

Implementation of Training and Human Resource Development Programs in Improving Employee Performance (Survey on PT Citra Kendedes Cake and Bakery Malang City)

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INDEXING	ABSTRACT
Keywords: Keyword 1: Training Keyword 2: Human Resource Development Keyword 3: Programs Keyword 4: Employee Keyword 5: Performance	Training and development of human resources (HR) are strategic assets in improving employee competence, reducing employee turnover, and strengthening adaptability to technological developments. This study examines the individual impact of training and HR management and the combined effect of these factors on employee performance at PT Citra Kendedes Cake and Bakery, Malang City. The research method used a quantitative approach through a survey with a questionnaire instrument filled out by 36 respondents. The training program (H1) partially significantly improves employee performance at PT Citra Kendedes Cake and Bakery Malang. This is evidenced by the significance value of 0.000 (<0.05) and the t-count value (4.287), which is higher than the t-table (2.034). HR development (H2) also has a partially significant effect on employee performance, with a significance level of 0.006 (<0.05) and a t-count value (2.967) exceeding the t-table (2.034). Simultaneously, the combination of training and HR development programs has a significant effect on employee performance, indicated by the significance value of the F-test of 0.000 (<0.05) and the F-count (42.471), which far exceeds the F-table (3.28). In addition to improving technical competencies, training creates an innovative and adaptive work environment, which is key to organizational sustainability amid technological and market disruptions.

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INTRODUCTION

Armstrong (2014) stated that Human Resources training is a strategic investment for organizations to develop employee competencies, strengthen loyalty, and reduce labor turnover. Structured training not only boosts individual performance but also increases overall organizational productivity. Companies that consistently develop employee capacity generally have a progressive work culture that can respond effectively to technological innovation and market dynamics.

Liboni *et al.* (2019) argued that in the era of digitalization, HR training needs to be dynamically designed according to industry demands. Technical skills such as data analysis, programming, and digital literacy are crucial to support business transformation. On the other hand, strengthening soft skills such as communication, conflict resolution, and leadership is equally important, especially in managing multigenerational teams (Bhayana *et al.*, 2021; Suhendri *et al.*, 2025). Continuous training programs prepare employees for future challenges and increase their engagement and job satisfaction (Burton *et al.*, 2019). Aditia *et al.*, (2023) emphasized

that Human Resources is the main asset in business. Organizations need a competent workforce with adequate experience and qualified management skills to achieve optimal operations.

Dessler (2020) suggests a holistic approach to HR development that is aligned with the company's long-term vision. Mentoring, career planning, and leadership coaching should be integral to training programs. In his book "Human Resource Management," he emphasizes the importance of periodic evaluation to measure the impact of training on improving skills and performance. Organizations that successfully implement this tend to be more resilient in the face of global competition.

Singh *et al.* (2023) added that HR training should address current needs and prepare employees for future strategic roles. This approach increases organizational flexibility while encouraging employees' professional development, increasing motivation and loyalty. Training also plays a role in building a culture of continuous learning in response to changes in the business environment.

Based on the literature review, there is a research gap related to the specific analysis at PT Citra Kendedes Cake and Bakery. Although many studies discuss the correlation between training and employee performance, no one has examined the program's implementation in this company, especially regarding HR training and development. Suboptimal employee performance at PT Citra Kendedes Cake and Bakery is suspected to be related to leadership and HR management factors. This research raises the topic because HR training is crucial to increasing employee capacity, motivation, and adaptability, the determinants of company productivity in the modern era. This study examines the individual impact of training and HR management and the combined effect of these two factors on employee performance at PT. Citra Kendedes Cake and Bakery, Malang City.

LITERATURE REVIEW

Training Program

Training plays a pivotal role in aligning organizational goals with the interests of both employees and the organization. Employee performance is crucial for achieving these goals, and while various factors contribute, training is particularly significant. It enhances skills, builds confidence, and develops competencies. Training often includes 'soft' skills such as software proficiency and management techniques. On the other hand, development emphasizes activities that prepare employees for future roles, such as mentoring, succession planning, and coaching. In essence, human capital is fundamental to driving organizational growth and success. Training ensures that employees can perform effectively, directly contributing to the organization's overall progress (Esha, 2019).

Human Resources Development Program

A human resources development program enhances the assets and attributes within a community, ultimately improving the quality of life for its members. Human capital, central to community capacity, encompasses the knowledge, skills, abilities, and characteristics required for individuals to perform tasks effectively. Human capital can grow through human resources functions like recruitment, training, and development, contributing to personal and sustainable development. In an inclusive society, everyone has equal rights, and access to social services, and participates in decision-making and developmental activities, fostering unity and shared progress. In addition, a human resources development program, supported by the exceptional

performance of employees, played a key role in promoting individual capacity building (Philip *et al.*, 2023).

Employee Performance

Utin and Yosepha (2019) explain that the development of human resources relies on employee performance as a key element for both individual achievement and overall company success. Enhancing employee performance benefits the organization and employees, as strong performance can theoretically lead to improved career development opportunities. However, poor leadership styles may result in a decline in employee performance, negatively impacting the company's overall outcomes. Factors influencing employee performance include work motivation, which plays a crucial role. Even if employees possess excellent operational skills, lacking motivation can lead to unsatisfactory job results.

RESEARCH METHODS

This research design uses a survey method with a quantitative approach, where researchers distribute questionnaires as the main instrument for data collection. This study's population included all PT Citra Kendedes Cake and Bakery employees at Jalan Raya Sulfat No. 49, Purwantoro, Blimbing Sub-district, Malang City, totaling 36 people. Given the relatively small population, the sampling technique is saturated, where all population members are included as samples. Given the population's homogeneous characteristics and the study's focused scope, this aims to minimize bias and improve data accuracy. The questionnaire used a Likert scale to measure employees' perceptions of the training program and their performance levels. The data collected was then analyzed using multiple linear regression tests to identify partial and simultaneous effects between variables, as well as to test the validity of the hypotheses that had been formulated.

RESULTS AND DISCUSSION

Validity Test

Based on Arikunto's (2020) explanation, the instrument's validity in this study was measured through the product-moment correlation test to ensure the validity of each indicator. The analysis results show that the indicator is declared valid if the value of $r \text{ count} \geq 0.3291$ (r table with significance $\alpha = 0.05$).

Table 1. Validity Test

Variable	Indicator	r Count	r Table	Description
Training Program (X1)	X1.1	0.673	0.3291	Valid
	X1.2	0.786	0.3291	Valid
	X1.3	0.792	0.3291	Valid
	X1.4	0.781	0.3291	Valid
	X1.5	0.734	0.3291	Valid
	X1.6	0.822	0.3291	Valid
	X1.7	0.760	0.3291	Valid
	X1.8	0.601	0.3291	Valid
HR Development (X2)	X2.1	0.822	0.3291	Valid
	X2.2	0.590	0.3291	Valid
	X2.3	0.623	0.3291	Valid
	X2.4	0.728	0.3291	Valid
	X2.5	0.807	0.3291	Valid
	X2.6	0.677	0.3291	Valid

Employee Performance (Y)	Y1.1	0.908	0.3291	Valid
	Y1.2	0.885	0.3291	Valid
	Y1.3	0.952	0.3291	Valid
	Y1.4	0.696	0.3291	Valid
	Y1.5	0.836	0.3291	Valid
	Y1.6	0.881	0.3291	Valid

Source: Primary data processed (2025)

Based on the validity test results in Table 1, all statement indicators in the training program variable (X1), human resource development (X2), and employee performance (Y) are proven to be valid as research measuring instruments. This is indicated by the calculated r-value of each indicator, which is higher than the r table, thus ensuring that the questions or statements in the questionnaire can measure variable constructs accurately and relevantly. Therefore, this research instrument meets statistical validity requirements, which is basis for data reliability for further analysis in testing the relationship between variables.

Reliability Test

The reliability test aims to ensure the consistency and reliability of the research instrument (questionnaire) when reused in measuring variables. This study determined the reliability criteria by comparing the Cronbach's Alpha value with a minimum limit of 0.60.

Table 2. Reliability Test

Variable	Cronbach's Value	<i>alpha</i>	R Standard	Description
Training Program (X1)	0.884		0.60	Reliable
HR Development (X2)	0.802		0.60	Reliable
Employee Performance (Y)	0.931		0.60	Reliable

Source: Primary data processed (2025)

Based on the analysis results of Table 2, it can be concluded that all variables in this study, namely training programs (X1), HR development (X2), and product fluency (Y), have a Cronbach's Alpha value above 0.60. This shows that the research instruments used are reliable and meet the internal consistency requirements to be processed in the following analysis stage. Thus, the data obtained from the three variables can be relied upon to test the relationship or influence between variables in this study.

Normality Test

Ghozali (2021) explains that the normality test is carried out to verify whether the independent and dependent variables in the regression model have a normal or near-normal distribution. This analysis can be done through two visual approaches: observing the distribution of data on the diagonal line of the Probability-Probability Plot (P-P Plot) graph or looking at the distribution pattern on the residual histogram.

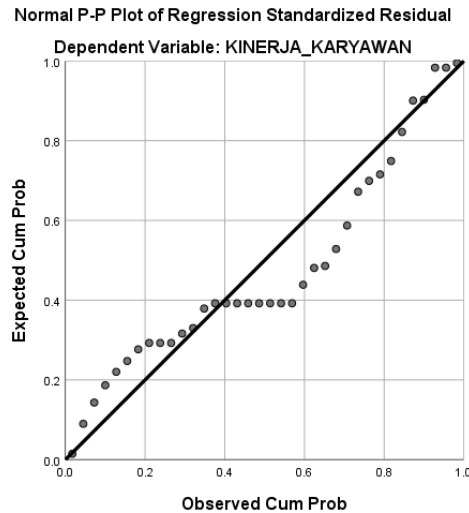


Figure 1. Probability-Probability Plot (P-P Plot)
Source: Primary data processed (2025)

Based on the output results above, it is known that the data (dots) spread around and follow the direction of the diagonal line. So, the regression model is usually distributed.

Multicollinearity Test

Ghozali (2021) says the multicollinearity test aims to determine whether the model found a correlation between independent or independent variables. A good regression model should not correlate with the independent variables. Multicollinearity is tested using the variance inflation factor (VIF) and tolerance value. A model is free from multicollinearity if the VIF value is less than 10 and the tolerance value is more than 0.10.

Table 3. Multicollinearity Test

Model	Collinearity statistics	
1	<i>Tolerance</i>	VIF
	<i>(Constant)</i>	
	Training Program	0.526
	HR Development	0.526

Dependent Variable: Employee Performance

Source: Primary data processed (2025)

Based on Table 3 above, the calculation results show that each independent variable has a tolerance value of more than 0.10, meaning there is no correlation between the independent variables. The results of the VIF value calculation show the same results; namely, no independent variable has a VIF value of more than 10. So, there is no multicollinearity between the independent variables in this regression model.

Heteroscedasticity Test

Based on Ghozali's explanation (2021), the heteroscedasticity test aims to detect whether there is an inequality of residual variances between observations in the regression model. Heteroscedasticity occurs if the residual variance is not constant, while homoscedasticity is fulfilled if the residual variance is relatively stable. Detection is done by analyzing the pattern of the distribution of points on the scatter plot graph

between the predicted value (X-axis) and the residual (Y-axis). The determination criteria are:

1. Heteroscedasticity is detected if the points form a specific pattern (for example, wavy or widening-narrowing).
2. No heteroscedasticity exists if the points are randomly scattered around the number 0 on the Y-axis without a clear pattern.

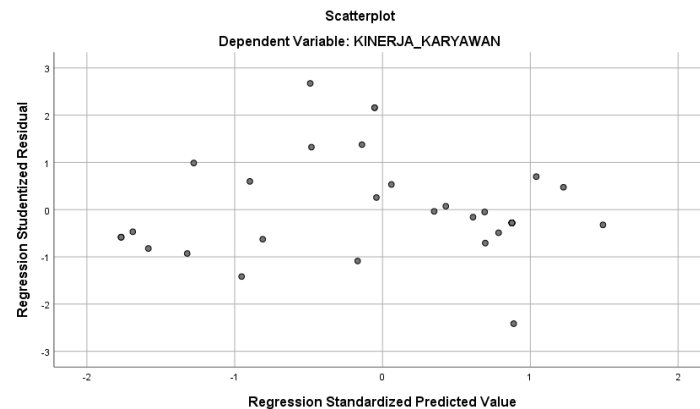


Figure 2. Scatterplot Heteroscedasticity Test

Source: Primary data processed (2025)

The results of heteroscedasticity testing show no clear pattern, and points spread above and below zero on the Y axis, indicating that heteroscedasticity does not occur.

1. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the magnitude of the influence of the independent variables, namely training programs (X1), HR development (X2), and the dependent variable employee performance (Y), together can be calculated through a multiple regression equation.

Table 4. Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.316	2.346		0.562	0.579
	Life Style	0.442	0.103	0.544	4.287	0.000
	Financial Attitude	0.383	0.129	0.377	2.967	0.006

Source: Primary data processed (2025)

The regression equation formed in this regression test is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 1.316 + 0.442X_1 + 0.383X_2 + e$$

The model can be interpreted as follows:

- a) The constant (a) of 1.316 means that if the independent variables training program (X1), and HR Development (X2) are constant, then the magnitude of the dependent variable employee performance (Y) is worth 1.316 units.
- b) The training program (X1) has a coefficient value of 0.442, indicating that increasing 100%, it will improve employee performance by 42%. This suggests that the variable coefficient of the training program (X1) has a positive (unidirectional) influence on employee performance (Y). This means that the higher the training program's value (X1), the higher the value of employee performance (Y).
- c) HR development (X2) has a coefficient value of 0.383, indicating that increasing

100%, will improve employee performance by 94%. This shows that the coefficient of the HR development variable (X2) has a positive influence (unidirectional) on employee performance (Y). This means that the higher the value of HR Development (X2), the higher the value of employee performance (Y).

T-test

The t-test is used to determine the partial (individual) effect of the independent variables, namely the training program (X1) and HR development (X2), on the dependent variable, employee performance (Y).

Table 5. The T-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.316	2.346		0.562	0.579
	Life Style	0.442	0.103	0.544	4.287	0.000
	Financial Attitude	0.383	0.129	0.377	2.967	0.006

Source: Primary data processed (2025)

The statistical analysis results show that the two independent variables, namely training programs and HR development, significantly improve employee performance at PT Citra Kendedes Cake and Bakery Malang City. This is indicated by:

1. Training Program: The significance value of 0.003 (<0.05) and t-count 4.287 ($> t$ -table 2.034) confirm that the training program has a positive and significant partial effect on employee performance.
2. HR Development: The significance value of 0.006 (<0.05) and t-count of 2.967 ($> t$ -table 2.034) indicate that HR development also contributes significantly to improving employee performance.

F-test

The F test is used to determine the effect of training programs (X1) and HR development (X2) together (simultaneously) on the dependent variable employee performance (Y).

Table 6. The F-test

Model		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	248.598	2	88.866	42.471	0.000
	Residual	151.708	33	2.092		
	Total	400.306	35			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), HR Development, Training program

Source: Primary data processed (2025)

Based on the results of simultaneous testing (F test), the calculated F value of 42.471 exceeds the F table (3.28) with a significance level of 0.000 ($< \alpha = 0.05$). This confirms that the hypothesis (H1) is accepted, which means that the training program (X1) and HR development (X2) together have a significant effect on improving employee performance (Y). Thus, it can be concluded that the combination of the two independent variables effectively encourages employee performance at PT Citra Kendedes Cake and Bakery Malang City.

The Effect of Training Programs on Improving Employee Performance

Based on the analysis, the training program is proven to positively and significantly influence employee performance at PT Citra Kendedes Cake and Bakery Malang City. The multiple linear regression test results show a positive coefficient, which indicates that an increase in training intensity is directly proportional to an increase in employee performance. In addition, the partial test strengthens these findings by confirming that training is a key factor in determining employee performance quality. This aligns with the company's practice of placing employees according to competence and providing space for skill development and freedom of thought, thus maximizing training effectiveness.

Theoretically, these findings are consistent with the perspectives of Hayati & Yulianto (2021), who state that training improves skills, knowledge, and work efficiency. The results also align with previous studies (Andayani & Makian, 2016; Elizar & Tanjung, 2018; Pratama & Wismar'ain, 2018), which confirmed the positive impact of training on performance. Thus, structured and relevant training for job needs equips employees with practical competencies and becomes a strategic investment for companies to increase productivity and organizational competitiveness.

The Effect of Human Resource Development in Improving Employee Performance

Based on Rowley's (2012) definition, HR development is a systematic effort to improve employee competence through training, organizational learning, and knowledge management, aiming to increase professionalism and work efficiency. The research results at PT Citra Kendedes Cake and Bakery Malang City prove that HR development programs positively correlate with improved employee performance, especially in work performance, discipline, team collaboration, initiative, and planning. The statistical test (t-test) shows a significant effect with a t value of $2.967 > t_{table} 2.034$ and a significance level of $0.006 (<0.05)$, confirming that HR development partially has a real impact on performance. This finding aligns with research by Sulaefi (2017) and Citta and Arfiany (2019), emphasizing that training and career development are key factors in improving employee discipline and productivity. Thus, this study strengthens the empirical evidence that investment in HR development forms a competent workforce and drives holistic organizational performance.

The Effect of Training and Human Resources Development Programs in Improving Employee Performance

Based on the analysis, training and human resource development programs have positively and significantly influenced employee performance at PT Citra Kendedes Cake and Bakery Malang City. As Dessler (2020) emphasized, training is a key instrument to equip employees with skills, knowledge, and adaptation to job dynamics. Meanwhile, Armstrong (2010) emphasizes that structured HR development, from planning to evaluation, can create learning opportunities that increase individual capacity. The results of the study of 36 employees showed that the combination of technical training and career development simultaneously contributed to organized performance and aligned with company goals, as evidenced by the F test value of 42,471, which exceeded the critical value of the F table (3.28). This finding is consistent with previous studies by Sulaefi (2017) and Citta and Arfiany (2019), confirming that the two variables have individual effects and synergize driving productivity. Thus, implementing a systematic needs-identification-based and sustainable training and development program is crucial for organizations in maintaining competitiveness and

ensuring alignment between employee competencies and evolving business demands.

CONCLUSION

Based on the results of statistical analysis, it can be concluded that

1. The training program (H1) partially significantly improves employee performance at PT Citra Kendedes Cake and Bakery Malang. This is evidenced by the significance value of 0.000 (<0.05) and the t-count value (4.287), which is higher than the t-table (2.034).
2. HR development (H2) also has a partially significant effect on employee performance, with a significance level of 0.006 (<0.05) and a t-count value (2.967) exceeding the t-table (2.034).
3. Simultaneously, the combination of training and HR development programs has a significant effect on employee performance, indicated by the significance value of the F-test of 0.000 (<0.05) and the F-count (42.471), which far exceeds the F-table (3.28).

In addition to improving technical competencies, training creates an innovative and adaptive work environment, which is key to organizational sustainability amid technological and market disruptions.

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