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## The Influence of Training Activities on Performance Mediated by Work Engagement: Case Study on School Manager Training Participants

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### ABSTRACT

This research examines the influence of training activities on performance mediated by work engagement. The research sample consisted of 254 companies that participated in School Manager training activities between the years 2017-2023. The main data sources for this research were closed questionnaires using Likert scales and documentation. Smart PLS was used for data processing. The results of the research indicate that Training (X1) has a significant positive influence on Performance (Y) among employees. Work Engagement (Z) significantly positively influences Performance (Y) among employees. Job Training (X1) has a significant positive influence on work engagement (Z) among employees. Work Engagement (Z) can mediate the influence of Job Training (X1) on Performance (Y) among employees.

### INTRODUCTION

Human resources are part of the overall organizational strategy to help achieve its goals, including driving economic prosperity. Over time, organizations have increasingly emphasized human resources. This is because humans are always active and dominant in every organizational activity, as they are the planners, actors, and determinants of organizational goals. Goals cannot be achieved without the active role of employees, even though the company possesses sophisticated tools (Priyono & Marnis, 2008).

Micro, small, and medium enterprises (MSMEs) are one of the economic sectors in Indonesia that play a significant role in reducing unemployment rates. The role of MSMEs is crucial for the Indonesian economy, contributing more than 60% to the Gross Domestic Product (GDP) of Indonesia, or around Rp8.573 Trillion annually. Additionally, MSMEs employ 97% of Indonesia's total workforce, equivalent to 116 million people. As business entities that support the Indonesian economy, the number of MSMEs has been increasing yearly. According to the Ministry of Cooperatives and SMEs of the Republic of Indonesia, MSME growth has continued to increase during the period 2015-2019.

With the growing number of MSMEs in Indonesia, there should be an increasing number of human resources absorbed into the workforce, and MSMEs should become popular platforms for Indonesians to work and create. However, the recent fact is that MSMEs in Indonesia are finding it difficult to obtain quality labor. This is due to the phenomenon known as The Great Resignation, which began in 2019.

A recent study by SAP SE showed that 91% of SMEs in Indonesia experience workforce instability, including a

significant number of skilled labor resignations seeking career development in other organizations. SAP's research found that this phenomenon has a significant impact on SMEs in Indonesia. About 25% of respondents agree that more employees are resigning now compared to 12 months ago. Meanwhile, almost 63% of SMEs stated that they are facing difficulties in coping with the impact of massive resignations.

Human Capital Director Grant Thornton Indonesia Emme Tarigan stated that in Indonesia, 77% of professional workers are still in the consideration phase for resignation. Reasons for resignation include the lack of suitable jobs, limited job opportunities in their field, and concerns about job security in a new company. According to Emme, in this regard, human capital as one of the pillars in a company must initiate human resource management strategies so that even if such a phenomenon occurs in Indonesia, companies can survive and employees already have high engagement. Therefore, it is important for companies to continuously improve employee engagement to retain employees, maintain the quality of employee performance, and increase company productivity.

The decline in employee performance in Indonesian companies recently is not only due to the phenomenon of The Great Resignation but also due to the emergence of the "Strawberry Generation," which is now entering the working age and starting to join companies as employees. The strawberry generation is identified as young, creative, innovative individuals with brilliant ideas but very fragile when facing social pressures and reluctant to work hard. Limeade (2020) explains that young employees, especially Gen Z and Millennials, are prone to burnout due to overwork and being underpaid, which is why they tend to switch jobs

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easily. Deloitte (2022) also proves that Millennials tend to stay in one company for a maximum of 2 years.

A survey conducted by Gallup (2022) found that Indonesia has a low employee engagement rate of only 24%, which is lower than three other Southeast Asian countries: the Philippines, Thailand, and Cambodia. It is essential for Indonesia to increase employee engagement to compete with other countries in the Southeast Asian region. Work engagement is one of the factors that influence the desire to switch jobs among Millennials. Increasing work engagement can reduce the desire of Millennials to move from their current workplace (Siahaan & Gatari, 2020). According to (Robbins *et al.*, 2012), work engagement is the extent to which an employee connects with a specific organization and its goals and desires to remain a member. Employee performance is influenced by several factors, both related to the workforce itself and to the company's organizational environment, one of which is employee engagement. Individual employee commitment includes employee engagement. Employee engagement is the degree of willingness to connect with work, invest time, abilities, and energy in work, and consider work as the main part of life.

To address the issues of declining employee performance and lack of employee work engagement with the company, management within the company must start preparing specific methods. One of them is that business owners can play a role in helping employees improve their skills by providing training and guidance. In this way, the company can ensure that employees share the same vision and mission as the company, thus fostering strong attachment (work engagement) between employees and the company. This can ultimately enhance the overall performance of the company.

Education and training aim to develop employees' intellectual and personal capabilities. Therefore, every organization that wants to grow must pay close attention to its employees' education and training to improve employee performance.

Several institutions provide employee training, including Manager Campus. Manager campus is one of the services offered by CRA University, which has been proven to improve performance in many companies. The method involves providing six-month training program to develop human resource management systems in line with the company's vision and mission.

Manager Campus has a flagship program for continuous training classes for existing staff within the company, namely the Manager School Program. Since 2017, responding to the demand from business players who have participated in several of its programs to create training activities or programs specifically designed for employees in their companies, the Manager School program has been established with the first batch, and the program has been running regularly since then, producing many positive testimonials from participants who have completed the program.

Previous studies that discuss the influence of job training

on employee performance include research conducted by (Ibrahim, 2017), Eka and Anggereni (2018), Perdana (2020), Wulandari *et al* (2022), and Utami and Arif (2021), with their research results showing that training affects employee performance. However, it is different from the research conducted by (Andayani & Hirawati, 2021), which showed that partially, training variables do not affect employee performance.

Then, research related to work engagement on employee performance has been conducted by Kustya (2020), Indirasari and Mardiana (2022), Ulfah and Nilasari (2023), Utami and Arif (2021), Adawiyah *et al* (2021), whose research results indicate that work engagement significantly influences employee performance, but different research results were obtained by Adawiyah *et al* (2021). The research results show that employee engagement cannot mediate the influence of ethical leadership on employee performance.

Furthermore, research related to the influence of training activities on work engagement was conducted by Gurawan & Nur (2016) and Frischa & Okta (2023), whose research results indicate that training significantly influences work engagement, but different research results were obtained by Dewi Tri *et al* (2018), the research results show that training does not influence increasing work engagement. Based on the phenomena described by the researcher above, and also considering the research gap related to studies involving related variables, therefore, a re-study with modifications to related variables regarding the improvement of training activities through work engagement on employee performance becomes important to conduct research considering factors influencing such as overall skill improvement in employees and implementation of training program results in the company and its impact on productivity in the company. Therefore, the researcher proposes the research title as follows: "The Influence of Training Activities on Performance Mediated by Work Engagement (A Case Study on School Manager Training Participants)".

## LITERATURE REVIEW

### Performance

Robbins (2012: 185) states that "Performance is measurable actions or implementations," while according to Miftah (2013), it is "Defining performance as the quantity and quality of work produced by individuals, groups, or organizations."

Various definitions of performance indicate that the concept of performance has not yet reached a consensus among researchers. Generally, according to Samsudin Sadili (2010), performance can be demonstrated in various ways:

1. Performance can show the same behavior that persists over time.
2. Performance can show different behaviors that are demonstrated with a high level of conceptualization.
3. Performance can show outcomes that are not closely related to specific actions.

4. Performance can be defined in general terms that indicate global characteristics rather than specific behaviors.

5. Performance can be defined as the results of group behaviors rather than individual behaviors.

The assessment of employee performance depends on the employees themselves in carrying out their duties. The dimensions for measuring performance according to Robbins (2012:260) are work quality, work quantity, timeliness of work, and effectiveness.

### Training

In human resource management, training is very important. According to Veithzal Rivai (2014), "training has the main goal and focus to help employees achieve skills and abilities that will facilitate them in completing their work." According to Dessler (2019), "Training for employees is the activity of learning specific knowledge and skills and creating attitudes for employees to perform their duties and responsibilities better. Improving employees' knowledge and skills is expected to improve their performance in the company in facing existing changes and competition."

For training programs to be successful and improve employees' job abilities, training must be carried out in appropriate ways and must consider several dimensions within the training variable. According to Mangkunegara in Muhammad Busro (2018), training indicators include:

1. Training Objectives
2. Training Materials
3. Training Methods

### 4. Participant Qualifications

Training participants are employees who meet qualification requirements such as permanent employees and staff recommended by superiors.

### Work Engagement

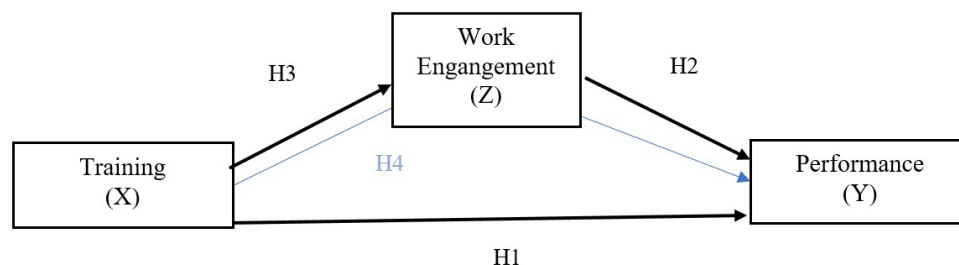
According to Hamalik (2007), in his book, if personal aspects can enhance understanding related to professionalism in work, every workforce must have personality traits that can support their work, one of which is work engagement. Work engagement is an attitude or condition in an individual where an employee has a positive attitude towards behavior in their work, characterized by organizational commitment, a sense of ownership, and pride in their work, marked by vigor and commitment to give dedication and immersion in their work.

Work Engagement, according to Bakker (2011), is a motivational concept that refers to favorable conditions related to job satisfaction characterized by strong attachment to one's work. Job engagement, according to Kubatini & Rachmatan (2018), is defined as employees who are truly committed to their work at physical, mental, and emotional levels. According to Schaufeli & Bakker (2004), dimensions found in Work Engagement include:

1. Enthusiasm
2. Dedication
3. Immersion

### Conceptual Framework

The analytical model in this research is as shown in Figure 1 below:



**Figure 1: Conceptual Framework**

Source: Compiled by the Author (2023)

### Description

→ : Partial Effect Line

→ : Mediating Variable Involvement Line

### Hypothesis Formulation

With the training activities, employees will gain the latest information and expertise related to their field of expertise. That is one of the reasons why in this study, training activities become one of the selected factors to be examined regarding their influence on performance. Previous research related to examining the effect of job training on performance has been conducted by Ibrahim (2017a) in his study titled: The Effect of Training on Employee Performance Through Work Motivation Study

on Employees of PT Gudang Garam TBK Directorate in Sidoarjo City. The research results showed that training affects employee performance. Therefore, the first hypothesis in this study is:

### H1: Training Partially Influences Performance

Work engagement is demonstrated by organizational commitment, a sense of ownership, and pride in the job, characterized by vigor and commitment to provide dedication and absorption in their work. That is why in this study, the researcher wants to propose work engagement as one of the factors influencing employee performance. Thus, if an employee has high work engagement, their performance will also improve, and



the relationship between them is positive. This statement is also supported by previous research on the effect of work engagement on performance conducted by Hafidzunnur (2021) in his study titled “The Effect of Work Engagement on Employee Performance at SMK Negeri 2 Singosari During the Pandemic,” where the research results showed that work engagement affects employee performance. Therefore, the second hypothesis in this study is:

### H2: Work Engagement Partially Influences Performance

Work engagement is demonstrated by organizational commitment, a sense of ownership, and pride in the job, characterized by vigor and commitment to provide dedication and absorption in their work. Thus, if an employee receives job training to enhance their abilities in performing their job, the employee will have high work engagement in their job, so the relationship between the two is positive. If job training increases, work engagement will also increase. Previous research that guided the researcher in discussing the relationship between job training and work engagement is a study by Utami and Arif (2021) titled “The Effect of Training and Development on Employee Performance with Employee Attachment as a Mediating Variable (Study on Employees of Bank XYZ Ngawi),” where the research results showed that employee training affects employee attachment. Therefore, the third hypothesis in this study is:

### H3: Job Training Partially Influences Work Engagement

If an employee receives job training to enhance their abilities in performing their job, the employee will have better performance. Moreover, if employees receive adequate training, which is useful in carrying out their responsibilities, they will become more interested in their job, providing the best performance. Thus, their

work engagement will increase, indirectly contributing to improving their performance. Previous research considered in formulating this hypothesis is a study by Utami and Arif (2021) titled “The Effect of Training and Development on Employee Performance with Employee Attachment as a Mediating Variable (Study on Employees of Bank XYZ Ngawi),” where the research results showed that work engagement can mediate the effect of training and development on employee performance. Therefore, the fourth hypothesis in this study is as follows:

### H4: Work Engagement Mediates the Effect of Training Activities on Performance

## MATERIALS AND METHOD

This research uses a quantitative approach because the independent and dependent variables are measured in numerical form. The research method uses descriptive and explanatory research methods. Descriptive research is a type of research aimed at describing the characteristics of variables and the object under study. Meanwhile, explanatory research is a type of research that explains the cause-and-effect relationship between variables through hypothesis testing to obtain a conclusion. The reason for using quantitative methods in this research is that researchers can understand the quantity of a phenomenon that can be used for comparison later. By using inferential statistics, researchers can observe patterns of relationships, interactions, and causality of observed phenomena.

### Population

The population in this study is the participants of school manager training consisting of several companies participating in the training activities from 2017 to 2023, totaling 254 people.

**Table 1:** List of Participants in the School Manager Training Program

Year	Batch	Company Name	Number of Participants
2017	1	Ayam Goreng Nelongso	19
2018	2	Ayam Goreng Nelongso	25
2019	3	Ayam Goreng Nelongso	25
2021	4	Ayam Goreng Nelongso	25
2022	5	Alif's Bakery	25
		Ayam Goreng Nelongso	25
		Reckat Composite Jakarta	10
2022	6	OJ Otomotif	4
		Ade Budi	2
		Generasi Juara	4
		Bin Daud Makasar	4
		Bubur Onic Jakarta	5
2023	7	Alif's Bakery	25
		Ayam Goreng Nelongso	26
		Reckat Composite Jakarta	10

2023	8	Baby Jab Bojonegoro	4
		Firda Bakery Malang	5
		Moehand Karya Solo	1
		Pilar Bali	1
		Apotek Fatimah Lamongan	4
		Rizky Putra Abadi Tuban	2
		Abang Sayur Organik Malang	1
		Toko Sembako Lumajang	2
Total			254

Source: Data processed by the Researcher

### Research Sample

The research sample consists of companies participating in the school manager training program during the period from 2017 to 2023.

The sampling method used in this research is non-probability sampling, also known as non-random sampling method. The technique employed is purposive sampling, which involves selecting samples based on specific criteria (Sugiyono, 2019:82). The purpose is to ensure that the results obtained are more representative

of the population according to the predetermined criteria. From the total population of 254 companies identified, the criteria or population boundaries used to determine the sample from this research population are as follows:

1. The sample companies are those recorded as participating in the School Manager training program during the period from 2017 to 2023.
2. The sample companies are those participating in the school manager training program from the years 2022 to 2023.

**Table 2:** Determination of Research Sample

Criteria Description	Number of Participants
The total population of companies participating in the School Manager training program during the period from 2017 to 2023.	254
Companies that did not participate in the School Manager training program from the year 2022 to 2023.	(94)
The number of companies selected as samples	160
The number of samples used in the study (160 participants from companies)	160

Source: Data processed by the researcher

### Variable Definition and Operational Definition

Variable definition is a description that explains the meaning of the research variables. The table below describes the relationship between variables in this study. The type of data in this study is ordinal data, where

ordinal data has rankings or orders. The numbers given have levels and are used to measure objects from the lowest to the highest, or vice versa. In this study, ordinal data can be seen from scores in the instrument ranging from 5, 4, 3, 2, 1 using a Likert scale.

**Table 3:** Research Instrument

Variable	Dimensions	Indicators
Training (X)	Training Objective	Training motivates employees to work better
		Training makes the instructions given by the leaders easier to understand.
		Training makes participants understand the company's goals better.
		Training reduces the gap between the company's leader and employees.
	Training Material	The training material provided helps employees solve problems in the work.
		The training material provided is comprehensive and assists employees in achieving the expected goals of the institution.
		The instructors master the material being presented, allowing me to understand the material well.
	Training Method	The training method used is participatory techniques (group discussions, simulations, etc.).
		The training method used is highly effective in training implementation.
		The instructor works professionally during the training.

	Participant Quality	Employees meet the qualifications set by the institution to participate in training. Employees are always enthusiastic about attending training provided by the institution.
<b>Variable</b>	<b>Dimensions</b>	<b>Indicators</b>
Performance (Y)	Quality	Knowledge of the job can help employees overcome problems that arise while working.
		Employees have achieved the work standards set by the institution, resulting in satisfactory outcomes.
		Employees can complete each task with precision and neatness.
	Quantity	The work you produce meets the targets set by the company.
		Employees are able to complete tasks according to the standard quantity set by the company.
	Timeliness	Employees always work diligently and meticulously in completing tasks.
		Employees always manage to complete tasks on time.
	Effectiveness	Employees can work efficiently and quickly.
		These employees utilize their work time well, not engaging in activities outside of work.
	Attendance	The nature of the job requires employees to be present in the office to complete tasks given on time.
		Employees always adhere to the work schedule, arriving and leaving work according to the established rules.
	Teamwork Skills	Employees provide constructive suggestions, criticism, or feedback for the team.
		Employees collaborate well in completing tasks.
<b>Variable</b>	<b>Dimensions</b>	<b>Indicators</b>
Work Engagement (Z)	Enthusiasm	Mentally, employees are very resilient in their work.
		Employees can enjoy every task.
		Employees are always enthusiastic about every task.
		Employees can always complete tasks even if things don't go as expected.
	Dedication	Employees take pride in their work.
		Employees feel enthusiastic about doing their job.
		Employees are serious about performing their tasks.
	Immersion	Time flies when employees are carrying out their tasks.
		Employees have skills in completing organizational tasks.

Source: Processed by the researcher based on Schaufeli and Bakker (2004), Robbins (2012:260), and Muhammad (2018:216)

### Analysis Technique

Data analysis in this study using Partial Least Squares (PLS) is a powerful analysis method because it can be applied to all types of data scales, does not require many assumptions, and does not require a large sample size. PLS can be used not only to confirm theories but also to establish relationships without existing theoretical foundations or for testing proportions, as stated by Ghazali (2008). In this study, the PLS analysis technique is used because the researcher wants to understand the relationships between variables as a whole. The analysis steps using PLS are as follows:

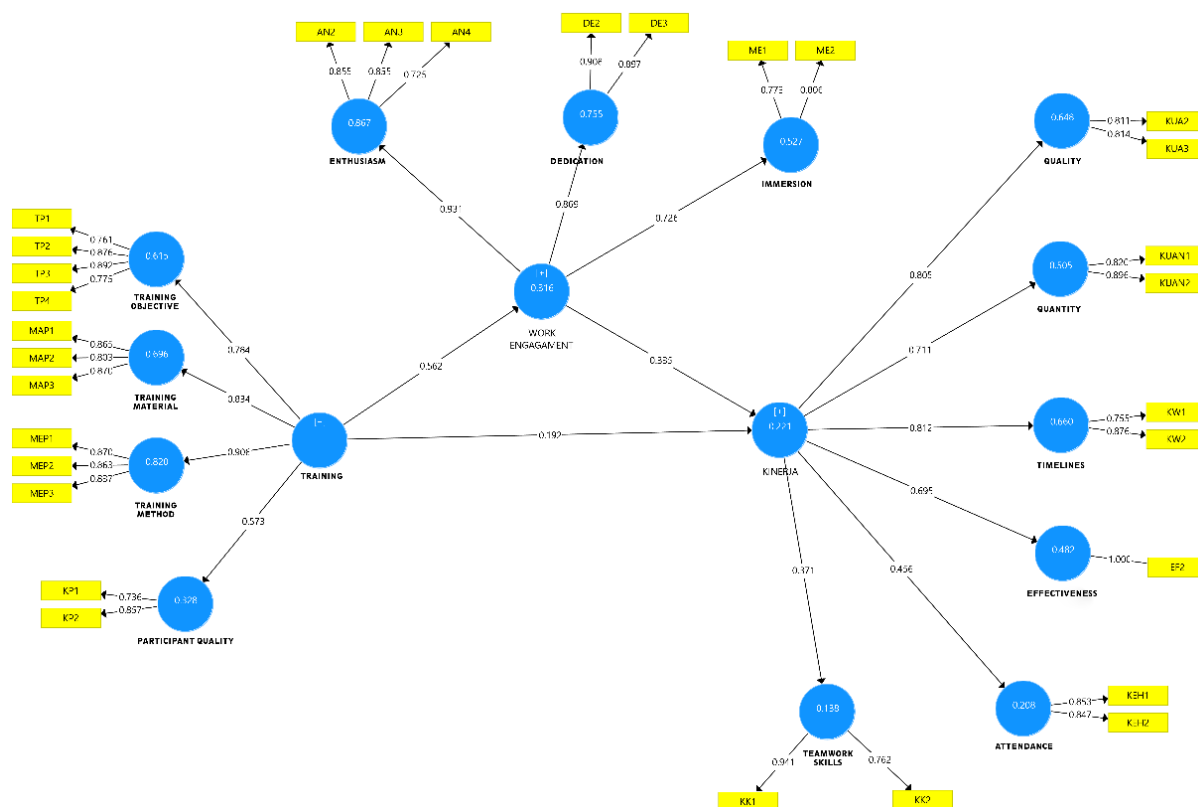
1. Designing the Measurement Model (Outer Model)
2. Designing the Structural Model (Inner Model)
3. Constructing the Path Diagram.

### RESULTS

#### Outer Model Testing

Discriminant validity testing is used to determine whether the indicators of a latent variable have higher loading values compared to the indicators for other latent variables.

According to Abdillah and Jogiyanto (2016), the parameter used in discriminant validity testing is the comparison of loading factor values, which should be higher for the generated dimensions or variables. Each indicator within one construct will differ from indicators in other constructs and should accumulate on the intended construct, as seen in the cross-loading table. The cross-loading values for each indicator are as follows.



**Figure 2:** Path Diagram of the Outer PLS Model

Source: Researcher's Compilation

**Table 4:** Loading Factor (After)

Variable	Dimension	AVE	Description
Training	Training Objective	0,510	Valid
	Training Material		
	Training Method		
	Participant Quality		
Work Engagement	Enthusiasm	0,525	Valid
	Dedication		
	Immerse		
Performance	Quality	0,531	Valid
	Quantity		
	Timeliness		
	Effectiveness		
	Attendance		
	Teamwork Skills		

Source: Researcher's Compilation

**Table 5:** Cross-Loading Values

Dimension Code	Training	Work Engagement	Performance
TP1	0,756	0,301	0,103
TP2	0,873	0,328	0,133
TP3	0,895	0,480	0,132



TP4	0,779	0,414	0,046
MAP1	0,867	0,402	0,025
MAP2	0,803	0,239	0,097
MAP3	0,869	0,271	0,192
MEP1	0,872	0,440	0,159
MEP2	0,863	0,325	0,229
MEP3	0,834	0,514	0,243
AN2	0,427	0,857	0,393
AN3	0,446	0,855	0,276
AN4	0,337	0,722	0,195
DE1	0,346	0,686	0,164
DE2	0,421	0,865	0,391
DE3	0,396	0,858	0,349
ME2	0,255	1,000	0,364
KUA2	0,303	0,358	0,806
KUA3	0,190	0,353	0,819
KUAN2	-0,039	0,352	1,000
KW2	0,087	0,393	1,000
EF2	0,215	0,086	1,000

Source: Researcher's Compilation

Table 5 shows that the value of each construct from each indicator is greater than the values of other constructs and accumulates on one construct. Therefore, it can be said that the research model has strong discriminant validity.

#### Composite Reliability

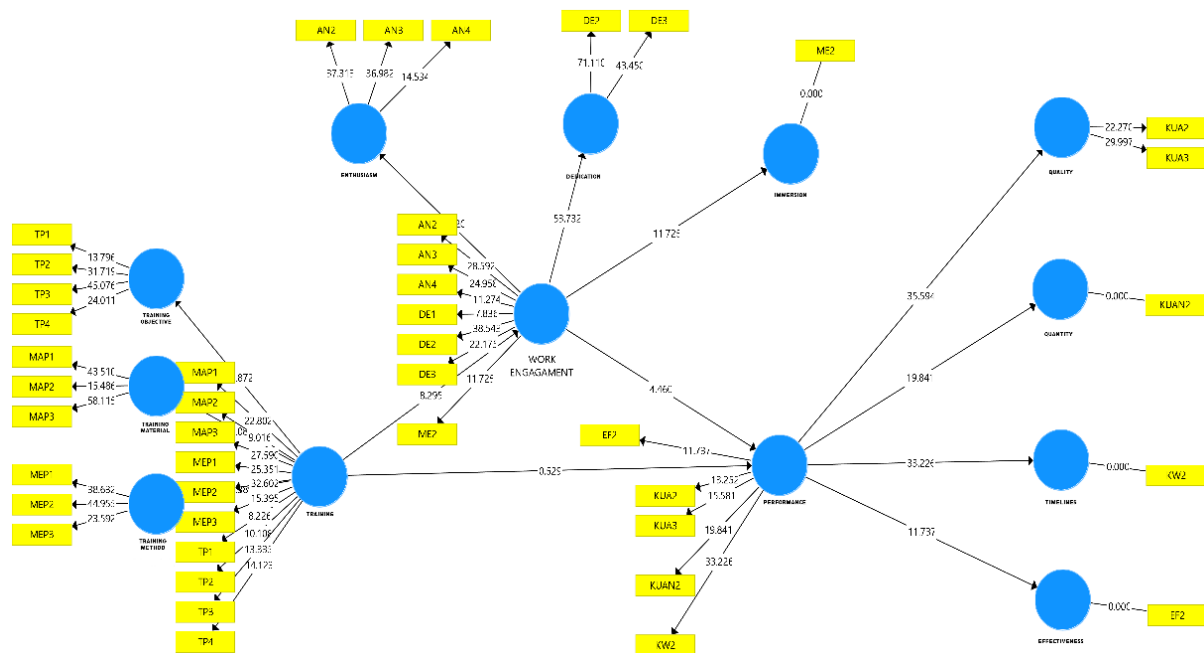
**Table 6:** Cronbach's Alpha and Composite Reliability

Variable	Dimension	Cronbach's Alpha	Composite Reliability	Description
Training	Training Objective	0,892	0,912	Valid
	Training Material			
	Training Method			
	Training Participant			
Work Engagement	Enthusiasm	0,845	0,884	Valid
	Dedication			
	Immerse			
Kinerja	Quality	0,777	0,849	Valid
	Quantity			
	Timeliness			
	Effectivity			
	Attendance			
	Teamwork Skills			

Source: Researcher's Compilation

Since all constructs in this study have Cronbach's Alpha values greater than 0.6 and composite reliability values greater than 0.7, it can be concluded that all constructs are reliable. This indicates that each research model design has internal consistency measured by instrument reliability testing.

#### Inner Model Evaluation



**Figure 3:** Path Diagram of the Inner Model

Source: Researcher's Compilation

### Determinant Coefficient

The determinant coefficient values are presented in the following table:

The determination coefficient for each variable is calculated using the R-square values shown in the table above and multiplied by 100%. It is 27.2% for the Work Engagement

variable. This indicates that the determination coefficient for the Work Engagement variable affects this study in the weak category, at 27.2%, with other factors outside the research model contributing to the remaining 72.8%. Additionally, only 18.7% of the influence on the performance variable comes from this study, while the remaining 81.3% comes from unrelated constructs.

**Table 7:** R-square

	R-square
Work Engagement	0,272
Performance	0,187

Source: Researcher's Compilation

### Hypothesis Testing

The table of path coefficients to view the results of T-statistics is provided below.

Based on the test results of the path coefficients in the table above, the research hypotheses can be proven as follows:

**Table 8:** Path Coefficients

	Original Sample	T-Statistics	P-Values	Description
Training → Performance	0,195	2,643	0,008	Significant
Work engagement → Performance	0,452	4,560	0,000	Significant
Training → Work engagement	0,522	8,112	0,000	Significant
Training → Work engagement → Performance	0,157	4,131	0,000	Significant

Source: Data Processing Results

### Influence of Training on Performance

The parameter coefficient value of 0.195 in the table above indicates that training has a positive and significant effect on performance. Based on this statistical calculation, it can be concluded that training significantly affects performance in this research sample, thus supporting hypothesis H1, which states that training significantly influences performance.

### Influence of Work Engagement on Performance

With this value, it can be seen from the path coefficient value that has a p-value of 0.000 and a T-statistics value of  $4.560 > 1.96$ . The results of this statistical calculation allow us to conclude that work engagement affects performance in this research sample, thus supporting hypothesis H2, which states that work engagement significantly influences performance.

### Influence of Training on Work Engagement

With a parameter coefficient value of 0.522, it is evident from the table above that training has a positive and significant effect on work engagement. Based on this statistical calculation, it can be concluded that in this research sample, training has an effect on work engagement, thus supporting hypothesis H3, which states that training significantly influences work engagement.

### Work Engagement Mediates the Influence of Training on Performance

With a parameter coefficient value of 0.157, it is clear from the table above that work engagement has a positive and significant effect and can mediate the influence of training on performance. Based on this statistical calculation, it can be concluded that work engagement in this research sample can mediate the influence of training on performance, thus supporting hypothesis H4, which states that work engagement can mediate the influence of training on performance.

## DISCUSSION

### The Influence of Job Training on Performance

The findings of this research, known after data processing using PLS software version 3.0, show that job training has a significant effect on performance. When job training is implemented in a company, it provides employees with additional support to enhance their skills in completing their tasks. Employees are motivated to deliver their best performance at work. The hypothesis stating that training significantly affects performance is accepted because the more job training provided by the company, the higher the performance of the employees.

Respondents' responses revealed that company leaders participating in the School Manager Training Program have endeavored to support their employees by involving them in the program. Based on the average responses provided by respondents in the distributed questionnaire, if the training received by the respondents has been well-implemented and met the expected objectives, training materials, and methods, the results also show that job training can motivate employees to perform better and help respondents understand the company's goals. This can be achieved with professional instructors who master the material, and training materials in the management school that assist employees in solving work-related issues.

Previous research findings that support this discussion include studies by Perdana (2020) stating that training has a positive and significant effect on performance, and research by Eka and Anggraeni (2018) also showing that training has a positive and significant effect on employee performance.

### The Influence of Work Engagement on performance

The results of this research, known after data processing using PLS software version 3.0, indicate that work engagement has an effect on performance. This means

that participants in the school manager training, namely employees of the company, have already performed their best for the company they work for, as reflected in the majority of questionnaire responses categorized as high. In other words, on average, respondents feel enthusiastic, have high dedication, and are fully engaged in performing their tasks in the company where they work. The hypothesis stating that work engagement significantly affects performance is accepted because the higher the work engagement of employees, the more it can enhance their performance in the company.

Respondents' responses reveal that company leaders participating in the School Manager Training Program have made efforts to support their employees by involving them in the program. Based on the average responses provided by respondents in the distributed questionnaire, respondents are always enthusiastic about performing their tasks. Mentally, employees are very resilient in their work, proud of the work they do, and serious about it. They also feel that time passes quickly while they are working. This is because employees feel integrated or immersed in the work they do. Thus, with increasing work engagement of employees in a company, it will lead to an improvement in the performance of those employees.

Previous research findings that support this discussion include a study by Kustya (2020) stating that work engagement has a significant positive effect on employee performance, and research by Indirasari and Mardiana (2022) indicating that Employee Engagement has a positive and significant effect on employee performance.

### The Influence of Training on Work Engagement

The findings of this research, known after data processing using PLS software version 3.0, indicate that training indeed has an effect on performance. When job training is implemented in a company, it provides employees with additional support facilities to enhance their skills in completing their tasks. Employees will be motivated to become more interested in and passionate about their work. The hypothesis stating that training significantly affects work engagement is accepted because the more job training provided by the company, the more it can influence the work engagement of employees in the company.

Respondents' responses reveal that company leaders participating in the School Manager Training Program have made efforts to support their employees by involving them in the program. Based on the average responses provided by respondents in the distributed questionnaire, if the training received by the respondents has been carried out well and has been able to fulfill the aspects of training goals, training materials, and training methods expected, employees who feel they have benefited greatly from the job training facilities received will further increase their interest and love for their work. Therefore, in achieving the company's goals, the company's employees will be able to achieve them more effectively because they have a good work ethic.

Previous research findings that support this discussion include a study by Ulfah and Nilasari (2023) indicating that training has an impact on employee engagement, and research by Utami and Arif (2021) also showing that training significantly affects employee engagement.

### Work Engagement Mediates the Effect of Job Training on Performance

The findings of this research, known after data processing using PLS software version 3.0, indicate that work engagement can mediate the effect of job training on performance. When job training is implemented in a company, it provides employees with additional support facilities to enhance their skills in completing their tasks. Employees with high work engagement will be motivated to provide their best abilities in working for the company, enabling them to handle various workloads and challenges effectively. The hypothesis stating that work engagement can mediate the effect of training on performance is accepted.

These results are supported by recent research (Sendawula *et al.*, 2018), which found that training impacts employee performance followed by employee engagement. This means that providing training will make employees feel more knowledgeable and skilled in their jobs and will generate a desire to dedicate themselves more to their work (employee engagement).

Previous research findings that support this discussion include a study by Ulfah and Nilasari (2023), indicating that employee engagement can mediate the relationship between training and employee motivation on employee performance, as well as research by Utami and Arif (2021), which also shows that employee engagement significantly mediates the relationship between training and development on employee performance.

### CONCLUSION

The results of this study can be summarized as follows:

- (1) Job training positively and significantly affects the performance of employees participating in the School Manager training program,
- (2) Work engagement has a positive and significant effect on the performance of employees participating in the School Manager training program,
- (3) Job training also has a positive and significant effect on the work engagement of employees participating in the School Manager training program, and
- (4) Work engagement can mediate the positive and significant effect of job training on the performance of employees participating in the School Manager training program.

### RECOMMENDATIONS

Based on the results and conclusions above, the following recommendations can be given to companies sending their employees to participate in the School Manager training program based on this research:

1. For companies sending their employees to participate

in the school manager training program, it is known that training is a crucial factor in improving employee performance. Company leaders need to regularly provide job training facilities to their employees, especially those in management positions. With regular job training activities, this will benefit in honing the skills of employees in carrying out their tasks in the company.

2. Regarding employee work engagement, the research results show that work engagement has an influence on performance and can also be a good mediator for the influence of job training on performance. In order to increase employee work engagement, the company can provide more regular job training facilities as mentioned in recommendation one. Additionally, the company can implement a policy of job rotation. With this policy, employees will feel challenged as they are given new tasks and responsibilities. New challenges will arise, thereby enhancing their skills and experience, ultimately increasing employee work engagement in the future.

### Limitations of the Study

This research has several shortcomings and limitations as follows:

- a. Although all hypotheses in this study were accepted, based on the R square values, the influence between variables falls into the weak category, as the resulting R square values are less than 33%. Therefore, it is possible that there are other factors that have a stronger influence on employee performance besides job training, such as transformational leadership, organizational culture, and so on.
- b. The research sample was limited to participants of the School Manager Training Program. It is hoped that future research can expand the research sample, for example, to SMEs in specific provinces. This would make the research results more specific and diverse for future researchers to understand.
- c. The researchers were unable to administer questionnaires directly to the respondents. This may lead to potential data invalidity as the Google Form link could be filled out by someone else. Additionally, some respondents may have been less responsive in filling out the questionnaire sent via Google Form. Different results may be obtained if the sample is taken through face-to-face interaction between the researcher and the respondents, thus, this research only reflects the time and place of its implementation.

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