



DOI: <https://doi.org/10.38035/ijphs.v2i3>

Received: July 25th, 2024, Revised: August 04th, 2024, Publish: August 11st, 2024

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The Role of Training and Development Programs on Employee Job Satisfaction

Rizky Purnomo Adji Churnawan¹

¹Jayabaya University, Indonesia, email: rizkypurnomoadjichurnawan@gmail.com

Corresponding Author: rizkypurnomoadjichurnawan@gmail.com¹

Abstract: Industrial training and development has an important role in improving employees' skills, knowledge, and readiness to face challenges in a dynamic work environment. The industrial development process requires support from the work environment to maintain good employee quality and is related to employee job satisfaction. This research explores the important role of training and development in the industrial environment and its impact on employees. This research uses a literature study with a qualitative approach, collecting data from articles, and journals. The results revealed that training and development plays an important role in improving employees' technical and non-technical skills, as well as encouraging their career development. Some of the factors that influence employee satisfaction and dissatisfaction include working conditions, pay, security, and interpersonal relationships. Training and development is identified as a key element to improve individual and organizational performance, as well as ensuring employee satisfaction through empowerment, effective communication, and recognition of their contributions. The implications of this study suggest that investment in employee training and development can provide a competitive advantage and improve overall organizational productivity.

Keywords: Employee Satisfaction, Training, Industrial Development.

INTRODUCTION

The development of the vast business world causes competition between companies. Companies must manage their resources effectively and efficiently in order to survive in competing in the domestic and global business world. (Rahardja et al., 2019). An employee has an important role in managing a company with various responsibilities that include carrying out operational tasks, improving performance and productivity, collaboration, customer service, developing, maintaining corporate culture, implementing policies, and managing risks. All of this is related to achieving the success and sustainability of the company. Quality employee performance is one of the important factors in improving company performance.

Training programs for employees generally exist in every company. Appropriate and relevant training programs must be prepared to improve the quality of employees and develop their abilities. This is an important part of the human resources division, which has a significant influence on the success of the company through improving employee performance. (Mozael,

2015). From job training must also be accompanied by development activities as the first step for employees to recognize the results of their efforts, increase productivity and a sense of more satisfaction.

A person's satisfaction varies depending on the personal values held by each individual. Job satisfaction refers to a person's overall attitude towards their job. In simple terms, job satisfaction can be defined as a feeling of pleasure or disappointment with what we get from what we have done. (Lantara & Nusran, 2019). A person can have introverted or extroverted traits. These traits influence patterns of thinking, feeling and behavior that tend to be consistent, distinguishing one individual from another. However, these traits can change over time, affecting one's personality (Aulia & Nariswari, 2023).

According to psychologists, an understanding of personality can be explained through the big five model of personality, where each individual has a different level in each of these dimensions. (Aulia & Nariswari, 2023):

1. Openness, is being creative, open to trying new things, and enjoying thinking about abstract concepts.
2. Thoroughness, which is a high level of attention, good impulse control, and goal-oriented behavior.
3. Extroversion, i.s sociable, talkative, assertive and cheerful.
4. Friendliness, is trust, altruism, kindness, compassion, and other prosocial behaviors.
5. Neuroticism, which is sadness, moodiness, emotional instability, and anxiety about things.

If employees do not produce good performance, the company's organizational direction will not be appropriate, while not all employees always show good performance. The main cause is the employee's last level of education, so that their educational qualifications do not match the needs of the company. (Fenetruma, 2021). So a person's job satisfaction is greatly influenced by his knowledge and experience.

With knowledge, one will feel more competent in performing their tasks and can increase their confidence and satisfaction with their work. The combination of knowledge with experience will allow one to achieve a high level of job satisfaction, which in turn will have a positive impact on productivity and overall quality of life. Extensive knowledge can also trigger innovation and creativity at work, fight doubts about their talents and interests, and can make work more interesting, manage time to immediately carry out tasks properly. Furthermore, experience makes a person more familiar with their tasks, so they become more comfortable and efficient at work, develop careers for new achievements, and are more skilled in dealing with challenges and difficult situations that can reduce frustration.

Furthermore, to develop employees from the science of training, it is necessary for the company to monitor in guiding carefully and providing adequate facilities to increase employee morale. This is because if there is injustice in providing employee rights, it can reduce their motivation at work which affects employee job satisfaction. Therefore, it is very important for every company to have a training program for its employees and pay attention to the industrial development of good facilities in the company and employee comfort. Based on the above background, this paper will explain how the role of training programs and industrial development, as well as how the industry's efforts in developing employee work quality.

METHOD

The research method used is a literature study, which is qualitative research. In this research, the literature study method is used to gain an in-depth understanding of the background of the implementation problem and the role of industrial training programs for employees. This process helps in formulating the correct theoretical framework and ensuring that industrial research programs are based on a solid scientific basis. In addition, the literature

analysis allowed the researcher to evaluate the various methodologies that have been used previously and select the most suitable approach for this study.

Reference data was obtained from various articles, journals and online media. Once the data was collected, these sources were thoroughly analyzed to identify their relevance to the research theme. The analysis process involved critical appraisal and synthesis of information from the various sources. The final results of this analysis were then summarized to form general conclusions.

RESULT AND DISCUSSION

Dissatisfaction relates to situations around the job, such as the work environment, pay, safety, quality of supervision, and interactions with coworkers, rather than to the job itself. These factors are referred to as *hygiene* or maintenance factors because they prevent negative reactions. In contrast, satisfaction arises from factors directly related to the job itself or the direct results of the job, such as job characteristics, accomplishments, advancement opportunities, opportunities for self-development, and rewards. Because these factors are associated with high levels of job satisfaction, they are referred to as motivators. (Lantara & Nusran, 2019).

The results of human resource training and development can be seen in the improved performance of qualified employees who perform their duties and functions effectively in the organization. Improving the abilities and competencies of individuals through human resource development ensures that they can contribute optimally, so that the company can more quickly achieve the expected goals. (Apriliana & Nawangsari, 2021). Training and development also helps employees feel more comfortable and confident in carrying out their tasks. With this program, companies can ensure that their employees continue to grow and are able to face new challenges in their work.

The Role of Industrial Training and Development for Employees

Systematic employee training and development is an effort to improve employees' skills, knowledge, abilities in the work environment, support career development, and ensure effective adaptation to changes in the organization and industry. Through this training, companies can increase productivity, employee motivation, and maintain a competitive advantage in the market.

If one is going to do a job that is unfamiliar or new to them, it is important to learn how to do it first. No one can instantly accomplish a task well without learning it first, even if the task looks easy. For example, typing a letter. Someone who is inexperienced will usually have difficulty in doing so (Maulyan, 2019).

The importance of education and training programs in industry includes several points (Notoatmodjo, 2009) such as:

1. Human resources who hold certain positions in the company do not always have competencies that match the requirements of the position. This often happens because a person occupies a position not because of their expertise, but because of available formations. Therefore, these new employees or staff require upgrading of the skills needed to perform their duties properly.
2. With the rapid advancement of science and technology, companies will obviously be affected. As a result, positions that were not needed before are now starting to become important. However, the employees who will fill these positions often do not have the necessary skills. Therefore, it becomes necessary to improve their skills in accordance with the demands of the position.
3. Promotion in a company is a must if the company wants to progress. Promotion is very important for an employee because it functions as a form of reward and incentive. Rewards and incentives in the form of promotions can increase employee work

efficiency. However, sometimes employees who will be promoted to certain positions do not have adequate abilities. Therefore, additional education or training becomes indispensable to fill the gap.

4. During this period of development, various organizations and agencies, both government-run and private, found it necessary to organize training programs for their employees. The purpose of this training is to ensure that work effectiveness and efficiency are improved, in accordance with the demands and needs of the development period. By organizing this training, it is expected that employees can work more optimally and contribute maximally to the success of ongoing development.

The implementation of training for employees is usually done on the spot and depends on what is needed when the implementation and results of the training run smoothly. Before conducting training, organizations must prepare several important things. *First*, assess the gap between current and expected employee capabilities at the organizational, operational and individual levels. *Second*, establish the general and specific objectives to be achieved through training. *Third*, select teaching techniques that are appropriate to the training objectives. If the objective is to increase knowledge, presentation methods can be used. For skills and expertise improvement, practicum is the right choice. As for the development of attitudes and behaviors, participatory methods are more effective. (Miharti, 2022).

Some common forms of employee training and development include (Rahadi et al., 2023):

1. Technical training is product or technical task-oriented training. This type of training is often tailored to specific jobs within the organization. While skills training aims to assist employees in developing or applying the skills required for their jobs.
2. Soft skills training is a component of skills training that specifically focuses on non-technical or soft skills. Soft skills include emotional intelligence, adaptability, creativity, influence, communication and teamwork. Some trainers describe soft skills as power skills or professional skills to emphasize the importance of this aspect in a career.
3. Compliance training is a program that teaches actions required by law, agency, or external policy. This training is often tailored to specific industries, including topics such as cyber security and sexual harassment prevention. The goal is to ensure that employees understand and comply with the rules and regulations that apply outside the scope of their organization.
4. Safety training aims to improve health and safety within organizations and reduce workplace injuries. It covers various aspects, such as employee safety, work environment safety, customer safety, and digital and information security. Safety training can be a program required by law or an initiative offered by the organization even if it is not legally required.
5. Management development aims to prepare managers with the knowledge and skills necessary to be effective leaders and talent developers. Topics covered in this training may include accountability, collaboration, communication, engagement, and listening and assessment skills. The program is designed to help managers better manage their teams and achieve organizational goals.
6. Leadership development encompasses a range of activities planned to enhance an individual's or organization's leadership capabilities. It includes learning events, mentoring, coaching, self-directed learning, job rotations, and specialized assignments aimed at developing the knowledge and skills needed to lead effectively.
7. Executive development provides leaders and senior executives with the knowledge and skills to enhance their roles. In contrast to leadership development which helps non-executive employees develop skills to achieve leadership positions, executive

development focuses on individuals who already hold leadership roles within their organizations.

8. Customer service training aims to provide employees with the knowledge and skills necessary to provide superior customer service. It includes topics on essential employee behaviors, service strategies, and service systems.
9. Customer education training is when employees, especially in technology companies, educate customers on how to use the company's products and services. Unlike traditional employee training and development, it focuses on the customer, not the employee.
10. On-the-job training aims to improve the skills of the workforce to help them succeed in their careers. These programs are often organized by government or non-profit organizations and may include specific training in work, organizational culture, leadership skills and professionalism. On-the-job training is usually attended by individuals who are new to the job market or who want to transition to a new type of job or industry.
11. In-house training aims to help employees already working in the organization to acquire new knowledge and skills. Companies provide this training to existing employees to improve performance in their current roles, develop careers, or address skill shortages within the organization.
12. Onboarding, often referred to as new employee orientation, is the process by which an organization conveys to new employees the knowledge and skills needed for them to succeed in their roles.
13. Sales enablement is a cross-functional strategy aimed at improving the efficiency of sales teams by providing continuous and relevant resources throughout the buyer's journey to influence business outcomes. This includes sales training, mentoring, content creation, process improvement, talent development, and compensation, among other aspects.

Employee training is essential as it helps them develop analytical thinking and the ability to clearly identify decision criteria. Through effective training, employees can distinguish rational business criteria, avoid unfairness, make better decisions, and evaluate their decision-making processes. Overall, this training provides employees with the ability to assess and improve the way they make decisions, which ultimately supports fairness, consistency, and effectiveness in carrying out their duties and responsibilities in the workplace. (Miharti, 2022).

Employee Quality Development Efforts

In order for industrial training for employees to run smoothly, it is influenced by good delivery and practical training with the intention of guiding. So the company not only aims for the training to be completed smoothly but also looks at whether the delivery in training can attract the performance of its employees. During the implementation of training and corporate development, it will require significant costs. Companies that invest in this training need to evaluate whether the benefits gained are worth the costs incurred. The training conducted by the company is not only for lower-level employees, but managers also need to take part in the training.

However, not all employees have satisfactory performance. This is what companies need to strive for in increasing employee satisfaction to maintain good performance quality. Some of the factors that cause this are low education levels, lack of motivation at work, and employee dissatisfaction with the salary or wages received. (Fenetruma, 2021). Based on research by Supatmi et al, training has an important effect on job satisfaction. Thus, compensation has a significant influence on employee job satisfaction. The relationship

between these two variables is also positive, where the higher the compensation received by employees, the higher the job satisfaction they feel. (Supatmi et al., 2013)

In addition, other factors that lead to decreased performance include relationships between employees. Several factors were found that can cause job dissatisfaction and tend to result in decreased performance, (Fenetruma, 2021) among others:

1. Poor leadership, where superiors do not provide adequate direction or motivation to employees.
2. Personality conflicts, which arise due to incompatibility between individuals with each other.
3. Role ambiguity, which leaves employees confused about their role in the job.
4. Low motivation, where employees lose motivation at work.

In general, most of the knowledge in the company they have never learned. Employee satisfaction also grows over involvement in decision-making, authority in determining matters related to their work, communication with superiors, meaning to their work, opportunities to improve careers, variety of tasks, opportunities for promotion, job security, salary suitability, additional benefits or facilities provided, support from superiors, support from coworkers, and cohesiveness with coworkers. (Southeast & Tommy S Suyasa, 2008).

Sometimes the company has maximized facilities and delivered training well, but some employees still feel unsatisfied. Someone who is not maximizing their duties which results in dissatisfaction with their performance feels *overwhelmed*.

Too much workload can cause stress in employees, reduce their work effectiveness, and lower their level of satisfaction. This condition occurs because employees must allocate more energy and time than is usually required to complete their tasks. (Rolos et al., 2018). To overcome *overwhelmed*, namely by prioritizing responsibilities, getting enough rest, and maintaining health. (Hallo Sehat, 2024). Factors that affect workload (Rolos et al., 2018) namely:

1. Psychic Factors, which are workload factors that affect performance from within the individual so that it can reduce the ability to carry out a task.
2. The target that must be achieved is the employee's perception of work goals, completion of tasks and work results within a specified time limit and amount.
3. Working conditions that include employee perceptions of their work situation.
4. Job standards are measures to determine the failure or success of employees in carrying out tasks.

In addition to ensuring that employees feel comfortable in the work environment, a company should set fair rules, especially in relation to time off for employees on a conditional basis. Research shows that a person with poor rest can lead to various negative psychological conditions. A person who lacks rest tends to feel frustrated easily, angry quickly, and lackluster, and affects physical health. (Nashori & Wulandari, 2017). Of course this causes someone not to be optimal in carrying out activities. Regarding government regulations on working time, found in Law Number 13 of 2003 Article 79 concerning Manpower and Law Number 11 of 2020 concerning Job Creation, permits that can be taken such as breaks between working hours, weekly breaks, breaks due to illness, permits due to childbirth or miscarriage, menstrual breaks, annual leave, and long leave. (ClassHR, 2022). Other reasons can also be given in the company's permission regulations, based on an agreement on criteria that are standardized for all employees.

When employees succeed in achieving their goals to the maximum, it will cause a sense of satisfaction and comfort for their efforts in the industry. A person's satisfaction varies depending on the personal values held by each individual. Feelings of job satisfaction and dissatisfaction usually outline the evaluation of work energy related to their current and past work experiences, rather than their expectations for the future. It can be concluded that job

satisfaction is a positive work ethic of personnel that includes feelings and behavior towards their work. It reflects an assessment of the job as a form of reward in achieving important values in the job. Job satisfaction refers to a person's general view of their job (Lantara & Nusran, 2019).

CONCLUSION

Employee satisfaction is influenced by factors such as the nature of the job, achievement, promotion opportunities, personal development, and recognition. Dissatisfaction is often caused by conditions surrounding the job, such as wages, working conditions, security and interpersonal relationships. The role of training and human resource development helps improve employees' skills, knowledge and performance. These programs not only improve individual performance but also support career development and adaptation to changes in the work environment. A non-conducive work environment, lack of communication and unclear expectations can lead to dissatisfaction. These factors need to be managed well to ensure employees feel valued and motivated. Prioritize employee well-being by providing adequate time off and setting fair rules regarding working conditions. By taking these things into consideration, companies can improve overall employee performance and satisfaction, which will contribute to the effective achievement of organizational goals.

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