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## The Effect of Training and Development on Employee Performance Against Innovative Work Behavior as a Mediation Variable at PT. Telkom Banda Aceh

\*Cut Afrinanda, Nurdasila, & Halimatussakdiah

Management Department, Universitas Syiah Kuala, Indonesia

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### Abstract

This study was to analyze the training and development effect on employee innovative work behavior and employee performance in PT. Telkom Banda Aceh. The population was 202 people, they were the employees at PT. Telkom Banda Aceh. A sampling of each unit was done at simple random by lottery. Determination of the sample used the Stratified Random Sampling technique based on the grid. The number of samples was determined by the Slovin formula so that 134 people were obtained. Data were analyzed through structural equation modeling (SEM). Result reveals that in the PT. Telkom Banda Aceh, training, development, innovative work behavior, and employee performance of PT. Telkom Banda Aceh has been going well, training affects the performance of employees, development affects the performance of employees, training affects the innovative work behavior of employees, development affects the innovative work behavior of employees, innovative work behavior affects the performance of employees, training affects employee performance through innovative work behavior of employees, Development affects employee performance through innovation in employee work behavior. In the model, we can see that the innovative work behavior acts as a partial mediator. So the function of improving employee performance at PT. Telkom Banda Aceh is a function of increasing the frequency and quality of training and development, as well as increasing the innovative work behavior of its employees. These findings can be the basis of academic theory and can be developed for further research by adding other variables to the model.

**Keywords:** Training, Development, Innovative work behavior, Employee Performance

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### 1. Introduction

Telecommunication technology is a system that always develops itself, never stops innovating, and evolves to adapt to the times. Internet technology, which was born in the mid-1990s, is now attached to everyone through mobile technology. In Indonesia internet is a strange thing for some people, some are new to know the internet and some have mastered or have used the internet. In addition, the telecommunications network is also felt to be very necessary to build an established technology in Indonesia.

As a public company PT. Telkom is a business entity that aims to gain profit from its products or operational activities, both engaged in services and selling products related to

telecommunications. A product is anything that is offered to the market for attention, ownership, use, or consumption to satisfy the needs of society. Based on the facts that occurred at PT. Telkom above can be explained that employee performance is determined by high work skills which can have a good impact on improving employee performance. The main factor influencing the company's achievement goals is the company's human resources. In addition to other factors such as modern work facilities and tools. Therefore, every company must make efforts to improve the quality of its human resources, for example by providing training and potential development. Thus, it is expected that the company's goals can be achieved properly and optimally.

Innovative work behavior with the manager's support and organizations can be one of the competitive advantages for organizations (Shalley, Zhou, & Oldham, 2004). Innovative work behavior has a close relationship with employee motivation (Amabile, Conti, Coon, Lazenby, & Herron, 1996); (Ng, Feldman, & Lam, 2010). Innovation is the creative thinking embodiment. However, to produce creative and innovative ideas, freedom and autonomy are required. (Byron & Khazanchi, 2012); (Dreu, Baas, & Nijstad, 2008). Autonomous motivation is demonstrated through creativity. People who are more intrinsically motivated are more creative. Employees tend to be more curious. Intrinsic motivation is the basis for individuals to take innovative actions at work. Therefore, it is important to include motivation in studying innovative work behaviors.

In a stable environment, manufacturers, customers, and suppliers do not want to change easily. Therefore, a company's innovative behavior can harm its performance. Innovation is unlikely to be useful if the market is not willing to change the situation. Customers who want to stay abreast of current and existing standards or norms are pushing innovative companies to a competitive disadvantage. The rigidity of organizational structures and inertia can also hinder innovation activity, and thus affect the entire industry.

In a dynamic environment, innovation plays a positive role in company performance. In a dynamic industry, change is natural. In an uncertain environment, innovative companies always outperform non-innovative companies in a dynamic environment. The dynamic environment allows new entrants to be more innovative and entrepreneurial, thereby gaining growth and profit.

Following case studies of furniture manufacturing companies in Italy, Spain, and Finland, (Bande, Fernández-Ferrín, Neira, & Otero-Neira, 2016) found that the innovation effect on business performance is influenced by the industrial environment. In Spain, channel competition affects a company's innovation advantage; in Finland, the small domestic market limits innovation gain; Meanwhile in Italy, because the company's products are widely sold in the international market, the company's performance is significantly affected by the international market, and the international market is the key to the success of the furniture industry in the future.

According to (West & Farr, 1989), the terms creativity and innovation cannot be separated from each other, but there are considerable differences between the two terms. The results of (Imran & Tanveer, 2015) research prove that employee development will affect the

quality and quantity of work for each employee who fulfills the expectations of consumers. Based on this, it can be said that with the implementation of oriented training and development activities. Then it will have a direct impact on employee performance.

In the modern era and the current progress of human development, companies are required to adapt and strive to develop their human resources to be more competent. To maximize the potential of human resources. Therefore, training and developing human resources is very necessary. Through this activity, it will be very beneficial for employees and the company itself. Then related to other factors, human development resources are a central factor that must be prioritized in modern and technological progress as it is today. According to (Naisbitt, 1996), the progress of the current technological era can be seen from one of the indicators such as the development and speed of information transfer by the public. These technological advances will certainly stimulate the emergence of social change.

The HR development process always starts from the planning stage by considering the place of business and the required resources. In the development process, the company recruits new employees and provides training as a provision of skills that can be useful to complete the tasks assigned to each employee. The more employees who have specific skills in their field or workload, the more effective and optimal work will be. And can have an impact on company productivity. The training program at PT. Telkom is conducted regularly every 6 months, covering all employees, both field employees and administrative employees, such as training in the field of computers and software.

(Rawashdeh, 2018), provides an understanding that employee development is one of the company's efforts to develop employee potential and skills. Equip employees with the mean skills needed to do the work that has been given so that it can be completed effectively, efficiently, and optimally. It can also create motivation for employees to excel at work. In practice, employee development can help employees become more competent and master the given field of work. Through this employee development program, employees can become more productive.

The training program is conducted by PT. Telkom Banda Aceh in the context of improving employee performance has not gone well such as training on the introduction of new software, training to overcome network problems that often experience disturbances, training to serve consumer complaints and training on computerized systems for administrative and customer service staff.

This phenomenon generally proves the performance of employees at PT. Telkom Banda Aceh still has not shown the performance as expected by the company, this is because the training program has not had an impact and the employee development program has not gone well, and the innovative work behavior of employees has not developed optimally, resulting in low employee performance.

## **2. Literature**

### **Employee Performance**

(Zainal, Hadad, & Ramly, 2019) provides an understanding that performance is the output of the effort that has been given by employees in the form of good quality and quantity of work according to company standards that have been set. Performance is also an indicator of employee success cumulatively in a period of service. Good performance can be identified with the achievement of targets or targets and the quality of the work given following the job responsibilities given. (Zainal et al., 2019). Furthermore, (Zainal et al., 2019) argues that performance is also related to abilities, desires, and the environment. Based on this, employees with high desire, good abilities, and a comfortable work environment will have an impact on the resulting better performance.

### **Innovative Work Behavior**

Innovation is the embodiment of creative thinking. However, to produce creative and innovative ideas, freedom and autonomy are required. The theory of self-determination (Gagné & Deci, 2005) suggests that a form of autonomous motivation is demonstrated through creativity. People who are more intrinsically motivated are more creative (Grant & Berry, 2011) because they tend to be more curious.

### **Training**

(Noe, Hollenbeck, Gerhart, & Wright, 2014) argues that training is part of the company's efforts to provide facilities that can support the development of each of its human resources. Developments in this case, the competencies possessed by employees related to work can be better. Employee competence in this case relates to cognitive, affective, and psychomotor employees related to their work. These competencies have a very big influence on the performance produced by these employees.

### **Development**

(Mathis & Jackson, 2019) development is an effort to make changes to an employee, the change in question is in the form of better skills and knowledge in solving problems or work assignments given. Every company will develop its human resources, to obtain quality human resources that can support the achievement of the company's own goals.

### **Research Hypothesis**

From the problems and literature, researchers formulate the hypothesis as follows.

Ha1: Training affects the innovative work behavior

Ha2: Development affects the innovative work behavior of employees

Ha3: Training affects the performance of employees

Ha4: Development affects the performance of employees

Ha5: Innovative work behavior affects the performance of employees

Ha6: Training affects employee performance through the mediation of innovative work behavior of employees

Ha7: Development affects employee performance through the mediation of innovative work behavior of employees

### 3. Method

This research was conducted at PT. Telkom Banda Aceh Office, located in Banda Aceh City, Indonesia. The objects were training and development of work behavior innovation and employee performance is the object of this research. The population was 202 people. In this study, researchers took samples based on the group of employees at PT. Telkom Banda Aceh. A sampling of each unit was done at simple random by lottery. Determination of the sample used the Stratified Random Sampling technique based on the grid. After calculating the number of samples in the population, each unit was calculated proportionally based on the number of existing samples. The number of samples was determined by the Slovin formula so that 134 people were obtained.

Data analysis was used to measure the perception of research respondents, the testing tool used in this study was a descriptive statistical test, and from the results of this test the average value of each research variable was obtained. Data were processed using AMOS software with the SEM (structural equation modeling) method. SEM can include latent variables for analysis. Latent variables are unobservable concepts that are estimated with observable variables (Ghozali, 2018).

### 4. Result

In this result study, the analysis result using SEM in the full model will be explained, after analyzing each indicator, the suitability test and descriptive statistical tests will be carried out. Here are the results of the full SEM model data processing shown in Figure 1 below.

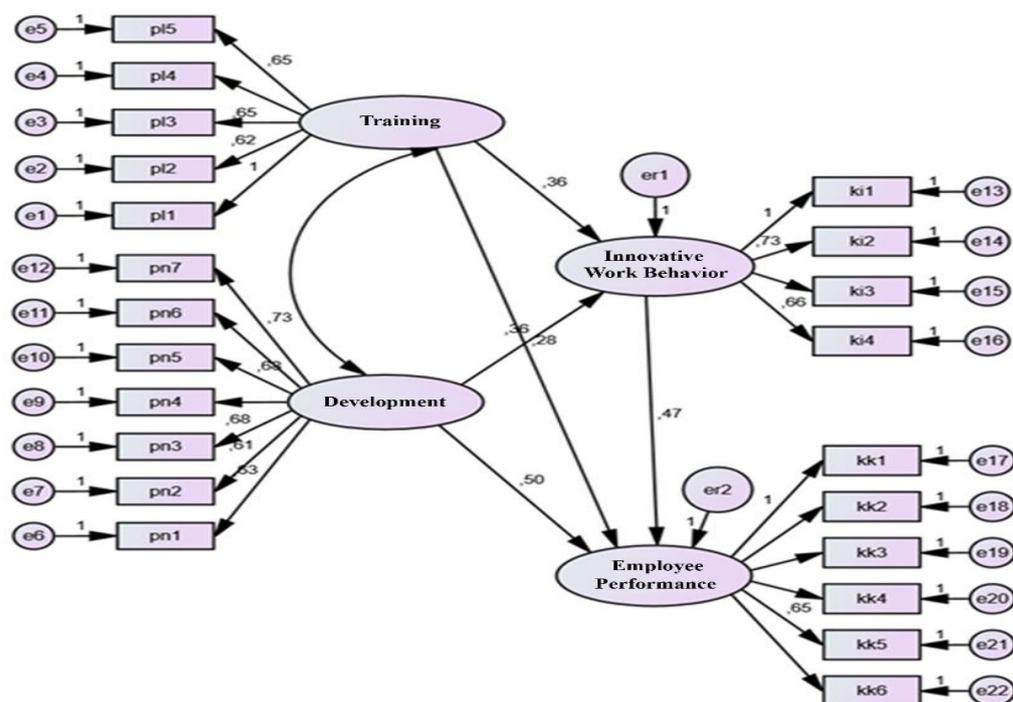


Figure 1. SEM Result

Referring to Figure 1, it can be seen that there is an influence of training and development variables on innovative work behavior. In addition, it can also be seen that there is an indirect influence on employee performance through innovative work behavior.

### **Training Effect on Innovative Work Behavior**

In testing training's effect on innovative work behavior, the CR value is 5.415 which is greater than 1.96 with significance 0.000 ( $<0.05$ ). Based on this, it reveals that H1 is eligible/accepted. Thus it can be concluded that the training affects the innovative work behavior of PT. Telkom Banda Aceh. This shows that more frequent training is held will have a positive impact on increasing the innovative work behavior of PT. Telkom Banda Aceh, especially in improving the performance of all employees within the company.

This study result is in line with the research by (Kaur, 2016) and (Ugbomhe, Osagie, & Egwu, 2016) who in their research concluded that there is a significant effect between training and employee performance. Not different from this study, (Falola, Osibanjo, & Ojo, 2014), and (Asad & Mahfod, 2015) in their research also conclude the same thing.

### **Development Effect on Innovative Work Behavior**

In testing the employee development effect on innovative work behavior, the CR (critical ratio) is 6.824 ( $> 1.96$ ) with significance 0.000 ( $<0.05$ ). Based on this, it shows that H2 is eligible/accepted. Thus, it explains the development of employees of PT. Telkom Banda Aceh influences increasing innovative work behavior, especially in improving the skills and knowledge of employees in their field of work and facing job challenges.

This results in line with research conducted by (Spence, 2016) who argues that one of the main goals of the company in providing development to each of its employees is to be able to produce effective employee performance. can support the achievement of company goals.

### **Training Effect on Employee Performance**

The testing result of the training effect on employee performance shows a CR 5.041 ( $> 1.96$ ) with significance 0.023 ( $<0.05$ ). Based on this, it means that H3 is eligible/accepted. Thus, it can be concluded that the employee training of PT. Telkom Banda Aceh affects employee performance. This shows that the better the training program will have a positive and real impact on improving the performance of PT. Telkom Banda Aceh.

The results of this study are in line with research conducted by (Ažić, 2017) (Mafini & Pooe, 2013) which concludes that there is a significant influence between employee satisfaction on employee performance. Other studies conducted by (Onyebu & Omotayo, 2017), and (Sawitri, Suswati, & Huda, 2016) also provide similar conclusions.

### **Development Effect on Employee Performance**

The test results on the development effect on employee performance show a CR 3.101 ( $> 1.96$ ) with significance 0.000 ( $<0.05$ ). Based on this, it states that H4 meets the requirements/accepts. Thus, it explains the development felt by employees at PT. Telkom Banda Aceh has an effect

on employee performance at PT. Telkom Banda Aceh. It was developed that employee development programs would improve employee performance.

This study result is in line with the research of (Kaur, 2016) concludes that HR development can be done instantly, and is a continuous process. Every company will continue to experience changes starting from the problems faced, procedures, systematics, knowledge, and leadership to existing equipment and human resources that will continue to change both fast and slow. With these changes, companies can pay attention to sustainable development programs that can benefit the company.

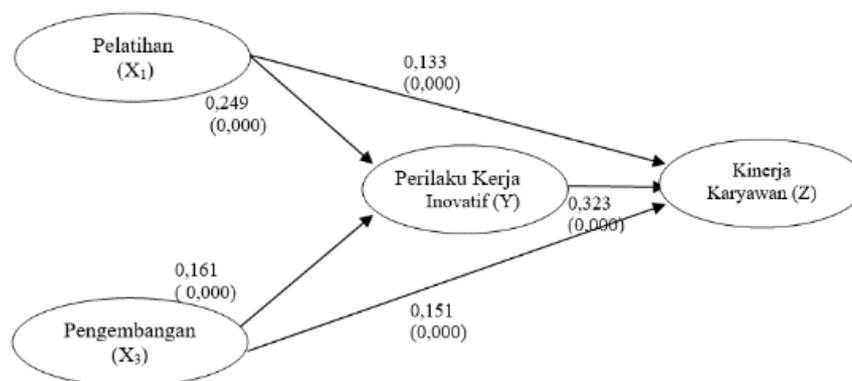
### **Innovative Work Behavior Effect on Employee Performance**

The results testing the innovative work behavior effect on employee performance show CR 7.375 ( $> 1.96$ ) with significance 0.000 ( $< 0.05$ ). Based on this, it concludes that H5 is eligible/accepted. Thus, it reveals that innovative work behavior has an effect on employee performance at PT. Telkom Banda Aceh. This shows that the higher the innovative work behavior owned by the employees of PT. Telkom Banda Aceh will further improve employee performance because every employee will be motivated to achieve better work results.

This study result agrees with (Anitha & Kumar, 2016) who put forward the theory that employees who do not have the skills and competencies for the work assigned to them will not be able to make a good contribution to the company where they work. Based on this, the company will not progress and develop. Indirect Effects of Training and Development on Employee Performance through Innovative Work Behavior

The influence analysis model was carried out to determine the strength of direct and indirect influences and the resulting total influence.

The test results are presented in Figure 2 below are the direct effect models.



**Figure 2. Direct Effect Coefficients**

Based on the research result above, researchers calculated the 2 indirect effect hypotheses through the Sobel calculator. The results showed as follows,

1. From the Sobel test result, the role of training on employee performance through innovative work behavior is significant (0.000). So the H6 is accepted. The direct effect coefficient of

training on employee performance is  $(0.133)^2 = 0.018$ , indirect  $0.249 \times 0.323 = 0.080$  and the total effect is 0.194 with a direct < indirect statement.

2. From the Sobel test result, the role of development on employee performance through innovative work behavior is significant (0,000). So the H7 is accepted. The development effect coefficient on employee performance is direct  $(0.151)^2 = 0.023$ , indirect  $0.161 \times 0.323 = 0.052$  and the total effect is 0.098 with direct information < indirect.

### **Research implication**

The results study imply that the training program provided by PT. Telkom Banda Aceh to its employees has a positive impact on innovative work behavior and also employee performance at PT. Telkom Banda Aceh. Innovative work behavior can be seen with employees can create new ideas to improve the performance that they produce, then employees are given the opportunity by the company to innovate to create better performance and employees often find new methods, as part of innovation. Work behavior and employees often find new instrument techniques to improve service to consumers.

The research results implication on the development variable on innovative work behavior and employee performance indicate that employee development is carried out by PT. Telkom Banda Aceh has a positive impact on improving employee performance at PT. Telkom Banda Aceh. The research result on the effect of development on employee performance can be seen from the company's efforts in planning the career development of each employee through job training that is useful for increasing the competencies possessed by each employee.

Regarding the implications of the influence of innovative work behavior on employee performance, it is also proven that there is a positive and significant influence, the results study imply that high innovative work behavior possessed by employees will affect employees. Performance planning can be seen from the attitude of employees who always try to excel by giving all their abilities for the benefit of the organization, not for the interests of groups or groups and self-interest. In addition to the innovative work behavior possessed by employees, they will also provide contributions or considerations from the leadership to provide opportunities for these employees to develop their careers for the better.

### **5. Conclusion**

Result reveals that in the PT. Telkom Banda Aceh, training, development, innovative work behavior, and employee performance of PT. Telkom Banda Aceh has been going well, training affects the performance of employees, development affects the performance of employees, training affects the innovative work behavior of employees, development affects the innovative work behavior of employees, innovative work behavior affects the performance of employees, training affects employee performance through innovative work behavior of employees, Development affects employee performance through innovation in employee work behavior. In the model, we can see that the innovative work behavior acts as a partial mediator. so the function of improving employee performance at PT. Telkom Banda Aceh is a function of increasing the frequency and quality of training and development, as well as increasing the

innovative work behavior of its employees. These findings can be the basis of academic theory and can be developed for further research by adding other variables to the model.

These findings also resulted in several recommendations for research subjects, namely PT. Telkom Banda Aceh. Improving employee innovative work behavior and employee performance of PT. Telkom Banda Aceh is based on training variables, what needs to be considered is how to improve employee skills, so that it will have an impact on innovative work behavior and increase employee performance. To improve employee development based on innovative work behavior and employee performance variables, what must be considered is that companies must provide career information services, so that employee development can be carried out transparently. To improve innovative work behavior, what needs to be considered is that employees must be able to find new instrument techniques to improve service to consumers. And, to improve employee performance, what needs to be considered and done is that employees must be agile in completing the work they face.

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