



ANALYSIS OF THE EFFECT OF JOB TRAINING, SELF EFFICACY, AND INNOVATIVE WORK BEHAVIOR ON THE PERFORMANCE OF EMPLOYEES OF BALAI BESAR HANDICRAFT AND BATIK IN YOGYAKARTA

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Abstract

This study aims to explore a number of important aspects in the context of employee performance at the Center for Handicrafts and Batik in Yogyakarta. First, the study intends to identify whether job training has a positive influence on employee performance. Second, the study aims to assess self-efficacy may contribute positively to improve employee performance. Finally, the study also purposes to determine whether innovative work behaviors have a positive impact on employee performance in the institution. The methodology in this study was quantitative research by using questionnaire instruments to collect data. The sample used in this study consisted of 50 employees from Balai Besar Handicraft and Batik of Yogyakarta. Data analysis was carried out by using various statistical techniques allowing researchers to evaluate causal relationships between the variables studied. The results of the analysis show interesting findings. First, there is evidence to suggest that job training and self-efficacy do not have a significant positive effect on employee performance. This finding invites questions related to other factors that might affect employee performance at the Yogyakarta Handicraft and Batik. On the other hand, the results of the study also show that innovative work behavior has a positive and significant influence on employee performance at Balai Besar Handicraft and Batik. These findings highlight the importance of promoting and supporting innovation in this organizational context to improve employee performance.

Keywords: Job Training, Self Efficacy, Innovative Work Behavior, Employee Performance

INTRODUCTION

Balai Besar Handicraft and *Batik* in Yogyakarta is a government institution engaged in research, standardization, testing, certification, calibration, design, engineering, training, industrial consulting and as a technical implementation unit under the Industrial Research and Development Agency (BPPI) of the Ministry of Industry. Human resources are determinants or actors that control functions and systems such as technology or finance so that an organization can stay alive and increase its productivity. Therefore, every organization must be able to maintain, and improve the quality of its resources (Astheria & Dwiyanza, 2021). The quality of professional human resources is closely related to the performance of employees in an organization. Good and professional employee performance is essential for the survival of an organization. Therefore, everything that affects the improvement of employee performance needs to be improved.

Efforts to manage an organization effectively and efficiently require superior and competent resources. Employees are a key element in a company's success, so that a company's achievements or failures really depend on the quality and performance of its employees (Ali & Wardoyo, 2021). This research analyzes the role of training, self-efficacy, innovative work behavior in improving employee performance. Self-efficacy according to studies conducted by Ali & Wardoyo, (2021) and Solihah & Frenrika, (2023) involves four aspects of assessment, encompassing confidence in the ability to complete tasks, higher skill levels, joy in facing challenging work, and satisfaction with work. Previous empirical studies explain that innovative work behavior is an important factor in encouraging employees to remain in the company by continuing to carry out work creativity and encouraging better performance (Wulandari, 2020). Innovative work behavior has an important role in developing an organization and improving its performance through improvements or efficiency in the various activities produced. Innovative work behavior has the potential to encourage performance and enrich organizational competence in achieving predetermined goals. As an important element in organizational behavior, innovative work behavior is basically the result of interactions between individuals as team members, groups as work entities, and organizational processes as management practices that are generally implemented in an organization (Elny, 2021).

The research gap in this research is the role of training in improving employee performance as in research conducted by (Barba Aragón et al., 2014; Pratama & Wismar, 2018; Yimam, 2022). Menurut Pratama & Wismar, (2018) claim that training is related to the skills and ability of employees to carry out work. Training has a current orientation and helps employees to achieve certain skills and abilities in order to succeed in carrying out their work. It is a process of teaching certain knowledge and skills and attitudes so that employees are more skilled and able to carry out

their responsibilities better, in accordance with standards. Janatul & Nurhayati, (2018) argue that training is related to the skills and self-efficacy necessary for the work now performed. The research by Dagnew Gebrehiwot & Elantheraiyan, (2023) shows that evaluation of training needs and availability of training resources has a significant impact on employee performance. However, employees' views on training are not the main factor in determining their performance levels.

The basic concept of self-efficacy theory is the problem of the belief that each individual has the ability to control his thoughts, feelings and behavior. According to Jessica et al., (2019), self-efficacy refers to the belief of a person's competence to handle a certain amount of stress or challenging demands. Self-efficacy as a capital of employee readiness to receive training and do a good job, and job training programs as a place to improve the innovative abilities of employees to be better prepared to carry out work. Innovative work behavior is a social change that emphasizes the existence of creative attitudes so that there is a process of changing attitudes from modern traditional, or those that have not yet advanced to advanced attitudes (Astuti et al., 2019). Organizations need to make innovations that are developed to be able to survive in competition in this era of globalization. Improving performance in employees can encourage company productivity more effectively and efficiently. Tjiong & Siagian, (2018) argue that performance is the result achieved by a person in performing duties and responsibilities with standards determined by the organization. Performance is the achievement of organizational goals that can be in the form of quantitative or qualitative outputs, creativity, flexibility, reliability or other things desired by the organization.

THEORETICAL REVIEW

The Influence of Job Training on Employee Performance

According to Setyowati, (2018), training is one of the efforts to improve the ability, both individuals and groups in order to contribute to the effectiveness and efficiency of the organization, where through the ability, both knowledge and skills of employees who are adequate and in accordance with the field of duty will be able to contribute to increasing the efficiency and effectiveness of the organization in achieving its goals and objectives. Training is an effort to improve the quality of human resources. Training is a very important thing that can be done by the organization has a workforce whose knowledge, abilities, and skills can meet the needs of the organization in the present and in the future. The implementation of work here in the sense as a whole, so that performance appraisals are shown in various fields such as work ability, craft, labor relations, initiatives, leadership or special things in accordance with the field and level of work held. Therefore, regular performance appraisals need to be carried out so that the active role of

employees in supporting the achievement of company goals is known. Training and performance have a very close relationship because to be able to achieve high performance is determined by the ability and skills and knowledge of high employees also from the results of training. According to research conducted by (Elizar & Tanjung, 2018; Sharma & Taneja, 2018; Yimam, 2022), it indicates that there is a positive influence of training on employee performance.

H1: Training has a positive effect on employee performance

The Influence of Self Efficacy on Employee Performance

According to Dewi, (2021) Self-efficacy is an individual's belief in his ability to perform a work-related action. Confidence in oneself plays an important role in the success of employees in carrying out work, this belief encourages employees to do their work optimally. A person with high self-efficacy will be able to overcome all problems that threaten his existence. When employees have high self-efficacy, the employee will feel that he is optimistic that he can do the work given. If employees feel optimistic in doing work, then the work done is completed with good results and makes the employee's performance better. The higher the self-efficacy of the employee, the better the employee's performance. Self-efficacy It is a person's ability to do something or believe that is felt in a person's ability to organize and implement the program needed to achieve goals. In order to cooperate and have good performance, an employee must have self-efficacy. Self-efficacy as a personal factor that distinguishes each individual and changes in self-efficacy can cause behavioral changes, especially when completing tasks and goals. This is in line with (Agustin et al., 2021; Ary & Sriathi, 2019), that self-efficacy has a positive influence on employee performance.

H2: Self-Efficacy has a positive effect on employee performance

The Influence of Innovative Work Behavior on Employee Performance

Innovative work behavior is behavior in creating and combining something new, whether in the form of products or services that are able to provide social and economic added value. The behavior consists of generating ideas, discussing ideas and realizing ideas in the form of products or services. Employees who behave innovatively become an important factor for the success of an organization. Innovative behavior from employees is needed by every organization. Employees who have innovative behavior, they can create or combine these creative ideas into something new and have the courage to develop these ideas in the organization which in turn can improve their work performance. With high innovative work behavior, employees will also have high motivation and morale to achieve organizational goals. (Reftiani Tico et al., 2023; Tico et al., 2020), Innovative work behavior has a positive influence on employee performance, meaning that the higher the

innovative work behavior possessed by employees, the higher the employee performance produced in the organization.

H3: Innovative work behavior has a positive effect on employee performance

RESEARCH METHODS

This study used a quantitative approach with survey methods. Population research is a type of research conducted on the entire population or most members of the population being studied. Population in this context refers to a group of individuals, objects, or events that have the same or similar characteristics or attributes. Population research differs from sample research, where only a small portion of the population is studied (Sugiyono, 2017). The population in this study was all employees who worked at Balai Besar Handicraft and Batik in Yogyakarta which amounted to 50 employees. Data analysis techniques in this study applied Multiple Linear Regression Analysis, Statistical Test t. The variables in this study consisted of job training, self-efficacy, innovative work behavior and employee performance. Indicators of each variable are as follows: job training with indicators of instructors, trainees, methods, materials, training objectives (Dessler, 2011). Self-efficacy with indicators of work experience and success, experience of other individuals, verbal persuasion, physiological state (Lunenburg, 2011). Innovative work behavior with indicators of seeing opportunities, issuing ideas, striving for, applications (Jong & Hartog, 2010; Reftiani Tico et al., 2023; Tico et al., 2020). Employee performance with indicators of quality, quantity, timeliness, effectiveness, independence (Pamungkas & Wulandari, 2021; Robbins et al., 2008).

RESULTS AND DISCUSSION

An overview of the research variables applies descriptive statistical tables that refer to the average and standard deviation can be seen in the following table.

Table 1. Descriptive Analysis of Job Training Indicators

	Minimum	Maximum	Mean	Std. Deviation
X1.1	2	5	4.14	.756
X1.2	3	5	4.18	.482
X1.3	2	5	4.10	.678
X1.4	3	5	4.20	.728
X1.5	1	5	3.84	.842
X1.6	1	5	3.90	.814
X1.7	2	5	4.04	.699
X1.8	3	5	4.10	.647

Source: Primary Data 2023

In table 1, it shows that the number of job training variable statements is 8 items. The statement that has the lowest average is in item 5, that is, the training implementation design is in accordance with my needs. The highest score in item 4 is that I am always excited about training.

Table 2. Descriptive Analysis of Self Efficacy Indicators

	Minimum	Maximum	Mean	Std. Deviation
X2.1	2	5	3.80	.728
X2.2	3	5	3.98	.622
X2.3	2	5	3.62	.805
X2.4	2	5	3.56	.787
X2.5	2	5	4.48	.863
X2.6	2	5	3.74	.777
X2.7	2	5	3.70	.763

Source: Primary Data 2023

In table 2, it reveals that the number of job training variable statements is 7 items. The statement that has the lowest average is in item 5 i.e. in the future, I feel confident that my abilities can exceed those of my peers. The highest value in item 2 is that I can anticipate problems that arise in my work.

Table 3. Descriptive Analysis of Innovative Work Behavior Indicators

	Minimum	Maximum	Mean	Std. Deviation
X3.1	2	5	3.98	.685
X3.2	2	5	3.76	.797
X3.3	3	5	3.96	.699
X3.4	2	5	4.14	.700
X3.5	2	5	3.92	.752
X3.6	3	5	4.00	.639
X3.7	2	5	4.02	.714
X3.8	3	5	3.96	.638

Source: Primary Data 2023

In table 3, it shows that the number of job training variable statements is 8 items. The statement that has the lowest average is in item 2 that I can generate creative ideas. The highest score in item 4 is that I am looking for references to develop my ideas.

Table 4. Descriptive Analysis of Employee Performance Indicators

	Minimum	Maximum	Mean	Std. Deviation
Y.1	3	5	3.98	.553
Y.2	3	5	3.84	.650
Y.3	2	5	4.16	.681
Y.4	2	5	4.16	.681

Y.5	3	5	4.28	.607
Y.6	2	5	4.04	.781
Y.7	3	5	4.06	.620
Y.8	3	5	4.16	.584

Source: Primary Data 2023

In table 4, it indicates that the number of job training variable statements is 8 items. The statement that has the lowest average is in item 2 that I always do my work carefully so that there are no mistakes. The highest score on item 5 is that I always try to get the job done effectively.

Validity Test

Based on the results of the data processing in the validity test conducted on the research data, it was determined that all of the variables utilized in the study exhibited a normal distribution. The analysis reveals that the data met the assumptions required for the chosen statistical tests. This finding is crucial as it ensures the reliability and validity of the subsequent analyses and interpretations derived from the gathered information. Furthermore, these results provide a solid foundation for drawing meaningful conclusions and making informed recommendations based on the research findings.

Table 5. Validity Test Results

Variabel	Hasil	Keterangan
Pelatihan Kerja (X1)	$r_{hitung} \geq 0,278$	Valid
Self Efficacy (X2)	$r_{hitung} \geq 0,278$	Valid
Perilaku Kerja Inovatif (X3)	$r_{hitung} \geq 0,278$	Valid
Kinerja Pegawai (Y)	$r_{hitung} \geq 0,278$	Valid

Source : Primary Data 2023

Based on table 5 above, the validity test for all indicators in all research variables has a value of r calculate ≥ 0.278 which means that all indicators in the criteria are valid.

Reliability Test

Table 6. Reliability Test Results

Variable	Cronbach's Alpha	Critical Value	Information
Job Training	0,899	0,6	Reliable
Self Efficacy	0,853	0,6	Reliable
Innovative Work Behavior	0,903	0,6	Reliable
Employee Performance	0,878	0,6	Reliable

Source : Primary Data 2023

Based on table 6 above the reliability test results of 50 respondents, it can be seen that Cronbach's Alpha value of the Job Training variable is 0.899, Self Efficacy is 0.853, Innovative Work Behavior is 0.903, and Employee Performance is 0.878, so it can be concluded that all variables in the statement are declared reliable because they have met the required value, with Cronbach's Alpha value of > 0.6.

Classical Assumption Test

After the validity test and reliability test, it is necessary to test classical assumptions before making conclusions on some of the hypotheses proposed. Some of the classical assumption tests include the normality test, the multikoinierity test, and the heteroscedasticity test.

Table 7. Normality Test Results

		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.01586921
Most Extreme Differences	Absolute	.088
	Positive	.065
	Negative	-.088
Kolmogorov-Smirnov Z		.619
Asymp. Sig. (2-tailed)		.838
a. Test distribution is Normal.		
b. Calculated from data.		

Source : Primary Data 2023

In table 7 above, it is obtained that normality testing with non-parametric K-S statistics gives Asymp results. Sig. or is greater than the stipulation, which is 0.05. This result shows that the data obtained has a normal distribution.

Table 8. Multicollinearity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.829	2.525		2.704	.010		
	Job Training	.141	.090	.161	1.567	.124	.580	1.725
	Self Efficacy	.194	.120	.197	1.622	.112	.417	2.401
	Innovative Work Behavior	.511	.098	.587	5.215	.000	.486	2.057

a. Dependent Variable: Employee performance

Based on table 8 of the results of the multicollinearity test, it is found that there are no multicollinearity errors in the research data. The results of this test show that the tolerance value is greater than 0.1, and VIF is smaller than 10, so this study reveals no symptoms of multicollinearity.

Data Analysis Results

After the data is valid, reliable, and meets the classical assumption test, then the data can be carried out to the next stage, regression analysis to find the hypothesis rejected or accepted.

Coefficient of Determination Test

Table 9. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847 ^a	.717	.698	2.081

a. Predictors: (Constant), Innovative Work Behavior, Job Training, Self Efficacy

Source : Primary Data 2023.

Based on table 9, it shows the magnitude of the coefficient of determination (Adjusted R²) = 0.717 or 71.7%, meaning that the independent variables together affect the dependent variable by 71.7%, the remaining 28.3% is influenced by other variables that are not included in the research model.

DISCUSSION

Based on the partial test or t test, the sig value on the X1 variable of job training is 0.010 which is greater than 0.05. The job training variable also has a regression coefficient value with t count smaller than t table $1.567 \leq 2.012$, therefore the variable X1 partially has no significant effect on employee performance. The results of this study are contradictory dengan penelitian yang dilakukan oleh Setyowati, (2018) which states that job training affects employee performance. For the first hypothesis the study is rejected.

Partial test results on varabel X2 self-efficacy are known if the resulting sig value of 0.112 is greater than 0.05. The self-efficacy variable also has a significant value greater than 0.05, then the variable X2 partially does not have a significant effect on employee performance. For the second hypothesis the study is rejected. This research is different from that conducted by Satria, (2022) highlighting several important factors that have the potential to influence employee performance at the Communication and Information Service in Jambi Province. The results of the research show that there is a positive and significant influence between the employees' Self Efficacy of Communication and Information Service in Jambi Province. This means that every increase in the

level of Self Efficacy contributes to improving the employees' performance at the Communication and Information Service in Jambi Province.

The next partial test on variable X3 is innovative work behavior known if the sig value of 0.000 is less than 0.05. The variable of innovative work behavior has a positive regression coefficient value, therefore the variable X2 partially has a positive and significant effect on employee performance. The results of this study are in line with previous research conducted by Tico et al., (2020) explaining that innovative work behavior at the Gorontalo City Population and Civil Registration Office has a significant and positive effect on employee performance, so that the third hypothesis in this study is accepted. In line with research by Wibowo et al., (2023), innovative work behavior as a mediating variable influences transformational leadership on organizational learning. The role of innovation refers to the process of forming and developing ideas. In facing an uncertain environment or situation, innovation becomes an essential need to adapt. High levels of innovation in a business context can result in significant increases in productivity and economic growth. Innovative behavior includes the implementation of creative ideas, which has an important role in ensuring the survival of an organization, especially in a business context.

CONCLUSION

Based on the study findings, it is evident that partial job training alongside self-efficacy do not exert a significant impact on employee performance, whereas the innovative work behavior partially renders a significant effect. The results show that innovative work behavior influences employee performance. This study confirms previous research that (Jong & Hartog, 2010; Reftiani Tico et al., 2023; Tico et al., 2020) ideas for change, working with creativity, ideas that help superiors in making decisions, offer useful technology applications. Helping with work is a form of innovative work behavior that encourages employee performance.

For future studies, the results of this research may serve as a point of reference in investigating similar topics. Other variables beyond this study's scope can be explored to enhance the accuracy of employee performance predictions.

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