

## THE INFLUENCE OF JOB TRAINING AND WORK EXPERIENCE ON EMPLOYEE PERFORMANCE IN THE GENERATION Z WORKFORCE

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### ABSTRACT

This study aims to analyze the effect of job training and work experience on employee performance in the Generation Z workforce in Bogor City. This research uses a quantitative method with a survey design. The research population is Generation Z employees in Bogor City, with a sample of 168 respondents selected using purposive sampling technique. The results showed that job training has a positive and significant influence on employee performance. Work experience also has a positive and significant effect on employee performance. Simultaneously, job training and work experience contribute significantly to improving the performance of Generation Z employees. These findings confirm the importance of human resource management through effective training and relevant work experience to improve employee productivity.

**Keywords:** Job Training, Work Experience, Employee Performance, Generation Z

### INTRODUCTION

An organization's performance in meeting its goals is highly dependent on the quality of its human resources (HR). Despite increasingly sophisticated technology, labor still plays an important role in determining the productivity of the company. Therefore, effective HR management is necessary to ensure productive and efficient employee performance, which ultimately determines the success of the company. Employee performance is influenced by various factors, including work experience and job training.

Performance refers to the success of an individual or group in carrying out tasks and meeting set standards. Employee performance appraisals are needed to provide motivation and guidelines for HR development. Factors such as work experience and job training affect the success rate of employees in completing their work. In the face of ever-changing developments, companies must focus on effective HR development strategies.

Generation Z, born between 1995-2012, is now beginning to dominate the workforce with unique characteristics compared to previous generations. According to the 2020 population census, Generation Z makes up almost 28% of Indonesia's population. However, challenges in working with this generation have been identified, such as lack of motivation, ineffective communication, and low concentration. Therefore, companies need to adjust their approach to managing generation Z employees.

Job training is one of the main strategies in improving employee performance. Training aims to improve employees' knowledge, skills and abilities, which are relevant to the demands

of the job. Training also helps employees understand their duties and responsibilities better, which in turn supports the achievement of organizational goals effectively and efficiently.

In addition to training, work experience is an important factor in determining employee performance. Work experience gained through various tasks and challenges helps employees improve their skills and abilities. More experienced employees tend to be more efficient, able to solve problems better, and more flexible in adjusting to a dynamic work environment.

According to a survey conducted by Resume Builder in the United States in April 2023, 74% of managers and business professionals believe that Generation Z is more difficult to work with than previous generations. In fact, 65% of managers stated that they had to dismiss Gen Z employees for lack of effort, motivation, and productivity. In addition, 36% of respondents said that they believe Generation Z's communication skills are poor. Another concern, 36% of managers stated that Gen Z has difficulty concentrating.

Thus, both job training and work experience have an important role in improving employee performance, especially generation Z. Companies must pay attention to HR management and development strategies, especially generation Z to face the challenges, by focusing on effective training programs and providing relevant work experience opportunities for employees.

## RESEARCH QUESTION

1. Is there an influence of job training on employee performance in the generation Z workforce?
2. Is there an influence work experience on employee performance in the generation Z workforce?
3. Is there an influence job training and work experience on employee performance in the generation Z workforce?

## RESEARCH OBJECTIVES

1. To determine and analyze the effect job training on employee performance in the generation Z workforce?
2. To determine and analyze the effect work experience on employee performance in the generation Z workforce?
3. To determine and analyze the effect job training and work experience on employee performance in the generation Z workforce?

## LITERATUR STUDIES

### Job Training

According to Rivai and Sagala in (Subyantoro et al., 2022) training is a systematic process of changing employee behavior to achieve organizational goals. The skills and abilities of employees to carry out existing tasks are related to training. Training is a procedure to improve employee competence and can develop workers' talents, knowledge, and abilities to perform tasks quickly and effectively in order to meet organizational goals to achieve company goals. Job training variables are measured based on four indicators (Mangkunegara, 2013): instructor/trainer, participants, material/learning and method objectives.

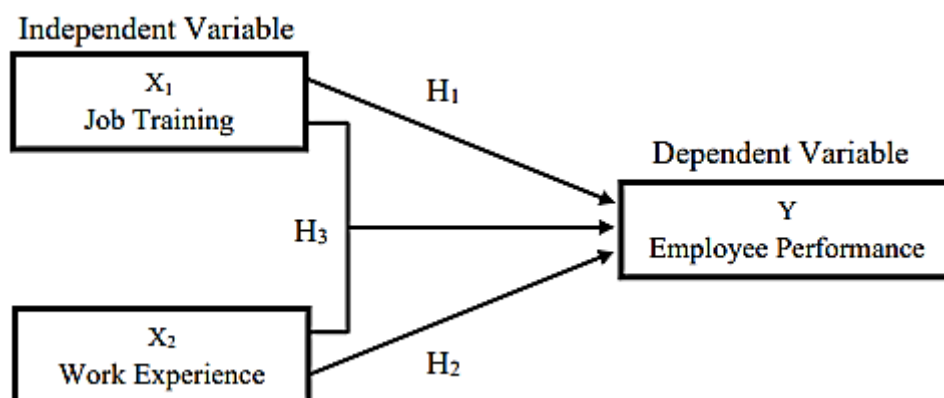
### Work Experience

According to Sutrisno's opinion in (Ilham, 2022) work experience is a basis or reference for an employee to be able to place himself in the right conditions, dare to take risks, be able to face challenges with full responsibility, and be able to communicate well with various parties to maintain productivity, performance and produce competent individuals in their fields. A person's experience is strongly influenced by the actors or elements on the experiencing party, the objects or goals seen, and the circumstances surrounding the experience itself (Efendi & Winenriandhika, 2021). Work experience variables are measured based on three indicators, as for indicators to measure work experience according to (Handoko, 2014) including length of service, level of knowledge and skills and mastery of work and equipment.

### Employee Performance

Performance is defined as the result (output) of a certain process carried out by all components. The procedure is carried out by all components of the organization against certain sources (inputs). Furthermore, performance is a consequence of a series of activities carried out to achieve certain organizational goals. Individual and organizational performance are interrelated in the organizational structure. To achieve predetermined goals, large and small government and private organizations must carry out activities driven by a person or group of people who actively act as actors; in other words, achieving organizational goals is only possible through the efforts of the people in the organization (Tsauri, 2014:4). Employee performance variables are measured based on six indicators (Kasmir, 2016): quality, quantity (amount), time (period), cost emphasis, supervision, and relationships between employees.

### FRAMEWORK OF THOUGHT



### HYPOTHESIS:

- H<sub>1</sub> : There is an influence of job training partially on employee performance in the generation Z workforce.
- H<sub>2</sub> : There is an influence of work experience on employee performance in the generation Z workforce.
- H<sub>3</sub> : The influence of job training and work experience simultaneously on employee performance in the generation Z workforce.

## RESEARCH METHODS

This study uses a quantitative method with a survey design to examine the relationship between the variables of job training (X1), work experience (X2), and employee performance (Y) in generation Z in Bogor City. Data was collected using an online questionnaire through Google Form as the primary data source, which was chosen for time efficiency and wide coverage. The research population was generation Z employees in Bogor City, with a non-probability purposive sampling technique, where respondents were selected based on certain criteria with the number of samples taken being 168 respondents. This study aims to understand the effect of job training and work experience on the performance of generation Z employees in the region.

## RESULTS AND DISCUSSION

### RESULTS

#### Classical Assumption Test

The classic assumption test consists of three types of tests, namely normality test, multicollinearity test, and heteroscedasticity test. The results of each of these tests are as follows:

##### a. Normality Test

**Table 1. Normality Test Results**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		168
Normal Parameters <sup>a,b</sup>	Mean	.1573083
	Std. Deviation	4.16966658
Most Extreme Differences	Absolute	.066
	Positive	.054
	Negative	-.066
Test Statistic		.066
Asymp. Sig. (2-tailed)		.073 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Processed by researchers (2024)

Based on Table 1 shows the value generated in Exact. Sig of  $0.073 > 0.05$ , it can be stated that the data is normally distributed.

##### b. Multicollinearity Test

**Table 2. Multicollinearity Test Results**

		Coefficients <sup>a</sup>					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	33.244	4.205		7.906	.000		
	totalx1	.170	.106	.123	1.605	.110	.991	1.009
	totalx2	.187	.112	.128	1.671	.097	.991	1.009

a. Dependent Variable: totaly

Source: Processed by researchers (2024)

Based on table 2, it shows that the Job Training and Work Experience variables have a tolerance value of less than 1, which is 0.991 and a VIF value of less than 10 of 1.009, so it can be stated that both do not experience multicollinearity.

### c. Heteroscedasticity Test

**Table 3. Heteroscedasticity Test Results**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
	(Constant)	7.747	2.186	3.544	.001
	TOTAL.X1	-.068	.055	-.095	.220
	TOTAL.X2	-.082	.058	-.108	.163

a. Dependent Variable: RES\_3

Source: Processed by researchers (2024)

The results of the heteroscedasticity test using the Glejser test shown in table 3, the output shows that there is no significant relationship between all independent variables on the absolute value of the residual, which is indicated by Sig. greater than 0.05. This means that this model is free from heteroscedasticity.

### Multiple Linear Regression Analysis

**Table 4. Multiple Linear Regression Analysis Test Results**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
	(Constant)	33.244	2.102	15.812	.000
	X1	.170	.053	.235	.002
	X2	.187	.056	.244	.001

a. Dependent Variable: KinerjaKaryawan

Source: Processed by researchers (2024)

Based on table 4, the  $\beta$  coefficient is a form of regression equation that can be generated as follows:

$$Y = 33.244 + 0.170X_1 + 0.187X_2 + e$$

Thus, the regression coefficient value of Job Training is 0.170 and is positive, which means that if the Job Training variable ( $X_1$ ) increases by 1 unit, then Employee Performance will increase by 0.170 units, and vice versa. This shows that Job Training has a positive relationship with Employee Performance. The Work Experience regression coefficient value is 0.187 and is positive, which means that if the Work Experience variable ( $X_2$ ) increases by 1 unit, then Employee Performance will increase by 0.187 units, and vice versa. This shows that work experience has a positive relationship to employee performance.

### Hypothesis Test

Hypothesis testing consists of two types of tests, namely Partial Test (T Test) and F Test (Simultaneous). The results of each of these tests are as follows:

### a. Partial Test (T Test)

**Table 5. Partial Test Results (T Test)**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	33.244	2.102	15.812	.000
	X1	.170	.053	.235	.002
	X2	.187	.056	.244	.001

a. Dependent Variable: KinerjaKaryawan

Source: Processed by researchers (2024)

Based on table 5 of the hypothesis test, the following results can be stated:

The value of  $t \text{ count} = 3.210 > t \text{ table} = 1.974$ , with a Sig value.  $0.002 < 0.05$ . If the value of  $t \text{ count} > t \text{ table}$  and  $\text{sig} < 0.05$ , it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted, which means that the variable Job Training (X1) has a positive and significant effect on Employee Performance (Y). This shows that the better the job training provided, the better the employee performance. The value of  $t \text{ count} = 3.343 > t \text{ table} = 1.974$ , with a value of Sig.  $0.001 < 0.05$ . If the value of  $t \text{ count} > t \text{ table}$  and  $\text{sig} < 0.05$ , it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted, which means that the Work Experience variable (X2) has a positive and significant effect on Employee Performance (Y). This shows that the higher the work experience an employee has, the better the employee's performance.

### b. F Test (Simultaneous)

**Table 6. F Test Results (Simultaneous)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	112.167	2	56.083	11.838	.000 <sup>b</sup>
	Residual	781.667	165	4.737		
	Total	893.833	167			

a. Dependent Variable: KinerjaKaryawan

b. Predictors: (Constant), X2, X1

Source: Processed by researchers (2024)

From table 6, it can be seen that the calculated F value is 11.838, while the F table value is 3.05. So that F count is greater than F table  $11.838 > 3.05$  and the significant value of  $\text{Sig.} = 0.000 < 0.05$ , then this shows that the independent variables X1 (Job Training) and X2 (Work Experience) simultaneously (together) have a significant influence on the dependent variable Y (Employee Performance).

### Test Coefficient of Determination (R<sup>2</sup>)

**Table 7. Test Results of the Coefficient of Determination (R<sup>2</sup>)**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.354 <sup>a</sup>	.125	.115	2.177

a. Predictors: (Constant), X2, X1

b. Dependent Variable: KinerjaKaryawan

Source: Processed by researchers (2024)

Based on table 7, it explains the magnitude of the correlation value of the relationship ( $R^2$ ) which is 0.354 and explains the percentage of the influence of the dependent independent variable called the coefficient of determination which is the result of squaring  $R$ . From this output, the coefficient of determination ( $R^2$ ) is 0.125, which implies that the effect of the independent variable (Job Training and Work Experience) on the dependent variable (Employee Performance) is 12.5% and the rest is influenced by other independent variables not examined in this study by (87.5%).

## DISCUSSION

### **The Influence of Job Training on Employee Performance in the Generation Z Workforce**

Based on the calculation results, it shows that job training has an influence on employee performance. On-the-job training has a significant impact on employee performance. Through training, employees' skills and performance improve, which makes them more productive and effective in carrying out their duties. Training not only provides employees with new knowledge, but also strengthens their ability to face increasingly complex job challenges. As stated by (Safitri, 2019) in his research that training has a significant effect on employee performance, an increase in training will have an impact on improving employee performance. This finding is in line with research (Hanafiah & Juhadi, 2020) which also found that job training contributes positively to improving employee work skills.

### **The Influence of Work Experience on Employee Performance in the Generation Z Workforce**

Based on the calculation results, it shows that work experience has an influence on employee performance. Work experience provides concrete evidence of an employee's ability to get the job done and is often a major factor influencing their performance. Employees with more experience tend to be more confident and efficient in dealing with more complex tasks. This is in line with the results of previous research conducted by (Sofian & Julkarnain, 2019) and (Sari et al., 2024) that work experience has a positive and significant relationship to employee performance.

### **The Influence of Job Training and Work Experience on Employee Performance in the Generation Z Workforce**

Based on the results of simultaneous calculations, it shows that job training and work experience have a positive and significant effect on employee performance on Generation Z employees in Bogor City. These results indicate that the higher the level of job training provided to employees and the more work experience they have, the employee performance will increase. Conversely, if job training and work experience are less than optimal, employee performance will also decrease. In other words, the combination of effective job training and adequate work experience is very important in encouraging increased employee productivity and effectiveness. This is in accordance with the results of research conducted by (Kartikasari et al., 2021) in the results of his research stating that work experience and job training simultaneously affect employee performance.



## CONCLUSIONS

This study aims to examine the effect of Job Training and Work Experience on Employee Performance in the Generation Z Workforce in Bogor City. Based on the results of the analysis, it was found that:

1. Job training has a positive and significant influence on employee performance in the generation Z workforce. This finding indicates that the better the job training provided, the higher the performance of generation Z employees.
2. Work experience has a positive and significant effect on employee performance in the generation Z workforce. The more work experience you have, the better the performance shown by generation Z employees.
3. Simultaneously, job training and work experience have a significant influence on employee performance in the generation Z workforce. Job training and work experience complement each other in improving the performance of generation Z employees. Effective job training provides the knowledge base and skills needed to overcome job challenges, while work experience allows employees to apply and develop these abilities in real situations. This emphasizes the importance of managing both factors in an integrated manner to optimally improve employee performance.

Overall, this study shows that job training and work experience play an important role in improving the performance of generation Z employees, both individually and simultaneously. Companies need to make these two aspects one of the priorities in their human resource development strategy.

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