



## Enhancing employee performance through structured job training: Evidence from Puskesmas Pademangan, Jakarta

Epin Prisia<sup>1\*)</sup>, Ria Efkelin<sup>2</sup>, Yurita mailintina<sup>3</sup>

<sup>1\*),2,3</sup> STIKes RS Husada, Jakarta, Indonesia

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#### \*) corresponding author

Epin Prisia  
STIKes RS Husada  
Jl. Raya Mangga Besar 137-139, Jakarta  
Pusat, Jakarta 10730

Email: [epinprisia05@gmail.com](mailto:epinprisia05@gmail.com)  
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### ABSTRACT

This study explores the relationship between job training and employee performance at the Puskesmas of Pademangan District, North Jakarta. The study aims to examine how various components of job training, including training objectives, instructors, and materials, affect employee performance. Using a quantitative approach with a descriptive method, data were collected from 192 Puskesmas employees using a structured questionnaire. The results revealed a significant positive relationship between job training and employee performance. Specifically, employees who rated their training programs as "good" demonstrated higher levels of job performance. Statistical analysis using the chi-square test showed that all dimensions of training (objectives, instructors, and materials) were significantly associated with improved performance. These findings support existing theories on the importance of well-structured job training in enhancing employee productivity and service quality. The study concludes that ongoing improvements in training content and delivery methods will further enhance employee performance at Puskesmas. Recommendations for Puskesmas administrators include regular evaluation of training programs and tailored development initiatives to meet specific employee needs. Future research should investigate the long-term impacts of training and explore potential moderating factors such as organizational culture and employee motivation.



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### INTRODUCTION

The healthcare sector in Indonesia continues to face a variety of complex and interrelated challenges. Key issues include the unequal distribution of healthcare professionals, limited access to healthcare services, and a low adoption of healthy lifestyles by the population. Disparities in the distribution of healthcare workers, particularly in remote areas, result in difficulties for the public to receive optimal healthcare services. Additionally, the lack of education on the importance of healthy living contributes to the generally low health status of the population (World Health Organization, 2022). This situation underscores the importance of human resource development in the healthcare sector, which can be achieved through effective job training (Qin et al., 2023). Targeted job training is believed to help address these issues by enhancing the skills and capabilities of healthcare workers to deliver better services (Worsley et al., 2016).

Puskesmas, as the primary healthcare provider, plays a critical role in improving the health of the community. In Jakarta, there are 315 Puskesmas spread across the city, including 44 at the district level and 288 at the village level (BPS, 2021). Each Puskesmas is responsible for delivering

quality basic healthcare services to the community. However, the quality of these services largely depends on the performance of the healthcare workers at Puskesmas. As such, employee performance evaluation is essential to ensure that healthcare standards are met. Performance evaluations are used to regulate employee behavior, make salary decisions, and determine employee placement based on their ability to complete assigned tasks (Theresiana et al., 2022).

Job training plays a crucial role in enhancing employee performance, especially in the healthcare sector. Well-designed training not only aims to improve technical skills but also enhances work ethic and the productivity of individuals and groups within the organization (Priatna et al., 2023). Previous research has shown that well-structured job training can help employees strengthen their abilities to meet the demands of their daily tasks. Training can also motivate employees to perform better, increase their engagement at work, and foster a sense of belonging to the organization (Setiani & Febrian, 2023). According to Noe et al. (2020), effective training should include key components such as clear training objectives, relevant training materials, and competent trainers.

This study is based on the job training theory, which emphasizes the importance of structured training in improving employee productivity. This model highlights that well-planned training will help employees enhance the specific skills required in their jobs. According to Rivai and Basri (2017), structured training can increase technical capabilities, boost work productivity, and ultimately contribute to the achievement of overall organizational goals. Training relevant to job needs can also reduce errors and increase employee efficiency (Baldwin & Ford, 1988).

Moreover, the job training theory adopted by Blanchard and Thacker (2020) states that training designed based on needs analysis will be more effective in improving employee competence. This needs analysis involves identifying skill gaps between employees' current capabilities and the skills required to meet expected performance levels. In the context of Puskesmas, this needs analysis is critical, given the various specific tasks that healthcare workers must perform, such as handling communicable diseases, maternal and child health services, and community health education.

This research aims to explore the extent to which job training provided to Puskesmas Pademangan employees affects their performance. The main focus of the study is to analyze the relationship between training components, such as training instructors, materials, and objectives, and employee performance. Each component is expected to play a role in strengthening employees' skills and motivation to provide quality healthcare services. According to Cascio and Aguinis (2018), competent training instructors can enhance trainees' understanding of the material delivered. Furthermore, well-designed training materials should be aligned with employees' daily job requirements to ensure effective application in the workplace (Salas et al., 2020).

Previous research on the relationship between job training and employee performance has yielded mixed results. Some studies show that job training significantly improves employee performance in terms of work quality and efficiency (Pratama & Wismar' ein, 2018; Priatna et al., 2023). However, other studies suggest that job training does not always produce positive outcomes, particularly if the training is not aligned with employee needs or is not supported by a conducive work environment (Yohanes, 2019). Therefore, this study seeks to answer the question of how much job training influences employee performance at Puskesmas and which factors may moderate or mediate this relationship.

This research makes a significant contribution to the existing literature by providing empirical insights into the impact of job training in the primary healthcare sector, particularly in Indonesia. The study aims to fill the gap in the literature on the effectiveness of job training in healthcare, an area that remains underexplored. This study also offers practical recommendations for Puskesmas managers and policymakers in designing more effective and needs-based training programs for their employees. According to Torraco (2016), such research contributions are crucial as they provide a strong foundation for the development of training policies and human resource management in healthcare organizations.

Job training is not only a means to improve employees' technical skills but also an important tool for enhancing their motivation and engagement at work. In this study, the researcher will further explore how training components such as the quality of instructors, relevance of materials, and clarity of objectives directly impact employee performance. Cascio and Aguinis (2018) argue that successful training provides employees with the tools and knowledge they need

to increase productivity, ultimately resulting in positive outcomes for the organization as a whole. Thus, the findings of this study are expected to provide new insights into how job training programs at Puskesmas can be designed and implemented more effectively. This will contribute to improving the quality of healthcare services at Puskesmas Pademangan and serve as a reference for other Puskesmas in developing relevant and effective training programs.

## METHOD

### Study Design

This study aims to explore the relationship between job training and employee performance at the Puskesmas of Pademangan District, North Jakarta. The research design employs a quantitative approach with a descriptive method. This approach allows for the systematic collection of data to be analyzed using statistical techniques, which then helps researchers understand the relationship between the studied variables. The study includes both univariate and bivariate analyses to identify the connection between job training and employee performance at Puskesmas. This method was chosen as it is suitable for evaluating the characteristics and direct correlations between variables (Sugiyono, 2019).

### Population and Sample

The population in this study includes all employees working at Puskesmas Pademangan, North Jakarta, totaling 192 employees. The researcher used the total sampling method, meaning the entire population was used as the sample. This method was selected to ensure that every individual in the population had an equal opportunity to be chosen as a research subject. Total sampling is often used when the population size is relatively small and the researcher aims to obtain a complete and comprehensive representation of the population (Taherdoost, 2016). Using total sampling can also reduce selection bias and provide a fair representation of the study results.

### Measurement Instrument

The questionnaire used in this study is divided into four main sections, each consisting of several questions. These questions are designed to measure respondents' perceptions of the job training components. For example, the training instructor indicator measures the competency of the instructors in delivering the material, while the training materials indicator assesses the relevance and quality of the provided materials. Detailed explanations regarding the number of questions for each indicator help readers understand the structure of the questionnaire and the focus of the data analysis.

The questionnaire consists of 25 questions, designed to evaluate the relationship between job training and employee performance. The use of a questionnaire as a data collection tool allows the researcher to obtain structured information that can be easily analyzed quantitatively. According to Hair et al. (2019), questionnaires are effective instruments for collecting perception-based data. To measure responses, the researcher used a Likert scale with two categories: "good" and "not good." The Likert scale provides ease in measuring the level of respondents' perceptions of job training and employee performance (Joshi et al., 2015). Clear explanations

of categories such as "good" and "not good" are important to ensure consistency and accuracy in interpreting the data obtained from respondents.

### Validity and Reliability

Before the questionnaire was widely used in the research, content validity and reliability testing were conducted. Content validity was tested by a panel of experts who evaluated the relevance of the questions to the research objectives. This was done to ensure that the questionnaire truly measured what it intended to measure (Bolarinwa, 2015). Reliability testing was conducted through a pilot test involving 30 respondents from other Puskesmas who were not part of the main research population. The reliability test results showed a Cronbach Alpha value of 0.988 and 0.984, indicating a very high level of consistency. According to Nunnally and Bernstein (1994), a Cronbach Alpha value above 0.7 indicates that the instrument is reliable and can be used for further measurement.

### Data Analysis

The data collected from the questionnaire were processed and analyzed using SPSS version 25. SPSS was chosen due to its ability to handle complex statistical data and support various types of analyses, such as chi-square tests and descriptive analyses. The chi-square test was used to analyze the relationship between job training and employee performance, as both variables are categorical. This test evaluates whether there is a significant relationship between two categorical variables (McHugh, 2013). A significance level of 0.05 was used, meaning that the results are considered significant if the p-value is less than 0.05.

This study also employed descriptive analysis to depict the univariate data distribution, presented in the form of frequency distribution tables. This method helps provide a general overview of respondents' characteristics, such as gender, educational level, and length of service, which are relevant to the analysis of the relationship between job training and employee performance.

### Research Ethics

This research received ethical approval from the university's ethics committee, under approval number 491/UMB/KE/VIII/2024. Before data collection, informed consent was obtained from all respondents by providing written information explaining the research objectives, methods, and benefits. This information was clearly communicated to participants before they signed the consent form. This process follows research ethics guidelines that prioritize participant confidentiality and anonymity (American Psychological Association, 2017). All collected data were kept confidential and used solely for the purposes of this research.

## RESULTS OF STUDY

The findings of this study revealed the demographic characteristics of respondents by gender, showing that out of 192 respondents, 72 were male, while 120 were female. Additionally, respondents' tenure varied, with 18 having worked for less than one year, 15 having worked for more than one year, and the majority, 159 respondents, having

worked for more than two years. In terms of education, 41 respondents had a high school education, 82 had a diploma, 66 held a bachelor's degree, and 3 had a master's degree. These demographic characteristics are crucial to consider because factors such as education level and tenure can significantly impact the effectiveness of training programs and subsequent employee performance (Bashir & Long, 2015).

### Descriptive Data Analysis

Data from Table 1 show that 86.4% of respondents rated the job training as "good," while 13.6% rated it as "less good." This indicates that the majority of employees at the Puskesmas recognized the value of the training programs they received, suggesting that these programs were largely effective. Similarly, the data revealed that 82.3% rated the training objectives as "good," and 89.0% rated the training instructors as "good." Meanwhile, 94.2% rated the training materials as "good." These findings indicate that, overall, the training provided at the Puskesmas was well-received by employees across various dimensions.

However, it is worth noting that while the majority of respondents evaluated the training positively, a small portion found some aspects of the training lacking. For example, 13.6% of respondents found the training materials insufficient, which suggests that improvements may be needed in aligning the training content with the employees' daily tasks.

### Bivariate Analysis

Bivariate analysis using the chi-square test demonstrated a significant relationship between job training and employee performance, with a p-value of 0.000 across all dimensions, including training objectives, instructors, and materials. These findings support the hypothesis that job training has a significant positive relationship with employee performance (Table 2). The statistical significance ( $p < 0.05$ ) confirms that the observed relationship is not due to chance, but rather indicates a strong link between training quality and improved employee performance.

For instance, in the job training category, 78.6% of respondents who rated the training as "good" reported high satisfaction with their performance. Conversely, only 12.5% of those who rated the training as "less good" were satisfied with their performance. These results suggest that well-structured training programs are key to enhancing employee motivation and performance outcomes.

**Table 1. Demographic Variables of Study Participants**

Variables	Frequency (n)	%
<b>Job Training</b>		
Good	166	86,4
Not good	26	13,6
<b>Training Objectives</b>		
Good	158	82,3
Not good	34	17,7
<b>Training Instructors</b>		
Good	171	89,0
Not good	21	11,0
<b>Training Materials</b>		
Good	181	94,2
Not good	11	5,8

**Table 2. Bivariate Analysis of the Relationship between Job Training and Employee Performance**

Variables	Employee Performance						P Value
	Satisfied		Dissatisfied		Total		
	N	%	N	%	N	%	
<b>Job Training</b>							
Good	151	78,6	24	12,5	175	91,1	0,00
Not good	15	7,9	2	1,0	17	8,9	
<b>Training Objectives</b>							
Good	147	78,6	25	12,5	172	91,1	0,00
Not good	18	7,9	2	1	20	8,9	
<b>Training Instructors</b>							
Good	135	70,3	31	16,1	166	86,4	0,00
Not good	22	11,5	4	2,1	26	13,6	
<b>Training Materials</b>							
Good	138	71,9	29	15,1	167	87	0,00
Not good	18	9,4	7	3,6	25	13	

The findings of this study provide strong empirical support for the importance of job training in improving employee performance. The strong correlation indicates that improving the quality of training can lead to significant gains in employee productivity and performance. These findings highlight the critical role that job training plays in enhancing employee performance at the Puskesmas of Pademangan, North Jakarta. The significant relationship between training and performance suggests that continuous improvement in training content, delivery methods, and instructor competency will further enhance employee productivity. Future research could explore the long-term impacts of training on performance, as well as potential moderating factors, such as organizational culture or employee motivation, that could influence these outcomes.

**DISCUSSION**

The findings of this study show a significant relationship between job training and employee performance at the Puskesmas of Pademangan, North Jakarta. These results are consistent with previous research by Sedarmayanti (2018) and Widodo (2018), which also found that well-structured training programs have a positive impact on employee performance. According to Hadaitana & Iqbal. (2023), effective job training programs are key to improving employee productivity and service quality. By equipping employees with the necessary skills, they are better able to meet organizational goals and perform their tasks efficiently. This aligns with organizational learning theory, which emphasizes the importance of continuous development of employee competencies to enhance performance (Burke & Hutchins, 2007).

The strong positive correlation between job training and performance in this study supports the idea that well-structured training programs are crucial for improving performance outcomes. This finding aligns with Blanchard and Thacker’s (2020) training model, which emphasizes that training tailored to specific job requirements significantly enhances individual productivity. The correlation also supports the findings of Krijgsheld et al (2022), who demonstrated that training relevant to the industry results in measurable improvements in worker performance in the healthcare sector, particularly in workplaces with clear training objectives and outcomes.

While these findings align with broader literature on the effectiveness of training, there are some differences when compared with studies conducted by Julianry (2022) and

Yohanes (2019). Those studies did not find a significant relationship between training and performance in sectors outside healthcare. These differences may be due to variations in training design and the nature of work in different sectors. For instance, healthcare sectors like Puskesmas often require more technically focused and practical training, with direct applications in clinical practice, compared to other sectors where training might be more generic or theoretical (Julianry, 2022; Bopape et al., 2020). This highlights the importance of context-specific training, especially in high-risk environments like healthcare, where inadequate performance can directly affect patient outcomes (McMahon et al., 2021).

The differences may also be attributed to variations in the workforce’s educational background and the level of training infrastructure available. Studies by Tannenbaum and Yukl (1992) and Noe et al. (2020) suggest that training effectiveness is often influenced by employee readiness, including their education level, learning styles, and previous experience with similar training programs. These factors may help explain the varied results in other sectors.

This study supports the training framework by Cascio and Aguinis (2018), which argues that training effectiveness depends on how well the training aligns with both individual and organizational goals. The significant relationship found between training instructors, materials, and objectives and employee performance indicates that each component plays a crucial role in the training process. Previous studies by Salas et al. (2020) have shown that training becomes more effective when delivered by competent instructors who can tailor their teaching to the specific needs of the employees. Additionally, Aguinis and Kraiger (2009) highlight the importance of training relevance, which means that training materials must be closely aligned with the day-to-day tasks employees are expected to perform. This study’s findings affirm that relevance and quality of training are key components that drive employee engagement and performance improvement, especially in the healthcare sector.

The practical implications of these findings are highly relevant for healthcare administrators at Puskesmas and other healthcare facilities. This study suggests that improving the frequency and quality of training programs, particularly focusing on training materials and instructor competency, is likely to result in enhanced employee performance. As Worsley et al. (2016) and Krijgsheld et al (2022) state, well-designed training programs improve patient outcomes in the healthcare sector by ensuring that employees are adequately prepared to meet the demands of their roles. Administrators at Puskesmas should prioritize

regular evaluations of training programs, ensuring that the training remains relevant to employees' needs and the dynamic nature of healthcare services.

Furthermore, incorporating feedback mechanisms into training programs allows healthcare administrators to continuously refine and adjust their approaches to maximize effectiveness. This aligns with the findings of Katz et al. (2023), which suggest that employee feedback is crucial in identifying areas that need improvement in training programs and ensuring that employees feel supported in their continuous professional development.

While the results of this study are positive, there are some limitations to consider. The use of self-report questionnaires introduces the possibility of response bias, where employees may overstate their performance or satisfaction with training due to social desirability or fear of negative consequences. According to Podsakoff et al. (2019), self-report measures are prone to common method bias, which can inflate correlations between variables. Future studies should consider using objective performance measures, such as supervisor evaluations or work output metrics, to provide a more accurate assessment of training effectiveness.

Additionally, this study did not account for moderating factors such as organizational culture, leadership style, or employee motivation, which may also influence the relationship between training and performance. Research by Wang et al. (2021) shows that these variables play a significant role in determining how well employees apply what they learn in training to their daily work. Future research should explore these factors to gain a deeper understanding of the complex relationships that influence training outcomes.

Future research should also investigate the impact of various training delivery methods, particularly in the context of the increasing digitalization of healthcare training. A comparative study between online training and traditional face-to-face methods would provide valuable insights, especially given the rapid adoption of e-learning during the COVID-19 pandemic (Qin et al., 2023). Additionally, longitudinal studies that track the long-term impact of training on performance would help determine whether the observed improvements are sustained over time or diminish as the training effect wears off.

This study highlights the importance of job training in enhancing employee performance, particularly in the healthcare sector. The findings suggest that continued investment in training infrastructure and instructional quality is essential for developing a competent and productive workforce at Puskesmas. Future research should aim to explore additional factors that may moderate or mediate the relationship between training and performance, as well as the potential of emerging training technologies to further optimize training outcomes.

## CONCLUSIONS AND RECOMMENDATION

This study concludes that job training has a significant and positive relationship with employee performance at the Puskesmas of Pademangan, North Jakarta. Well-structured training, which includes clear training objectives, competent instructors, and relevant training materials, plays a critical role in enhancing employee productivity and service quality. These findings support the job training theory, which suggests that the development of employee competencies

through training aligned with job needs can significantly improve both individual and organizational performance. The results offer practical implications for Puskesmas management, emphasizing the importance of continuously improving training quality, with regular evaluations of training program effectiveness to achieve better healthcare outcomes.

## DECLARATIONS

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### Conflict of Interest Statement

This research has no significant conflict. All the authors listed in this article have no involvement with outside parties. All authors approve the research results for publication, and all sources of writing have been included in the references.

### Authors Contributions

The first author is responsible for making research proposals, identifying the questionnaires used, making research explanations and approval sheets, analyzing data, making final research reports, searching for journals for publication, and making publication manuscripts. The second and third authors are tasked with collecting data and coding in excel from the data collection results.

### Availability of data and materials

Data and materials from the research will be accessible to readers after contacting the author.

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