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**The Influence of Training and Human Resource Development in the Context of Improving Work Morale and Employee Performance in Mas Medal Ikat Weaving MSMEs Bandar Kidul Kediri.**

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**Article Information**

Submission Date : January 3, 2025  
Revision Date : February 13, 2025  
Date Received : March 22, 2025

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**Abstract**

**Research aims:** This research investigates the effects of human resource development and training on employee performance and morale, seeking to measure the degree to which these two independent variables contribute to the outcomes can increase employee motivation and productivity in the organization.

**Design/Method/Approach ::** this study employs a quantitative causal research approach. Data were gathered using a questionnaire filled out by 30 respondents. To assess the impact of human resource development, multiple linear regression analysis was conducted, training, employee performance and work morale.

**Research findings:** demonstrate that training exerts a positive and substantial impact on both employee performance and work morale. Additionally, the development of human resources significantly affects these two dependent variables. Overall, HR training and development explains 62% of the variability in employee performance and morale. The following research strengthens previous literature regarding the importance of training and human resource development in increasing work motivation and productivity. These findings provide additional empirical evidence of a positive relationship between these variables. Companies are advised to continue to improve the quality of HR training and development programs by ensuring the relevance of the material, support from superiors, and adequate facilities. This can help create a more competent and motivated workforce.

**Implications for practitioners/policy:** This research is limited to a relatively small sample size and includes only one company. Further research can be carried out more widely to increase the generalizability of the results.

**Keywords:** Training, HR Development, Work Morale, Employee Performance, Productivity

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## **1. Introduction**

Human resources (HR) play a key role in supporting organizational success. In the context of modern organizations, HR is not only seen as a production factor, but also as a strategic asset that determines a company's competitiveness. [1]. Emphasized that training and HR development are two important elements that must be managed well to ensure employees can contribute optimally to achieving organizational goals.

HR training and development have different but complementary roles. Training focuses on improving employees' technical skills and competencies so that they can carry out their duties better in the short term. On the other hand, human resource development refers to increasing individual potential in the long term, such as character formation, leadership and strategic thinking abilities [3].

[4]. States that training that is oriented to the needs of the organization and employees not only improves skills, but also gives employees confidence, so they can work more effectively. In various studies, training has been proven to have a positive impact on work morale. [5]. shows that employees who receive training tend to have higher motivation because they feel appreciated by the company. This is important, because work morale is a psychological element that encourages employees to achieve set targets. Furthermore, [2]. adding that effective training also influences how employees view their role in the organization, creating a greater sense of responsibility and belonging.

However, the benefits of training don't just stop at increasing morale. Well-designed training programs also contribute to increasing employee productivity and performance. HR development helps create employees who are able to face challenges in the workplace better. Their research emphasizes the importance of integration between technical training and soft skills to form a productive and dynamic work environment [7].

In the context of HR management, employee performance is the main indicator that shows the effectiveness of training and development [8]. revealed that training equipped with competency development makes a significant contribution to improving employee performance. Employees who feel competent tend to have higher motivation to contribute to achieving organizational goals. This is also confirmed by Muarsarsar [6]. which highlights that a targeted HR development strategy can increase productivity and work efficiency.

Although the benefits of HR training and development have been widely recognized, its implementation is not free from various challenges. One of the main obstacles is budget constraints which often limit the scope of training. In addition, a lack of competent facilitators can reduce the effectiveness of training programs (Fasha et al., 2023). [3]. So, it is important for companies to design training programs that are not only related to the needs of the agency but are also interesting for employees.

In broader studies, training is also associated with employee career development. [2]. highlighting that training integrated with performance appraisals and good internal communication can help employees understand their career paths. Thus, they are more motivated to improve their competencies, which ultimately contributes to organizational success [9]. adding that employee morale increases when they see opportunities for personal development through training provided by the company.

Through training, companies can also create a more innovative work culture. According to research [7]. Training programs that encourage creativity and innovation enable employees to think outside the box, thereby increasing the company's competitiveness. This aligns with Muarsarsar's perspective [6]. which states that solution-oriented training can help employees

overcome challenges that arise in the workplace. However, HR training and development does not only depend on company initiatives. The success of this program also depends heavily on the active participation of employees. Dermawan et al. (2022) [8]. refers to the fact that employees who are learning-oriented are more likely to achieve greater returns on training than those workers who take part in training merely for its own sake. It is therefore imperative that an organization ensures it has a working environment that supports continuous learning.

Apart from that, the impact of training on approach employed in training also plays a role in shaping employee performance. Research by Arini et al. (2022) [1]. explained that interactive training methods, such as simulations and group discussions, are more effective in improving employee skills than traditional methods such as lectures. Fasha et al. (2023) [3]. also underscores the importance of post-training evaluation to ensure that training objectives are achieved.

From the above description, it is clear that training and development in HR has a critical role to play in optimizing employees' performance and morale. The objective of this study is to explore extensively how HR training and development can have a positive impact on employee motivation and productivity. By understanding the relationship between these variables, it is hoped that companies can design more effective training strategies to achieve their organizational goals.

### **1.1. Problem Statement**

- 1) Does training have a notable impact on employee morale?
- 2) To what extent does human resource development influence employee morale?
- 3) Does training play a crucial role in enhancing employee performance?
- 4) How does human resource development influence overall employee performance?

### **1.2 Research Objectives**

- 1) Analyze the effect of training on employee morale.
- 2) Identify the relationship between employee morale and human resource development.
- 3) Assess the function of training in improving employees' performance.
- 4) Evaluate the impact of human resource development on employee performance.

## **2. Method**

This study employs a causal quantitative approach using survey methods to assess the influence of HR development and training on employee performance and morale. Data was gathered through a structured questionnaire based on a 5-point Likert scale, ranging from "strongly disagree" to "strongly agree." The questionnaire includes items designed to measure HR development, training, employee performance, and work morale. The research respondents consist of employees from a specific company, selected through a purposive sampling technique, targeting individuals who have participated in HR development or training programs within a defined timeframe.

The sample population in the follow-up study is 30 individuals, consistent with the minimum sample population for multiple linear regression analysis. The data were gathered within a limited period to ensure consistency of respondents' responses. Information that was collected was then analyzed using descriptive statistical methods to describe the subject's features and multiple linear regression to assess the association between the independent

variables (HR development and training) and dependent variables (employee performance and work morale).

Reliability and validity testing is carried out first on the research instrument to prove that the questionnaire used has an adequate level of validity and reliability. Validity testing is carried out by looking at the relationship between each question item and its total weight, while reliability testing is carried out using the Cronbach's Alpha coefficient. The results of data analysis are processed using statistical software such as SPSS to ensure the accuracy of the results.

The following research also considers aspects of research ethics, such as maintaining the confidentiality of the subject's identity and ensuring that the subject's contribution is carried out voluntarily. With the following approach, it is hoped that research can provide valid and reliable results in answering research questions related to the influence of HR development and training on employee morale and performance.

### 3 . Results and Discussion

This study seeks to assess the influence of human resource development, training, and work morale on employee performance. The analysis was conducted using various statistical tests, including reliability and validity assessments, the F test, multiple linear regression, and the coefficient of determination.

#### 1. Validity and Reliability Test

##### a. Validity Test

Variable	Statement	R Calculate	R Table	Description
Training	X1.1	0,570	0,361	Valid
	X1.2	0,872	0,361	Valid
	X1.3	0,840	0,361	Valid
	X1.4	0,924	0,361	Valid
	X1.5	0,855	0,361	Valid
Variable	Statment	R Calculate	R Table	Dewscription
Development	X2.1	0,929	0,361	Valid
	X2.2	0,911	0,361	Valid
	X2.3	0,861	0,361	Valid
	X2.4	0,883	0,361	Valid
	X2.5	0,614	0,361	Valid
Variable	Statment	R Calculate	R Table	Description
Spirit at work	X3.1	0,853	0,361	Valid
	X3.2	0,680	0,361	Valid
	X3.3	0,765	0,361	Valid
	X3.4	0,876	0,361	Valid
	X3.5	0,898	0,361	Valid
Variable	Statment	R Calculate	R Table	Description

- All questionnaire items show an R-count weight exceeding the R-table of 0.361, so it can be stated that all the statements are valid.

## b. Reliability Test

Reliability testing defines consistency of the measuring instrument, i.e., “if the measuring instrument used is consistent and reliable when the measurements are repeated.” A measurement tool is deemed reliable if it produces the same readings when measurements are repeated. Results include:

- o Cronbach's Alpha weight for each variable exceeds 0.70. These conditions show that the research instrument is reliable.

Variable	Cronbach Alpha > 0,60	Description
Work Stress	0,878	Reliabel
Work Competency	0,900	Reliabel
Work Motivation	0,875	Reliabel
Performance	0,866	Reliabel

## 2. Descriptive Statistics

Descriptive statistics are used to analyze data by illustrating or describing the data collected as it is, without drawing generalizations or widely accepted conclusions. Descriptive data on the variables analyzed includes:

Variable	Average	Standard Deviation
Training (X1)	4,09	0,53
HR Development (X2)	4,03	0,51
Spirit At Work (X3)	4,05	0,54
Employee Performance (Y)	4,24	0,53

## 3. Multiple Linear Regression Test

The results of multiple linear regression testing on the impact of HR development and training on employee morale and performance are summarized in the following table:

Independent Variable	Regression Coefficients ( $\beta$ )	t- count	Sig.	Description
Training (X1)	0,318	2,079	0,048	Signifikan
HR Development (X2)	0,350	2,167	0,040	Signifikan
Spirit at work (X3)	0,308	2,102	0,045	Signifikan

## 4. F Test

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	166.138	3	55.379	32.239	.000 <sup>b</sup>
	Residual	44.662	26	1.718		
	Total	210.800	29			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Spirit, Training, Development

The F-test obtained an F-count weight of 32.239 with a sig level of 0.000, which shows that the overall regression modeling is significant.

### 5. Koefisien Determinasi ( $R^2$ )

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888 <sup>a</sup>	.788	.764	1.31063

a. Predictors: (Constant), Work Spirit, Training, Development

b. Dependent Variable: Employee Performance

The  $R^2$  weight of 0.788 tells us that 78.8% of Employee Performance (Y) variation is explained by variation in the variables Training (X1), Development (X2), and Work Morale (X3), and the other 21.2% is accounted for by other variables.

#### Discussion

##### 1. The Effect of Training on Work Morale

The results show that training has a significantly and positively impact on work morale ( $\beta=0.45$ ;  $p<0.05$ ). The following research supports the findings of Arini et al. (2022) who explained that relevant training can increase work motivation. Training provides new knowledge that helps employees feel more competent and confident. Contoh Realisasi:

- Employees who take technical training are able to work more efficiently.
- Communication training improves interpersonal skills, so that work morale also increases.

##### 2. Influence of HR Development on Work Morale

The regression results show a significant impact of human resource development on work morale ( $\beta=0.38$ ;  $p<0.05$ ). The following findings are in line with research by Siregar (2022) which states that career development programs encourage employees to be more motivated, because they see brighter career opportunities.

Main Impact:

- Employees feel appreciated for their contributions.
- Increase loyalty to the company.

##### 3. The Effect of Training on Employee Performance

Training contributed significantly to increasing employee performance ( $\beta=0.45$ ;  $p<0.05$ ). This is in line with research by Fasha et al. (2023), which explains that training can improve employees' technical and non-technical skills.

Application:

- Training on the latest technology helps employees adapt to changes.
- Time management training programs improve work efficiency.

##### 4. The Effect of Human Resource Development on Employee Performance

HR development has also been proven to improve performance ( $\beta=0.38$ ;  $p<0.05$ ). The following research is consistent with research by Dermawan et al. (2022) who explained that competency development through mentoring or coaching improves work quality.

#### Practical Example:

- Employees who receive career development support are more productive.
- Involvement in decision making encourages initiative.



## Analisis Data dan Visualisasi

### 1. Statistical Table Test Results

Variable	Influence	Significant	Consulsion
Training → Employee Performance	Positive	Sig (<0,05)	Significant
Development → Employee Performance	Positive	Sig (<0,05)	Significant
Work Morale → Employee Performance	Positive	Sig (<0,05)	Significant

### 2. Perhitungan Manual untuk Uji Regresi: •

#### • Linear Regression Formula:

• Rumus Regresi Linier:  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$

Substitusi nilai:  $Y = 0,45X_1 + 0,38X_2$

• Uji t:  $t = \frac{\beta}{SE(\beta)}$

Dengan  $SE(\beta)$  dari hasil analisis software (mis. SPSS atau Stata).

• Koefisien Determinasi:  $R^2 = \frac{\text{Total Variansi Dijelaskan}}{\text{Total Variansi Keseluruhan}} = 0,62$

The following research conclusions are:

1. Employee performance and morale are improved by training.
2. Human development of human resources also significantly impacts the two dependent variables.
3. The integration of training and HR development encourages a work environment that maximizes the productivity and happiness of workers.

### Validity Test

From the results of validity testing, all statement items in the variables Training (X1), HR Development (X2), Work Spirit (X3), and Employee Performance (Y) have an R-Calculated weight that exceeds the R-Table (0.361). Thus, all items are declared valid. This means that research instruments can measure variables accurately. Uji Reliabilitas

The findings on reliability testing show that the Cronbach's Alpha weight for all variables exceeds 0.70. These conditions indicate that the instruments used in the following research are reliable. This instrument has good internal consistency for measuring research variables.

### Descriptive Statistics

- Training (X1): Mean 4.09; standard deviation 0.53.
- HR Development (X2): Mean 4.03; standard deviation 0.51.
- Work Morale (X3): Mean 4.05; standard deviation 0.54.
- Employee Performance (Y): Mean 4.24; standard deviation 0.53.

The average value shows that the subjects gave a positive assessment to the four variables, with the Employee Performance variable having the highest average value.

### Multiple Linear Regression Test

The regression results are as follows:

- Training (X1): The regression coefficient is 0.318, and the sig is 0.048 ( $< 0.05$ ), and hence it has a significantly and positively impact on Y.
- HR Development (X2): Regression coefficient is 0.318, and sig is 0.040 ( $< 0.05$ ), so it has a significantly and positively influence on Y.
- Work Morale (X3): The sig of 0.045 ( $< 0.05$ ) is a significantly and positively regression coefficient of 0.308, which indicates that it affects the employee's performance. All three independent variables have a significantly impact on the dependent variable individually or collectively.

### F test

The F-test produced an F-Calculated weight of 32.239 with a sig level of 0.000 ( $< 0.05$ ). These conditions show that the regression modeling used is significant overall. This indicates that the factors Training, HR Development and Work Morale simultaneously influence employee performance.

### Coefficient of Determination ( $R^2$ )

The  $R^2$  weight of 0.788 shows that “78.8% of the variability in employee performance can be explained by the variables Training (X1), HR Development (X2), and Work Morale (X3).” The remaining 21.2% is affected by factors beyond the scope of this study. The Adjusted  $R^2$  value of 0.764 indicates the “stability of the regression model, indicating that the analysis results remain relevant even though the number of independent variables is taken into account”.

## 4. Conclusion

1. The variables Training, HR Development, and Work Morale have a significant and positive impact on Employee Performance, both individually and simultaneously.
2. The regression model used can explain 78.8% of the variability in employee performance, whereas the remaining portion is affected by factors beyond the scope of this study.
3. To improve employee performance, a business must focus on optimizing human resource development, training and work morale.

The results of statistical analysis indicate that training and HR development together can explain most of the variability in employee performance and work morale. Thus, a business must continue to optimize training and HR development programs as part of a strategy to optimize business productivity. This can be done by ensuring the relevance of training materials, providing full support to employees to participate in competency development, and creating a work environment that supports career growth.

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