

Effectiveness of training and management knowledge on employee performance

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ABSTRACT

In an effective management system, the importance of human resources is increasing. Employee performance is an essential factor influencing success. In an organization, this is one of the most critical functions of a company. This study aims to determine the variables that affect employee performance and develop a theoretical basis and research model. This study used an associative descriptive quantitative method with a population of 50 respondents drawn into samples using non-probability sampling using saturated sampling / total sampling methods—data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis states that employee performance is influenced by the effectiveness of training, meaning that the better the effectiveness of training, the more improved the employee's performance. Thus, the second hypothesis states that employee performance is influenced by knowledge management, meaning that the higher the knowledge management possessed by employees, the higher the performance of employees. The third hypothesis is that employee performance is influenced by the effectiveness of training and management knowledge that can simultaneously improve employee performance. This research is expected to provide theoretical contributions to the literature in this context, certainly in the context of human resource management.

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1. Introduction

Resources are a company's most unique, vulnerable, purest, and hardest-to-estimate asset. Each employee has a different set of backgrounds, which will affect their respective expectations and, in turn, affect the dynamics of the relationship between humans and the company's organization (Putri et al., 2023). Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of interpretation within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the management of Human Resources and is one of the main elements of the organization to achieve the goals that have been set. The success or failure of an organization in realizing its goals depends mainly on the human resources owned by the company (Gunawan et al., 2022; Haryadi. D, 2022; Haryadi. D et al., 2021). Human resources play a significant role in organizations' achieving competitive advantage. The development of technology and environmental changes make human resources a critical factor in determining the ability of organizations or companies in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023).

Performance is defined as what employees do or don't do. Employee performance influences how much they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al., 2023; Oktaviani et al.,

2023). Performance is the result of work that a person or group of people can achieve in a company under their respective authorities and responsibilities to achieve organizational goals officially, does not violate the law, and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Princess et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him (Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023; Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation, and interests. How organizations value and treat their human resources will affect their attitudes and behaviors in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023).

One factor that can improve employee performance is practical training. Training refers to efforts planned by a company to facilitate employee learning about competencies related to the company. These competencies include knowledge, skills, or behaviors critical to successful employee performance (Allen et al., 2023; Andreu-Caravaca, 2023; Antonietto et al., 2023). Training is a process that includes a series of actions (efforts) carried out deliberately in the form of assisting the workforce provided by training professionals in units of time aimed at improving the employability of participants in specific fields of work to increase effectiveness and productivity in an organization (Araújo et al., 2023; Arifani et al., 2023; Arumi et al., 2019). Training is a responsibility carried out jointly between employees and the organization, where employees must design and attend training to develop their abilities so that they are wide open for better career paths for employees in the future. Training is an activity to improve one's employability concerning economic activity (Badhwar et al., 2023; Bao et al., 2023; Barratt et al., 2023).

Knowledge Management is a collection of tools, techniques, and strategies for maintaining, analyzing, organizing, improving, and sharing understanding and experience. Such understanding and expertise are built on knowledge, whether embodied in an individual or inherent in an organization's fundamental processes and applications (Huang & Yuan, 2024; Park et al., 2023). Knowledge Management focuses on finding new ways to channel raw data into valuable forms of information, eventually into knowledge. Knowledge management is a systematic coordination in an organization that organizes human resources, technology, processes, and organizational structures to increase value through reuse and innovation (Jones, 2024; Kassa & Ning, 2023). This coordination can be achieved through creating, sharing, and applying knowledge using the experience and actions that the company has taken for the continuity of organizational learning. Knowledge Management or Knowledge Management is a tool, technique, and strategy for mastering, analyzing, organizing, and developing various business skills. The knowledge management process is a systematic approach to managing intellectual assets and other information to increase competitive advantage for a company (Kanyundo et al., 2023; Moreno et al., 2024).

PT. Adis Dimension Footwear is a shoe industry manufacturing company with a large ecosystem. In carrying out its production activities, it takes a lot of human and non-human resources that can move the wheels of company activities. The company's management has set regulations to achieve employee performance, expecting sound, precise, and efficient work results. PT Adis Dimension Footwear is one of Nike's shoe factories, part of Showdown Group Indonesia, and is a manufacturing company engaged in the footwear industry with the Nike brand. A problem at PT Adis Dimension Footwear is the lack of success with production targets and delays in shipping goods. One of the substantial factors is the selection of suppliers that are still changing or less efficient. The AHP method is used as a solution to solve problems. It makes it easier for the PPIC department to determine the best chemical supplier for the company. So, in choosing the right supplier, the company will benefit directly and indirectly from the results of production process activities. PT Adis Dimension Footwear, part of Shoetown Group Indonesia, is a shoe manufacturing company in Indonesia, currently producing shoes under the trademark Nike, established in May 1989 in Balaraja, precisely on Jalan Raya Serang Km 24, Balaraja Tangerang. PT Adis Dimension Footwear started its first production in March 1990. The Phylon Injection Department is one of the departments in PT Adis Dimension Footwear, specializing in making the bottom of shoes. Based on the results of observations and from data obtained by the object of research, it is known that the number of production results in 2017 was 2,779,193 pairs, with defective products as many as 133,401 pairs or 4.8%, in 2018 as many as 4,040,260 pairs, with faulty products as many as 202,013 pairs or 5%.

This study aims to develop a model examining the three variables the author has analyzed to find out the factors that can improve employee performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

2. Research Method

In this study, the method used by the author is quantitative descriptive research with a causal approach. The causal process is an analysis that will look for a picture of relationships, influences, impacts, and causal effects from various concepts or factors or, in some ways, designed in management science. The population in this study is PT Adis Dimension Footwear, stockfit department cell 4, totaling 50 respondents. A saturated sampling technique means the entire population is taken as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the scale method of strongly disagree, disagree, doubt, agree, and strongly agree. Based on the research sample, 50 respondents were obtained from the questionnaire. The data analysis technique in this study is a descriptive analysis using the SPSS assistance program version 26, then to determine the influence between variables using inferential analysis with the SPSS assistance program version 26 through validity test analysis, reliability calculations, and then classical assumption tests including data normality. In this study, the author formulated a research hypothesis and a theory, namely H1: There is a significant influence on training effectiveness on employee performance, H2: management knowledge affects employee performance, and H3: training effectiveness and management knowledge simultaneously affect employee performance.

3. Results And Discussions

Before a hypothesis test can be performed, a validity test must be conducted to show the extent to which the instrument method or measurement method of something is positively designed. Employee performance was measured by five statements, five accounts measured transformational leadership, and work motivation was measured by five survey statements collected. This study seeks to validate the validity of the corrected item-total correlation value by looking at its importance in comparing the r-count with the r-table with the validity number Sakhikh has obtained. In addition, the value of Cronbach's alpha also received the value of reliability calculations that are very reliable, and the results of validity tests and reliability calculations for each variable with indicators can be seen in the table below.

Table 1. Validity and reliability test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Employee Performance				
EP_1	.622	0,279	Valid	0.799
EP_2	.323	0,279	Valid	
EP_3	.619	0,279	Valid	
EP_4	.608	0,279	Valid	
EP_5	.770	0,279	Valid	
Effectiveness Training				
ET_1	.546	0,279	Valid	0.750
ET_2	.585	0,279	Valid	
ET_3	.448	0,279	Valid	
ET_4	.608	0,279	Valid	
ET_5	.399	0,279	Valid	
Knowledge Management				
KM_1	.894	0,279	Valid	0.935
KM_2	.556	0,279	Valid	
KM_3	.894	0,279	Valid	
KM_4	.928	0,279	Valid	
KM_5	.906	0,279	Valid	

Table 1 shows that all statement indicator variables for each variable in each indicator have an r-count value of > 0.279 , which automatically meets the data validity standard. A needle is considered accurate if each r-calculate point of validity value r is > 0.279 . Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

Table 2. One-sample kolmogorov-smirnov test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	.000000

	Std. Deviation	2.05930120
Most Extreme Differences	Absolute	.072
	Positive	.068
	Negative	-.072
Test Statistic		.072
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Table 2 shows the magnitude of Kolmogorov-Smirnov normality; the 2-tale significance normality test is Unstandardized Residual 0.200), which is residual data having a significance value greater than 0.05. It can be concluded that the data is typically distributed. The following multicollinearity test results can be seen in Table 3 below.

Table 3. Multiklonieritas test

Model	Tableicients ^a	Collinearity Statistics	
		Tolerance	VIF
1	Effectiveness_Training	.838	1.194
	Knowledge_Management	.838	1.194

a. Dependent Variable: Employee Performance

The multicollinearity test obtained a Variance Inflation Factor (VIF) value of 1.194 and a Tolerance value of 0.838. The result of the decision for the multicollinearity test is that if the tolerance value (0.838) > 0.10 and VIF (1.194) < 10, it can be interpreted that there are no symptoms of multicollinearity, so it can be concluded that the model used does not contain signs of multicollinearity. The results of linear regression analysis can be seen in Table 4 below.

Table 4. Regres regressionr test

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
(Constant)	-1.727	2.131		-.810	.422	
1	Effectiveness_Training	.948	.109	.776	8.723	.000
	Knowledge_Management	.409	.083	.317	2.320	.033

a. Dependent Variable: Employee Performance

The negative constant -1.727 means that if the value of training effectiveness and management knowledge equals zero, then the level or magnitude of employee performance is still -1.727. The regression coefficient of the training effectiveness variable has a positive value of 0.948, which means that if the value of the training variable increases one hundred percent, then employee performance increases 0.948 times. The regression coefficient value of the management knowledge variable is positive at 0.409. This explains that if the value of management knowledge increases by one hundred percent, then the employee performance variable increases by 0.409 times. The following analysis results in hypothesis testing are presented in Table 5 below.

Table 5. Hypothesis test

Variable	T-value	P-values	Result
ET → EP	8.723	.000	Accepted
KM → EP	2.320	.033	Accepted
ET & KM → EP	52.003	0.000	Accepted

Source: Results of research data processing 2023

Table 5. The first finding in this study is statistical; the first accepted hypothesis shows the effectiveness of training has a significant effect on employee performance. Training refers to efforts planned by a company to facilitate employee learning about competencies related to the company. These competencies include knowledge, skills, or behaviors critical to successful employee performance (Allen et al., 2023; Andreu-Caravaca, 2023; Antonietto et al., 2023). Training is a process that includes a series of actions (efforts) carried out deliberately in the form of assisting the workforce provided by training

professionals in units of time aimed at improving the employability of participants in specific fields of work to increase effectiveness and productivity in an organization (Araújo et al., 2023; Arifani et al., 2023; Arumi et al., 2019).

The second finding and the second hypothesis statistically show that management knowledge significantly affects employee performance. Knowledge Management is a collection of tools, techniques, and strategies for maintaining, analyzing, organizing, improving, and sharing understanding and experience. Such understanding and expertise are built on knowledge, whether embodied in an individual or inherent in an organization's fundamental processes and applications (Huang & Yuan, 2024; Park et al., 2023). Knowledge Management focuses on finding new ways to channel raw data into valuable forms of information, eventually into knowledge. Knowledge management is a systematic coordination in an organization that organizes human resources, technology, processes, and organizational structures to increase value through reuse and innovation (Jones, 2024; Kassa & Ning, 2023).

The following third finding in this study shows statistically, the variables of training effectiveness and management knowledge have a significant effect on employee performance. Training is a responsibility carried out jointly between employees and the organization, where employees must design and attend training to develop their abilities so that they are wide open for better career paths for employees in the future. Training is an activity to improve one's employability concerning economic activity (Badhwar et al., 2023; Bao et al., 2023; Barratt et al., 2023). Knowledge management is a systematic coordination in an organization that organizes human resources, technology, processes, and organizational structures to increase value through reuse and innovation (Jones, 2024; Kassa & Ning, 2023). This coordination can be achieved through creating, sharing, and applying knowledge using the experience and actions that the company has taken for the continuity of organizational learning. Knowledge Management or Knowledge Management is a tool, technique, e, and strategy for mastering, analyzing, organizing, and developing various business skills. The knowledge management process is a systematic approach to managing intellectual assets and other information to increase competitive advantage for a company (Kanyundo et al., 2023; Moreno et al., 2024).

4. Conclusion

From the results of research and discussion, the author formulates a conclusion: the first hypothesis states that employee performance is influenced by the effectiveness of training, meaning that the higher the effectiveness of training, the higher the employee's performance. The second hypothesis states that employee performance is influenced by management knowledge, meaning that the higher the management knowledge possessed by an employee, the employee performance will increase. The third hypothesis is that employee performance is affected by the effectiveness of training and knowledge management. The significance of training and knowledge management is included in the excellent category because the results of descriptive analysis often show that they qualify as indicators of cooperative attitude indicators in performance appraisal agencies, and it is necessary to maintain harmonious relationships between employees, have a sense of togetherness between employees to increase to improve human resources. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

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