

## The Effect of Job Training on Employee Performance with Communication as an Intervening Variable in Hispicy Medan

Sheihan Ramadhana<sup>1</sup>, Muhammad Isa Indrawan<sup>2</sup>

Universitas Pembangunan Panca Budi

Email: isaindrawan@dosen.pancabudi.ac.id

### Abstract

*This research aims to see the effect of job training on employee performance with communication as an intervening variable at Hispicy Medan. This research was conducted at Hispicy Medan, the type of research used was quantitative, the population of this study was 100 employees, and the sample used was the entire population at Hispicy Medan, namely 100 employees using a saturated sampling technique. The primary data source used in this research and uses a questionnaire to collect data, this research model uses analytical skills and the measuring tool is smart pls 3. The results of this research are as follows: Communication has a positive and significant effect on employee performance with an original sample value of 0.394 and P value 0.001. Job Training has a positive and significant effect on Employee Performance with the original sample of 0.519 and pvalues of 0.000. Job Training has a positive and significant effect on Communication with an original sample value of 0.894 and a P value of 0.000. Job Training has a positive and significant indirect effect on Employee Performance through Communication with an original sample value of 0.352 and a P value of 0.00.*

**Keywords:** Job Training, Communication, Employee Performance

### INTRODUCTION

Human resources are the drivers of the running of an organization. Likewise, in a business or company, the progress and decline of a company is determined by the size of its human resources. So that human resources or employees in the company become an important concern in achieving company goals. History Human resource management is an inseparable part of management in general. Before the beginning of the twentieth century humans were seen as goods, inanimate objects that could be treated as they pleased by their masters. Humans are not valued because they are considered a factor of production that is equated with machines, money and so on.

On-the-job training. The company has used it to improve its Human Resources (HR). To have quality employees. know, understand and master the work well in accordance with the skills and abilities that employees have for the company so that the company's goals are achieved. In order to increase employee work potential, job training is needed for employees. Job training is a total of activities to provide, obtain, improve and develop work competency, productivity, discipline, attitude and work ethic at a certain level of skills and expertise in accordance with the level and qualifications of the position or job. One employee training program that can be used is On the Job Training, which is a type of training method that is directly provided by the company to employees. namely a direct method for training employees to actually learn about their work by working

directly, implementing the work assigned by the leadership at no cost. Other aspects of on the job training are more formal in format. Senior employees provide examples of how to do work and new employees pay attention to it.

Communication is something we do every day to interact with our environment. Communication plays an important role in social relations. Good communication can create a good and harmonious environment. Likewise, in society, good communication is very necessary for an organization, in this case a company. The quality of communication between employees will certainly affect the environment and work quality. In organizational communication there is vertical communication and horizontal communication, this includes communication from superiors to subordinates, subordinates to superiors, and communication between colleagues or fellow employees.

The three things above are very important for the sustainability of an organization or company. If the relationship between the three is created in harmony, it will create a comfortable work environment and can improve employee performance. However, if the three of them do not communicate well, this will also affect employee performance. Employee performance really helps the company in achieving short-term and long-term goals. Employee performance is the ultimate goal and is a way for various managers to ensure that employee activities and the resulting output are in line with organizational goals. Several studies that have been carried out attempt to study the influence of intellectual intelligence, emotional intelligence and spiritual intelligence on employee performance. Unfortunately, previous studies have shown different results, so there is a need for research that again examines the influence of intellectual intelligence, emotional intelligence and spiritual intelligence on employee performance.

One of the things that companies must pay attention to when managing their management functions is how to manage human resources to increase work efficiency and effectiveness. The success and performance of a company can be seen from the performance achieved by its employees, therefore the company demands that its employees are able to display optimal performance because the good or bad performance achieved by employees will influence the performance and success of the company as a whole. Phenomenon that occurs at Hispicy Medan Lack of training for old and new employees to know how to communicate well between fellow employees, employees are only taught how to behave and communicate with consumers, so that miscommunication often occurs between employees and this leads to disputes between employees which cause Employee performance is always problematic, although it can still be hampered by other employees who have good communication with their colleagues.

## LITERATURE REVIEW

### Employee performance

According to Mangkunegara (2016), employee performance is the result of a person's work in quality and quantity that has been achieved by employees in carrying out their duties according to the responsibilities given. Meanwhile, according to Robbin (2016), performance is a result achieved by employees in their work according to certain criteria that apply to a job. Based on the definition above, it can be concluded that employee performance is the achievement of employee results in a process of carrying out their duties in accordance with the responsibilities given.

### Employee Performance Indicators

According to Robbins (2016) performance indicators are a tool for measuring the extent of employee performance achievements. The following are several indicators for measuring employee performance:

1. Work quality;
2. Quantity;
3. Punctuality;
4. Effectiveness;
5. Independence.

### Communication

According to Wibowo (2014) communication is a process in organizational settings to keep management and employees informed about various relevant matters. Meanwhile, according to Haryani (2016) communication is a process where a person (communicator) sends stimuli (usually with verbal symbols) to change the behavior of another person (communicant). Meanwhile, according to Mangkunegara (2014) communication is the process of transferring information, ideas, understanding from one person to another so that they can interpret it according to the intended purpose.

### Communication Indicators

According to Wibowo (2014) communication indicators include:

1. Ease of obtaining information Good performance from a person can be created if there is ease in obtaining information in a communication process so that there is smooth transfer of ideas, ideas and understanding from one person to another.
2. Intensity of communication If there are lots of good conversations, the communication process will become smoother. Intensity of communication is very necessary for the smooth running of the communication process in an organization.

3. Effectiveness of communication Effectiveness of communication implies that communication is direct, meaning that the communication process is carried out directly with face-to-face frequency to make it easier for other people to know what the communicator is conveying.
4. The level of understanding a person's message can understand what a communicator wants to convey to the recipient also depends on the person's level of understanding. Having good and smooth communication can make it easier for a person or recipient to understand and comprehend the message that will be conveyed.
5. Change in attitude After someone understands the message conveyed by a communicator to the recipient of the message, there will be a change in attitude in accordance with what is being communicated.

### Work training

According to Mangkunegara (2017), training is a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills for limited purposes. Mangkunegara (2013), "Training is a short-term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills for limited purposes."

### Job Training Indicators

Mangkunegara (2013) states that the things used to measure the effectiveness of the training provided by the company to employees are as follows:

1. Type of Training, based on the analysis of the need for the training program, it is necessary to carry out training to improve performance, employee productivity and work ethics for the lower and middle levels.
2. The aim of the training, the training used must be according to needs and aims to improve work skills so that participants are able to achieve maximum performance and understand the work ethics applied.
3. Materials, training materials can be in the form of: management, script management, work psychology, work communication, work discipline and ethics, leadership and work reporting.
4. The method used, in this case, should use participatory techniques where participants also participate and are active in the training activities. Such as group discussions, conferences, simulations, role playing (demonstrations) and games. In-class exercises, tests, team work and study visits (comparative studies).
5. Participant qualifications, in this case, are employees who really need training and increase work productivity, such as: permanent employees, employees who

have just rotated positions and employees who have received recommendations from management.

6. Trainer qualifications, in this case the trainer or instructor must have qualifications and truly be a person who has the ability to carry out training activities and be able to provide motivation to participants so that participants really understand the training material and activities being carried out.
7. Time, in this case training requires a lot of time to really maximize its implementation. The more often employees receive training, the more likely the employee's abilities and skills will increase.

## METHOD

This type of research uses quantitative research. According to Sugiyono (2014), quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of to test the established hypothesis. The location of the research was carried out at the HISPICY Medan Office. According to Sugiyono (2014), population is defined as a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population of this study was 44 employees. According to Sugiyono (2014) the sample is part of the number and characteristics of the population. The sample used was all HISPICY employees. MEDAN amounted to 44 employees using a saturated sampling technique.

No.	HISPICY Office	Amount
1	Sei Serayu Medan	28
2	Ssingamaraja Medan	16
	<b>Total</b>	<b>44</b>

Data processing in this research uses smartPLS SEM (Partial Least Square - Structural Equation Modeling) software. PLS has the ability to explain the relationship between variables and the ability to carry out analyzes in one test. The purpose of PLS is to help researchers to confirm theories and to explain whether or not there is a relationship between latent variables. According to Imam Ghozali (2016) the PLS method is able to describe latent variables (not directly measurable) and is measured using indicators. The author uses Partial Least Square because this research is a latent variable that can be measured based on the indicators so that the author can analyze it with clear and detailed calculations.

### Statistical Analysis of Data

In statistical analysis of data using the SEM PLS method. The following are the PLS method analysis techniques:

#### 1. Outer model analysis

According to Husein (2015), outer model analysis is carried out to ensure that the measurements used are suitable for use as measurements (valid and reliable). There are several calculations in this analysis:

- a. Convergent validity is the factor loading value on the latent variable with its indicators. Expected value  $> 0.7$ .
- b. Discriminant validity is a cross-loading value of factors that is useful for whether a construct has adequate discriminants. The way to do this is by comparing the value of the targeted construct which must be greater than the value of the other construct.
- c. Composite reliability is a measurement that if the reliability value is  $> 0.7$  then the construct value has a high reliability value.
- d. Average Variance Extracted (AVE) is an average variance of at least 0.5. 30 e. Cronbach alpha is a calculation to prove composite reliability results where the minimum value is 0.6.

#### 2. Analysis of the inner model

This model analysis is to test the relationship between latent constructs. There are several calculations in this analysis:

R Square is the coefficient of determination on the endogenous construct. According to Sarwono (2015) explains "the criteria for limiting the R square value in three classifications, namely 0.67 as substantial; 0.33 as moderate and 0.19 as weak".

#### 3. Hypothesis testing

In his book Husein (2015) hypothesis testing can be seen from the t-statistic value and probability value. To test the hypothesis, namely by using statistical values, for alpha 5% the t-statistic value used is 1.96. So the criteria for accepting or rejecting a hypothesis is that  $H_a$  is accepted and  $H_0$  is rejected when the t-statistic is  $> 1.96$ . To reject or accept a hypothesis using probability,  $H_a$  is accepted if the p value  $< 0.05$ .

## RESULTS AND DISCUSSION

In testing the outer model, the aim is to see the validity and reliability of a model. This test analysis will look at the influence of the Loading factor, Average Variance Extracted (AVE), and Discriminant Validity, as well as composite reliability.

**a. Loading factor**

Factor loading is the initial stage in testing the validity of a model, the condition for factor loading is that it must be > 0.6, so that the indicator is said to be valid. If it is not valid then it must be removed from the model (Husein. 2015). To find out the outer model analysis for this research, you can see Figure 2 below:

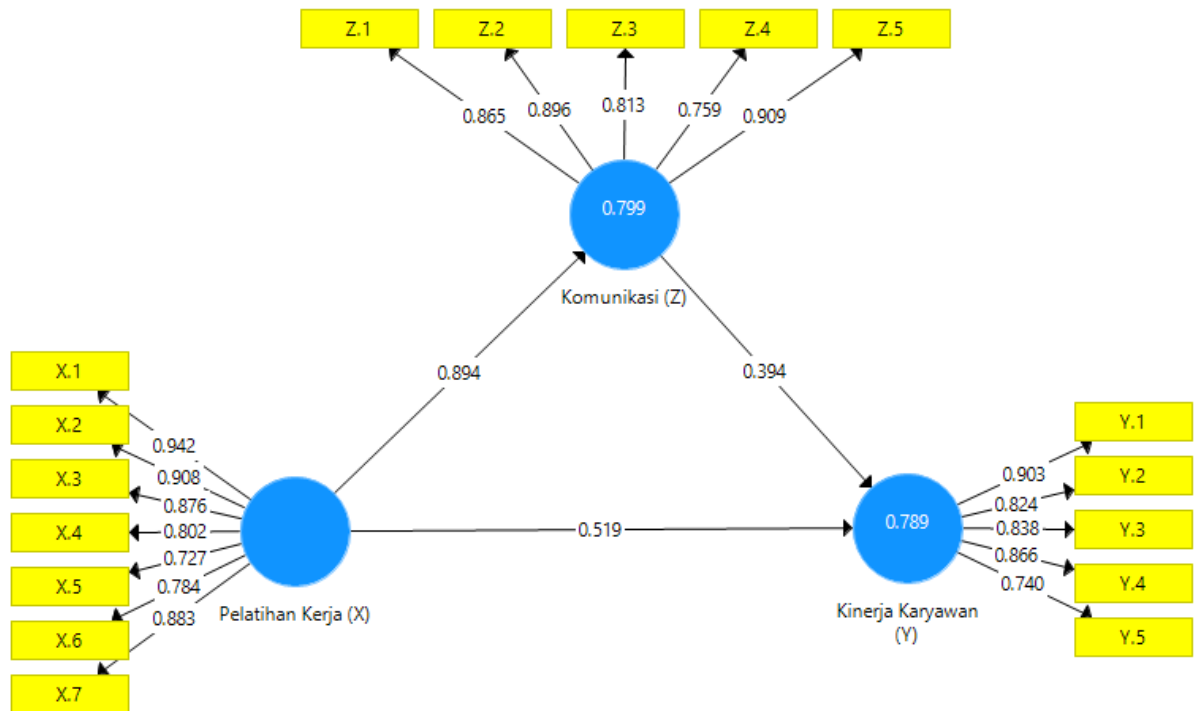


Figure 1. Outer Model  
 Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b1X + e1$$

$$Z = 0.894X + 0.799$$

For substructure 2

$$Y = b2X + b3Z + e2$$

$$Y = 0.519 X+ 0.394 Z+ 789$$

**Table 1. Outer Loadings**

	Employee Performance (Y)	Communication (Z)	Job Training (X)
X.1			0.942
X.2			0.908

X.3			0.876
X.4			0.802
X.5			0.727
X.6			0.784
X.7			0.883
Y.1	0.903		
Y.2	0.824		
Y.3	0.838		
Y.4	0.866		
Y.5	0.740		
Z.1		0.865	
Z.2		0.896	
Z.3		0.813	
Z.4		0.759	
Z.5		0.909	

Source: Smart PLS 3.3.3

In table 1 above, the value of each variable states that the indicator for each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue with further research.

#### Average variance extracted (ave)

Average Variance Extracted (AVE) is the value used in convergent validity testing because the value is obtained from the results of convergent validity. In this study, the expected AVE value is  $> 0.5$ , and so if we look at the latent variable constructs, all constructs have values above 0.5 (or greater than 0.5). For more details, the AVE results can be seen in Figure 1 and Table 4 below:

Table 2. AVE Output Results

	Average Variance Extracted (AVE)
Employee Performance (Y)	0.699
Communication (Z)	0.723
Job Training (X)	0.721

Source: Smart PLS 3.3.3

Because there are no problems with convergent validity, the next thing to be tested are problems related to discriminant validity.



### Discriminant Validity

Discriminant validity can be tested by looking at the cross loading table. This output is used to test discriminant validity at the indicator level with the condition that the correlation between the indicator and the late variable is  $>$  compared to the correlation between the indicator and other latent variables (outside the block). For more clarity, see the table below:

**Table 3. Discriminant Validity**

	Employee Performance (Y)	Communication (Z)	Job Training (X)
X.1	0.855	0.908	<b>0.942</b>
X.2	0.862	0.874	0.908
X.3	0.732	0.736	0.876
X.4	0.728	0.655	0.802
X.5	0.575	0.666	0.727
X.6	0.653	0.645	0.784
X.7	0.724	0.781	0.883
Y.1	<b>0.903</b>	0.836	0.884
Y.2	0.824	0.633	0.663
Y.3	0.838	0.881	0.763
Y.4	0.866	0.676	0.722
Y.5	0.740	0.456	0.540
Z.1	0.778	0.865	0.758
Z.2	0.744	0.896	0.705
Z.3	0.748	0.813	0.824
Z.4	0.636	0.759	0.741
Z.5	0.727	<b>0.909</b>	0.763

Source: Smart PLS 3.3.3

In table 3 above, there is a loading factor value for the Employee Performance variable that is greater than the other variables, the loading factor value for the Communication variable is greater than the loading factor value for the other variables, the loading factor value for the Job Training variable is greater than the loading factor value for the other variables. This means that the values in the table above show that the values are discriminantly valid.

### Composite reliability

To ensure that there are no problems related to measurement, the final step in evaluating the outer model is to test the unidimensionality of the model. This

unidimensionality test was carried out using composite reliability and Cronbach's alpha. For both indicators the cut off value is 0.7.

Table 4. Composite Reliability

	Composite Reliability
Employee Performance (Y)	0.920
Communication (Z)	0.929
Job Training (X)	0.947

Source: Smart PLS 3.3.3

Table 4 above shows that all constructs have composite reliability values above 0.7. Therefore, there were no unidimensionality problems found in the Employee Performance, Communication, Job Training variables.

#### Inner model testing

##### Coefficient of Determination R<sup>2</sup> (R-Square)

The goodness of fitting in PLS can be determined by the Q<sup>2</sup> value. The Q<sup>2</sup> value has the same meaning as the coefficient of determination (R-Square) in regression analysis.

Table 5. R Square Model

	R Square	Adjusted R Square
Employee Performance (Y)	0.789	0.785
Communication (Z)	0.799	0.797

Source: Smart PLS 3.3.3

Based on table 5 above, the R square value for the Employee Performance variable is 0.789 and if expressed as a percentage, it is 78.9%. This means that the influence of Job Training and Communication is 78.9%, the rest is on other variables. The R square value of the Communication variable is 0.799 and if expressed as a percentage it is 79.9%. This means that the influence of Job Training on Communication is 79.9%, the rest is on other variables.

#### Hypothesis test

##### a) Coefficient t-Statistics

To carry out hypothesis testing in PLS SEM, it can be done by using the calculated t value ( $t_o$ ) compared with the t table value ( $t_\alpha$ ). The t-table value with a significance of 5 percent and degree of freedom (DF) = number of data (n)

- 2, namely  $100 - 2 = 98$  is 1.984 (t table) below will be displayed. The image of the path hypothesis results is as follows:

**Table 6. Path Coefficients (Direct Influence)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Communication (Z) -> Employee Performance (Y)	0.394	3,433	0.001	Accepted
Job Training (X) -> Employee Performance (Y)	0.519	4,651	0,000	Accepted
Job Training (X) -> Communication (Z)	0.894	61,311	0,000	Accepted

Source: Smart PLS 3.3.3

In the table above there are direct influences which will be explained below as follows:

1. Communication has a positive and significant effect on employee performance with an original sample value of 0.394 and a P value of 0.001. This means that if good communication increases, employee performance will increase and if good communication decreases, employee performance will decrease.
2. Job Training has a positive and significant effect on Employee Performance with the original sample of 0.519 and pvalues of 0.000. This means that if good job training increases, employee performance will increase and conversely, if job training decreases, employee performance will decrease.
3. Job Training has a positive and significant effect on Communication with an original sample value of 0.894 and a P value of 0.000. This means that if good job training increases then communication will also increase, conversely if job training decreases then communication will also decrease.

**Table 7. Path Coefficients (Indirect Influence)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Job Training (X) -> Communication (Z) -> Employee Performance (Y)	0.352	3,416	0.001	Accepted

Source: Smart PLS 3.3.3

In the table above there are indirect influence values and will be explained as follows: Job Training has a positive and significant indirect influence on Employee Performance through Communication with an original sample value of 0.352 and a P value of 0.00. This means that if job training goes well, employee performance will improve well thanks to good communication between employees, thereby creating good performance.

## CLOSING

### Conclusion

After getting the results from direct and indirect calculations it can be summarized as follows:

1. Communication has a positive and significant effect on employee performance in HISPICY Medan Office
2. Job Training has a positive and significant effect on Employee Performance at the HISPICY Medan Office
3. Job Training has a positive and significant effect on Communication at the HISPICY Medan Office
4. Job Training has a positive and significant indirect effect on Employee Performance through Communication at the HISPICY Medan Office.

### Suggestion

After drawing the conclusions above, the suggestions given to organizations and employees are as follows:

1. Organizations must conduct training once a month to strengthen employee ethics and behavior towards the organization and fellow employees so as to build good employee character traits.
2. Organizations must provide good and positive communication and communicate frequently with employees to increase employee focus and avoid fatal mistakes.
3. Employees must be forced to improve their performance to be able to survive in the organization with their abilities.

## REFERENCES

- A.A. Anwar Prabu Mangkunegara. 2017. Manajemen Sumber Daya Manusia Perusahaan, Bandung : Remaja Rosdakarya.
- Ghozali. (2016). Structural Equation Modeling Metode Alternatif dengan Partial Least Square (PLS). Semarang: Universitas Diponegoro.
- Haryani, S. & Setyowati, I., (2016). Pengaruh Kepemimpinan, Motivasi, Dan Kompensasi Terhadap Kinerja Karyawan Pada Restoran Taman Pringsewu Yogyakarta. Jurnal Ilmiah Manajemen Bisnis Dan Terapan, XIII(2), 57-72. <https://ejournal.unsri.ac.id/index.php/jembatan/article/view/4021>

- Husein, A.S. 2015. Penelitian Bisnis dan Manajemen Menggunakan Partial Least Square (PLS) dengan smartPLS 3.0. Fakultas Ekonomi dan Bisnis Universitas Brawijaya.
- Robbins, Stephen P. and Mary Coulter. 2016. Manajemen, Jilid 1 Edisi 13, Alih Bahasa: Bob Sabran Dan Devri Bardani P, Erlangga, Jakarta.
- Sarwono, Jonathan. 2015. Membuat Skripsi, Tesis, dan Disertasi dengan Partial Least Square SEM (PLS-SEM). Yogyakarta: ANDI. 226 hal.
- Sugiyono. (2014). Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta.
- Wibowo. 2014. Prilaku Dalam Organisasi. Edisi Kedua. PT. Raja Grafindo Persada: Jakarta.

The Effect of Job Training on Employee Performance with Communication as an Intervening Variable in Hispicy Medan

Sheihan Ramadhana<sup>1</sup>, Muhammad Isa Indrawan<sup>2</sup>  
DOI: <https://doi.org/10.54443/sinomika.v2i3.1516>

---