resources who have high dedication and the ability to master the field of work is very important for companies to win business competition. All components of the company, including employees, must have the ability to adapt in accordance with the demands of changing times and the demands of applicable laws and regulations. Attitude, reliability, discipline, dedication, knowledge, technical and non-technical capabilities are indispensable in carrying out their duties and responsibilities as employees, so as to provide maximum roles and improve employee performance and company performance. On the other hand, the company also has an obligation to prepare and develop its human resources by taking steps to

formulate a human resource development strategy. Companies must also have operational strategies and policies that serve as references for employees.

To support these policies and strategies, it requires reliable human resources, with high dedication and discipline as well as technical and non-technical abilities so as to improve employee performance and company performance. As a basis for efforts to control forest and land fires (*Dalkarhutla*), *PT. MHP* which is a company in the forestry sector, one of which is: Regulation of the Minister of Environment and Forestry of the Republic of Indonesia Number: P.32/*Men-LHK/Sejjen/Kum.1/3/2016* concerning "Forest and Land Fire Control". Article 26 states that "In an effort to improve the quality of forest and land fire control, it is necessary to be supported by *Dalkarhutla* human resources which can be done by increasing the capacity of human resources". Furthermore, in Article 44: it is explained that: "Increasing the capacity of *Dalkarhutla* human resources as referred to in Article 26 letter b, can be pursued in various ways, including education and training, debriefing (in-house training and on-the job training), guidance, technical and other employee coaching".

Research on the effect of job training variables on improving employee performance has basically been done by many previous researchers. However, there are still many differences and inconsistencies in research results. The positive and significant influence of job training variables on employee performance variables was generated in research conducted by: Supriatna and Sutisna, (2016); Kumara and Utama, (2016); Supriyadi, (2017); Citraningtyas and Djastuti, (2017). Meanwhile, different results were obtained in research conducted by: Hafidha, et al., (2016); Syamsuri and Siregar, (2018); with the findings that the job training variable does not directly and significantly affect employee performance variables.

Employee status is also suspected as a variable that affects employee performance variables. Differences in the status of employees (permanent employees and contract employees) are thought to affect employee performance. Several previous studies have shown that employee status can improve employee performance, (Julindastuti and Karyadi, 2016; Retnosari et al., 2016; Widnyana et al., 2016; Nugraha et al., 2017); Winarsih et al., 2019). However, different research results still occur: Hendrajana, et al., 2017; Suharman et al., 2020, which states that Employee Status does not have a direct and significant effect on employee performance variables.

## 2. Literature Review

### 2.1. Job Training

Many human resource experts have provided many definitions related to training. Almost all definitions provide meanings that lead to efforts to provide provision and preparation for new employees and employees who have been in the organization or company for a long time to better recognize the work processes for which they are responsible, and as a learning effort in order to improve the skills and abilities of employees to improve their performance so that it is expected to improve company performance. Training is a systematic process given to change employee behavior, with the hope that organizational goals can be achieved (Matteso, et al., 2009); training as a teaching process for new employees or those they have, about the basic skills they need in carrying out their jobs (Dessler, 2010). While in the Man-power Act of the Republic of Indonesia Number 13 of 2003, article 1, paragraph 9, job training is defined as all activities to provide, obtain, improve and develop job competence, discipline, attitudes and work ethic at certain skill and expertise levels. , according to the qualification level of the position and job.

In line with the experts' understanding above, *PT Musi Hutan Persada (PT. MHP)*, which is one of the companies engaged in the management of Industrial Plantation Forests (*Hutan Tanaman Industri/HTI*) in South Sumatera, Indonesia, has paid attention to human resource development, which is stated in Collective Labor Agreement between the company *PT Musi Hutan Persada* and the Labor Union and Worker Union. This concern and seriousness is contained in article 78, paragraph 1, which states that training is an activity or company work program that is planned and carried out continuously in the context of increasing the ability, knowledge, work skills and developing attitudes, behavior of workers / employees. Workers, according to company needs. In paragraph 2, the objectives of the education and training program have been established to form professional, skilled and responsible human resources.

### 2.2. Employee Status

Employee status is a condition that distinguishes one employee from another in its relationship with a company or organization. The bond between the company and employees / individuals is known as a working relationship. Principally, the establishment of a working relationship between employees and the company begins with the acceptance of workers/laborers based on the company's needs. Based on the labor law of the Republic of Indonesia, there are two types of employee work, namely work based on an Indefinite Work Agreement (*PKWTT*) and work based on a Specific Time Work Agreement (*PKWT*). Manpower Law Number 13 of 2003). *PKWTT*/permanent

employees, are employees who are hired for work that is permanent and continuous, which is not limited to a period of time. The employment relationship between the worker and the company is appointed by the company with a Management Decree. Meanwhile, employees with the status of *PKWT*/contract employees are employees who are employed for temporary, one-time, seasonal work for a limited period of time.

Regardless of the status of the employee/worker, according to the work relationship, basically each party has a mutually beneficial relationship. The company wants to get a large amount of profit by managing resources effectively and efficiently, while the employee/worker/laborer wants expectations, needs and guarantees of security over guaranteed work continuity can be fulfilled properly.

### 2.3. Employee Performance

The main goal of a company/organization is how to improve overall performance, which is only obtained through effective and efficient employee performance. Performance is basically something that employees do or don't do. Performance is the work result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him, so it can be said that performance is the result of a job that can be measured quantitatively by using certain measuring tools (Mangkunegara, 2010). Furthermore, Rivai, (2011) defines performance as real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company. Furthermore, Dessler, (2010) defines performance as an evaluation of current or past employee work against performance standards, which are influenced by external and internal factors (Mangkunegara, 2010). To conduct an employee performance appraisal, Rivai, (2011), classifies into 3 (three) aspects. The three aspects are: 1). Technical ability; 2). Conceptual skills; 3). Interpersonal relationship skills.

At *PT. Musi Hutan Persada (PT. MHP)*, in the Collective Labor Agreement (*PKB*), article 18, states that the assessment of workers/labor is carried out with the following objectives: 1). To identify the strengths and weaknesses of workers / laborers so that there is a need for training and further career development direction. 2). As a communication tools between superiors and subordinates so that a healthy and harmonious relationship is built, and subordinates understand what the boss expects, and vice versa, the boss recognizes the aspirations/expectations of subordinates. 3). The work performance appraisal is carried out and assessed by the direct supervisor of the worker / laborer, and is known by the direct superior at the appraisal level, is confidential among fellow workers/laborers, but is open between workers/labor and superiors in the same work team.

Based on the description above, the following framework is prepared:

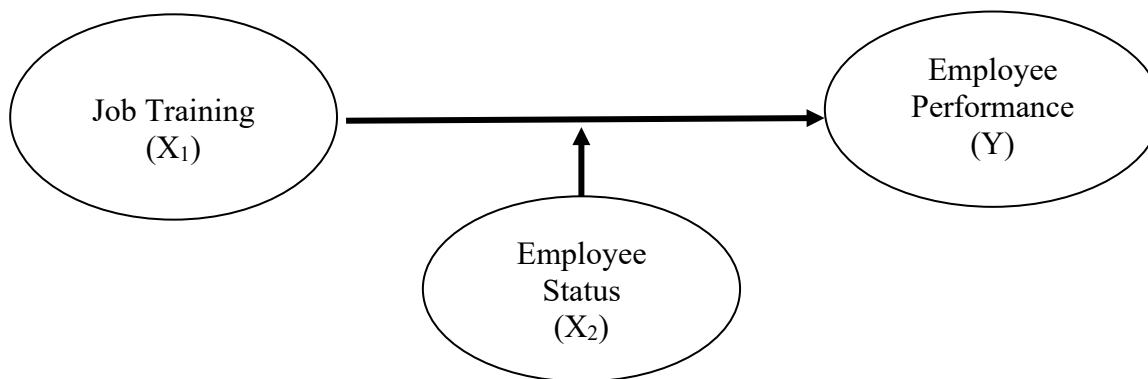


Figure 1: Framework

As the hypothesis of this study are: 1). Job Training has a positive effect on Employee Performance. 2). Employee Status has a positive effect on Employee Performance. 3). Employee Status moderate the effect of Job Training on Employee Performance

### 3. Method

This type of research is descriptive quantitative, with the nature of the research is an explanatory research (descriptive explanation). The population in this study were all employees at the Fire Protection Division of *PT. Musi Hutan Persada*, with a purposive sampling technique. As respondents are Fire Protection members who have participated in the training program, in accordance with the requirements in the observation variable. As the independent variable (independent) in this study is job training ( $X_1$ ), while the

dependent variable (dependent) is employee performance (Y). Meanwhile, Employee Status ( $X_2$ ) in this study is a moderating variable.

#### 4. Data Collections

The research sample was taken from permanent employees and contract employees. The minimum sample requirement is calculated based on the Slovin formula. Of the total population (N) a total of 489 personnel consisting of 69 status as permanent employees were taken as a sample of 50 samples. While from 420 contract employees 95 samples were taken; so the total sample is 145. The error rate/level of leeway in sampling (e) is 10%. To obtain data, it is done by distributing questionnaires and interviews with relevant officials. Furthermore, the research data carried out descriptive analysis and multiple regression analysis (Multiple Regression Analysis/MRA) and moderation test. As an analysis tool in this study is the SPSS 22.0 for Windows software.

### 5. Results and Discussion

#### 5.1. Descriptive Statistics Test Results

In this study the research variables include Job Training ( $X_1$ ), Employee Status ( $X_2$ ) and Performance (Y). The descriptive statistics of the research variables are presented in Table 1:

**Table 1: Summary of Descriptive Statistics Test Results**

	N	Min	Max	Mean's	Standart Deviation
1 Job Training ( $X_1$ )	145	3.96	4.98	4.5331	0.2704
2 Employee Status ( $X_2$ )	145	1.00	2.00	1.6552	0.4770
3 Employee Performance (Y)	145	4.00	5.00	4.6841	0.3297
4 Valid N (Listwise)	145				

Source: Primary data, processed, 2020.

The results of the descriptive statistical analysis in Table 1 show that Job Training ( $X_1$ ) has a mean value of 4.5331, which is in the high category, so that Job Training has a high influence on Employee Performance. The minimum mean value is 3.96 and the maximum value is 4.98. Whereas in the Employee Status variable ( $X_2$ ), coding is used to differentiate the status of permanent employees from contract employees. Code 1 (one) is to provide identity to permanent employees, while code 2 (two) is to provide identity to contract employee status.

Based on the descriptive analysis, the mean value of the Employee Status variable ( $X_2$ ) was 1.6552. While the employee performance variable as the dependent variable (Y), the mean value is 4.6841, so that it can be included in the high category. Meanwhile, the minimum value is still in a fairly high range with a value of 4.00. Furthermore, the maximum value of 5.00 is included in the highest category.

#### 5.2. Validity and Reliability Test Results

After the validity test was carried out, from the questions posed through a research questionnaire, the results of the validity of the Job Training variable ( $X_1$ ) = 0.718 \*\*; Employee Status ( $X_2$ ) = 0.676 \*\*; and Employee Performance (Y) = 0.739 \*\*. Because r - value is greater than r-table, (R-value > 0.1362) it can be interpreted that all questions are valid. As for the reliability test results, it shows that the Job Training variable ( $X_1$ ) = 0.867; Employee performance variable (Y) = 0.888. With cronbach's alpha value greater than the critical value (0.60), it can be interpreted as: reliable. While the Employee Status variable ( $X_2$ ): only acts as a differentiator of employee status, with an identity / code (1) for permanent employees and an identity/code (2) for contract employees (*PKWT*).

#### 5.3. Classical Assumption Test Results

In summary, the results of testing the classical assumptions in this study are presented in Table 2:

**Table 2: Summary of Classical Assumption Test Results.**

Type of Testing	Test Results	Intepretation
Normality Test	p-value $0.200 > 0.05$	Residual data are normally distributed
Multikoliniery Test	Tolerance values for variables $X_1$ & $X_2$ are $0.996 > 0.1$ ; VIF values = $1.004 < 10$	Free from multicollinearity.
Rank Spearman Heteroscedasticity Test	$X_1$ : p-value = $0.719^{**}$ ; Sig (2-tailed) = $0.000 < 0.05$ $X_2$ : p-value = $0.052$ ; Sig (2-tailed) = $0.533 > 0,05$	$X_1$ has a significant and unidirectional relationship with performance. $X_2$ : there is no significant relationship with performance.
Autocorrelation Test	$1.7008 (d_u) < 1.814 (d) < 2.2992 (4 - d_u)$ .	There is no autocorrelation

Source: Primary data, processed, 2020.

## 5.4. Research Hypothesis Testing

### 5.4.1 Research Hypothesis I

The results of regression testing I, with the independent variable Job Training ( $X_1$ ) and the dependent variable is Employee Performance (Y) are as follows:

**Table 3: Test Result Regression Model I**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Est.
1	.747 <sup>a</sup>	.559	.556	.220

Source: Primary data, processed, 2020.

Based on table 3 above, it can be interpreted that the adjusted R<sup>2</sup> value is the coefficient of determination/the role of variance (the role of the independent) in relation to the dependent variable. The adjusted R<sup>2</sup> value is 0.556, meaning that the variability of the Employee Performance variable can be explained by the variability of the Job Training variable.

**Table 4: Results of Testing the Signification of F-Value Regression Model I**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.746	1	8.746	181.081	.000 <sup>b</sup>
	Residual	6.907	143	.048		
	Total	15.654	144			

Source: Primary data, processed, 2020.

Based on Table 4, with regard to testing the significance of the F value in regression model I, the result is that the value of F-count = 181.081 and the significance level =  $0.000 (\leq 0.05)$ , it can be concluded that the job training variable ( $X_1$ ) has a positive and significant effect on the Performance variable. Employees (Y).

**Table 5: Result of Testung the Signifikantion of T Value Regression Model I**

Model		Unstandardized Coefficients		Standardize d Coefficients	T	Sig.	Collinearity Statistics	
		B	Std Error	Beta			Tolerance	VIF
1	(Constant)	.539	.312		1.729	.086		

Job Training	.910	.068	.746	13.370	.000	0.966	1.004
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Source: Primary data, processed, 2020.

Based on Table 5, which is the result of testing the significance of the t regression model I, it shows that the T-count of Job Training ( $X_1$ ) = 13,370 at a significance value of  $T = 0.000$  (significant) with a regression coefficient value ( $\beta$ ) = 0.910. The test results above indicate that the Job Training variable ( $X_1$ ) has a positive and significant effect on the Employee Performance variable (Y).

Based on the regression results above, it can be concluded that the first hypothesis is accepted. This means that the Job Training variable ( $X_1$ ) has a positive influence on employee performance. Thus the findings of research conducted by: Yuniarti, et al., (2003); Yusnita and Fadhli (2015); Kumara et al., (2016); Supriatna and Sutisna (2016); Citraningtyas & Djastudti (2017) and Supriadi, et al., (2017); which states that job training variables affect employee performance variables can be supported by the findings in this study.

#### 5.4.2. Research Hypothesis II

Regression testing II in this study as shown in Table 6. Job Training variable ( $X_1$ ) is the independent variable, and the Employee Performance variable (Y) is the dependent variable, while the Employee Status variable ( $X_2$ ) acts as a moderating variable. , according to the framework in this study presented in Table 6:

**Table 6: Test Result the Regression Model II**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
1	.062 <sup>a</sup>	.004	.003	.330

Source: Primary data, processed, 2020.

The results of regression model II testing in this study are presented in Table 6, the results show that the adjusted R<sup>2</sup> value is the coefficient of determination/role of variance (the role of the independent) in relation to the dependent variable. The adjusted R<sup>2</sup> value is 0.003, meaning that the variability of the employee's employee status variable can explained by the variability of the Employee Status variable is 0.3%, and the remaining 99.7% is explained by other factors.

**Table 7: Results of Testing the Signification of F-Value Regression Model II**

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	.060	1	.060	.554	.458 <sup>b</sup>
	Residual	15.593	143	.109		
	Total	15.654	144			

Source: Primary data, processed, 2020.

The value of F-count in this study was 0.554 with a significance level of 0.458; where this value is greater than 0.05. So it can be interpreted that the Employee Status variable does not have a direct effect on the Employee Performance variable.

**Table 8: Results of Testing the Signification T Value Regression Model II**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	4.613	.099	46.430	.000
	Employee Status ( $X_2$ )	.043	.058	.062	.744

Source: Primary data, processed, 2020.

Based on the results of the T test using regression analysis I, in Table 8 above, it shows that the t-count of the Job Training variable = 0.744, with a significance value of  $t = 0.458$  (not significant)  $> 0.05$ . So statistically  $H_0$  is

accepted, which means that the second hypothesis ( $H_2$ ) which states that the Employee Status variable has a significant effect on the Employee Performance variable cannot be verified, so the second hypothesis is not accepted.

### 5.4.3. Research Hypothesis III

Definition of moderating variables according to Ghozali (2008); is an independent variable that strengthens or weakens the relationship between other independent variables on the dependent variable. If the moderator significance value is greater than  $\alpha$  0.05, it means that the Employee Status variable does not act as a moderating variable. The results of the research we conducted at the Fire Protection Division are as follows:

**Table 9: Results of Regression Model III**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
1	.751 <sup>a</sup>	.564	.555	.220

Source: Primary data, processed, 2020.

The adjusted R<sup>2</sup> value shows the coefficient of determination or the role of the variance (the independent variable in terms of the relationship with the dependent variable). Based on Table 9: the results show that there is a decrease in the adjusted R<sup>2</sup> value of the regression I model by 55.6% to 55.5% (a decrease in the adjusted R<sup>2</sup> value of 0.1%).

**Table 10: The Signifikatiom of F-value of the Regression Model III**

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	8.830	3	2.943	60.827	.000 <sup>b</sup>
	Residual	6.823	141	.048		
	Total	15.654	144			

Source: Primary data, processed, 2020.

Based on Table 10: it is found that the F-count value is 60,827 with a significance level of 0.000; less than 0.05. This shows that Job Training, Employee Status and the interaction between Job Training variables and Employee Status variables together have an effect on Employee Performance variables.

**Table 11: The Significatiom of T-value of Regression Model III**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
(Constant)	-.897	1.161		-.773	.441			
1	Job Training (X <sub>1</sub> )	1.228	.257	1.007	4.784	.000	0.070	14.34
	Employee Status (X <sub>2</sub> )	.863	.664	1.249	1.299	.196	0.003	298.6
	X <sub>1</sub> * X <sub>2</sub>	-.188	.147	-1.277	-1.285	.201	0.003	319.7

Source: Primary data, processed, 2020.

The results of the study as shown in Table 11 above indicate that the t test results show that the moderating significance value is 319.17 so that the value is greater than  $\alpha$  0.05, so it means that the Employee Status variable does not act as a moderating variable which strengthens the relationship between the influence of the Job Training variable. Employee Performance variables, so it can be interpreted that the Employee Status variable does not show any influence in helping to increase Employee Performance.

The regression equation obtained is:

$$Y = - 897 + 1.228 X_1 + 0.863 X_2 - 0.188 X_1X_2$$

The results of the regression analysis in Table 11 show that the t-count of Job Training is 4,784 with a significance value of  $t \approx 0.00$  (significant). The employee status variable has a t-count of 1,299 with a significance value of  $t \approx 0.196$  (not significant). As for the Job Training variable \* Employee Status (the interaction between the Job Training variable and Employee Status) has t-count of -1.285 with a significance of 0.201 (not significant). So it can be concluded that the Work Status variable is not a moderator in the relationship between Job Training and Employee Performance.

Furthermore, based on regression analysis III which rejects Work Status as a moderating variable, regression analysis IV is carried out to determine the effect of Employee Status on Employee Performance.

The results of regression IV testing with the results are as presented in Table 12 below:

**Table 12: The Signification of the F Value Regression Model IV**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.751	2	4.375	90.003	.000 <sup>b</sup>
	Residual	6.903	142	.049		
	Total	15.654	144			

Source: Primary data, processed, 2020.

Based on table 12: the F-count value is 90,003 with a significance level of 0.000; less than 0.05. So that shows that Job Training and Employee Status simultaneously affect Employee Performance. The results of regression IV, also prove that Employee Status is an independent variable (predictor) in relation to Employee Performance.

## 6. Conclusion

As a conclusion in this study, as well as multiple regression analysis models, are: 1). Job Training has an effect on Employee Performance. So that the first hypothesis which states that job training can improve employee performance is acceptable. 2.). Employee status do not have a significant effect on employee performance. So the second hypothesis which states that the Employee Status variable affects Employee Performance is not accepted. 3). Partially the Job Training variable has an influence on Employee Performance, but the Employee Status variable does not act as a moderating variable in relation to Job Training on Employee Performance. So that the third hypothesis is not accepted

The theoretical implication of this research succeeds in providing an explanation of the consistency of the effect of job training on improving employee performance. So that to improve employee performance, companies need to improve job training programs for their employees. However, the effect of Employee Status on improving Employee Performance is weak and insignificant on Employee Performance. The Employee Status variable cannot act as a moderating variable on the increase/effect of Job Training on Employee Performance.

The practical implications are: that the improvement of job training programs needs to be done continuously, by evaluating training programs in accordance with technological developments. As for the status of the core employees for forest fire control, they should be permanent employees of the company, while the reserve unit is still managed by a contract system.

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