

The Influence of Work Training on Employee Performance: Systematic Literature Review



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ABSTRACT: Systematic literature review has the aim of synthesizing several literatures, namely from 2017 to 2022 relating to the effect of job training on employee performance. The preparation of this study uses the Preferred Reporting Item For Systematic Review and Meta-Analysis method from several studies that have a relationship with the effect of job training on employee performance. Data collection uses the Pupuation, Intervention, Comparison, and Outcome methods using two accesses, namely Science Direct and Cambridge e Journals. A total of 146 data were filtered with data inclusion criteria so that 30 data were obtained according to the eligibility standard. It was obtained from the results of this study that job training greatly influences employee performance, so that these employees can explore deeper skills and knowledge about the fields that are the focus of positions in the world of work in order to improve their performance or contribution in a company or institution.

KEYWORDS: Systematic literature review, Job Training, Employee Performance.

I. INTRODUCTION

In the current era of globalization, increasingly aggressive competition between companies and advances in technology are a challenge for companies to make changes in various aspects of company management. Facing changes and competition both at the national and international levels, employees must adapt to technological changes, such as the emergence of new technologies or new ways of working in companies. Situations like this make companies need human resources who have knowledge, skills, abilities and high achievements who can focus their abilities on tasks and responsibilities for the benefit of the company (Azevedo & Shane, 2019) .

Companies need to carry out human resource planning starting with looking at the implications of strategic planning in the company, both in general, broadly and thoroughly towards workforce needs. According to Ast & Nyhuis, (2022) "strategic goals have operational, production, financial, marketing, and human resource functional implications", so companies need strategic goal plans. According to Meyer et al., (2022) human resources are the main element of the organization compared to other elements such as capital, technology and money because humans themselves control the others.

An effective organization must be able to find, utilize, maintain, and develop people to achieve the desired results (Nguyen et al., 2021) . It can be concluded that the goals to be achieved by the company are determined by business people, both in planning, organizing, directing, coordinating and controlling activities. human resources in the company play a role as a determinant of the company's success in achieving the desired results (S. Yao et al., 2019) . One way to develop the performance of employees in the company is with a training program where the program is implemented according to the needs of the company. Training is the process of learning the basic skills that new employees need in carrying out their work (Martins, 2021) . Meanwhile, according to Bozionelos et al., (2020) , training is a learning process intended for employees to carry out satisfying work.

According to Marmier et al., (2021) , the reason for implementing training for employees is that newly recruited employees often do not understand exactly how to work, changes in the work environment and workforce, increase company competitiveness and increase employee productivity, employees adjust to existing regulations . Xie et al., (2020) , argues that employee performance is defined as the ability of employees to do certain skills. Employee performance is very necessary, because with this performance it will be known how far the employee's ability is in carrying out the tasks assigned to him, so it is necessary to set clear and measurable criteria and set them together as a reference (Cau-Bareille et al., 2022).

Seeing from the description above it is known that one of the factors that influence employee performance is job training. Therefore, the researchers in this study took the title "Job Training on Employee Performance".

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The purpose of this literature review is to synthesize the published studies related to the effect of job training on employee performance. Thus, this research focuses on: job training on employee performance obtained through previous research. Sources of research data using secondary sources from previous studies.

II. RESEARCH METHODS

This systematic literature review was put together using PRISMA (Preferred Reporting for Systematic Review and Meta Analysis). Citing research on behavioral theory-related studies of how job training affects performance. The data collection method for this comprehensive literature is by utilizing the science direct electronic database and Cambridge e-journals. To collect data sources used the PICO (Population, Intervention, Comparison, and Outcome) method. This literature review data collection method uses 2 access, namely Science direct and Cambridge e journals.

PICO METHOD	DESCRIPTION
Population	Employees or Staff or Labor
Intervention	Work training
Results	performance improvement

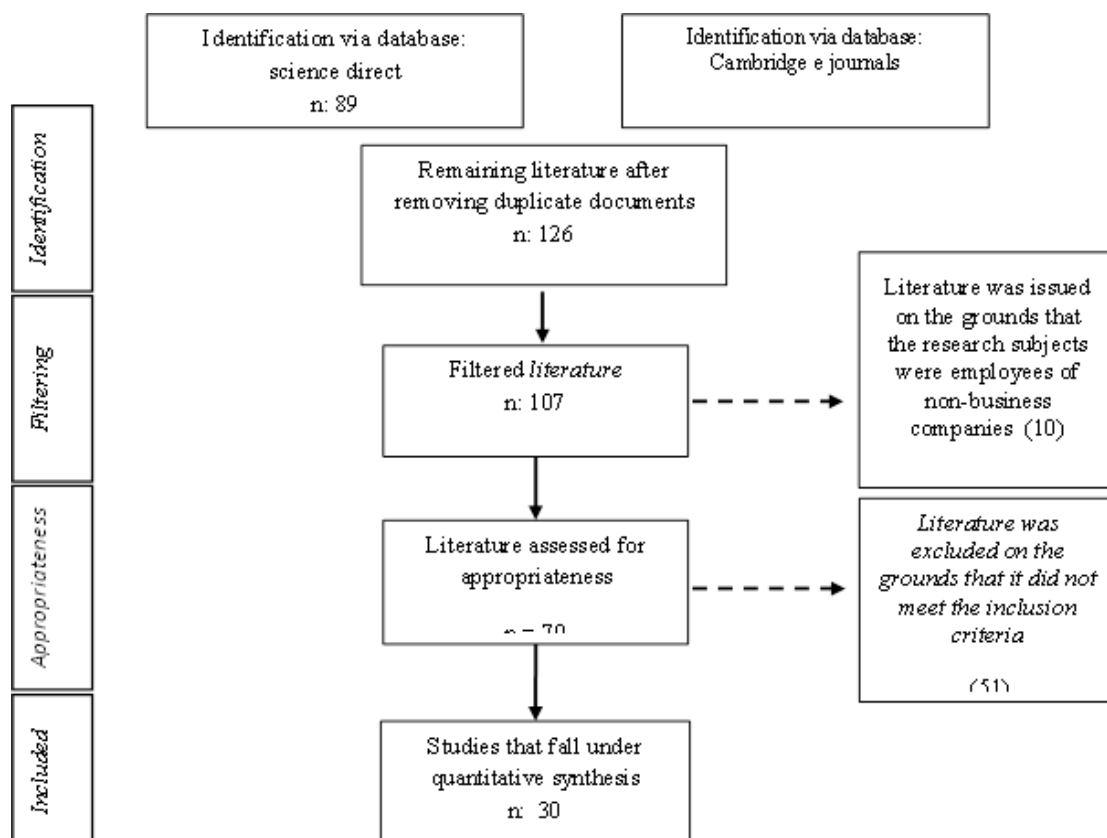
A. Data Inclusion Criteria

Criteria will be used in a systematic literature review to assess various research designs:

TYPE	INCLUSION
LITERATURE TYPE	Research Articles
PUBLICATION YEAR	2017-2022
LITERATURE ORIGINAL	Literature international
LANGUAGE	Literature English
LITERATURE STANDARD	Literature indexed index 1 to syntax 3 (Science direct and e Cambridge journals)
SAMPLE	Leaders and or employees of business companies
RESEARCH METHODS	Correlation

B. Synthesis Data

The PRISMA technique was used in this study for classification. The data from the extraction process is filtered. Below is a PRISMA flow chart exemplifying a resource management strategy.



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C. General Characteristics of Literature Review

The literature to be checked for reasonable validity generally exhibits the following characteristics. Summary and discussion points of the selected literature are included in general characteristics as tables and descriptions. Data inclusion criteria refer to general characteristics in this literature review. By year of publication 8% in 2018, 12% in 2019, 19% in 2020, 25 in 2021, 26 in 2022. Any information used in this research is taken from works published with two (2) eye categories leading lesson and employee and correlational research designs. There is 15% literature on workers and company employees and executives, and 85% material on employee research. To conduct a literature review, the authors collect data. found 30 English-language international literature that met the data inclusion criteria.

III. DISCUSSION

Job training is very important to help individuals advance their skills, especially in terms of increasing the level of performance above that set by the company (Ast & Nyhuis, 2022). Yao et al., (2020) state that every effort is made to improve the performance of employees in the position they currently hold through training. Typically, training is used to help employees improve their performance weaknesses (S. Yao et al., 2019). Using the training principle as a guide, we train staff members to work more efficiently. The following are the principles of learning in training, as stated by Jaworski et al., (2018): interactive, applicable, repeatable, transferable, and providing feedback on the progress of the trainees. It would be more efficient if these concepts more practiced (Žepic, 2021). As many as 30 pieces of literature have findings indicating that job training, one way to improve employee capabilities and gain experience, will have an impact on performance achievement (Marmier et al., 2021). Studies show dominant and favorable findings. The relationship between training and improving employee performance cannot be separated from their interactions with human resources. Because trained and skilled human resources are needed to successfully achieve company goals (Jaworski et al., 2018). The psychological side and abilities of an employee are closely tied to the world of performance through the personality approach used by human resources (Kulkarni et al., 2022). If assessed in terms of its significance, the results of the ability variable on performance show qualifications that are directly proportional (Cau-Bareille et al., 2022). Job training will increase self-ability and experience as reinforcement to influence employee performance (Huang et al., 2022).

TABLE 1. Literature Review Study

Reference	Title	Sample	Types of research	Findings
(Azevedo & Shane, 2019)	New training programs in developing cultural intelligence can also increase innovative work behavior and resilience: Longitudinal pilot study of graduate students and professional employees	Employee	Correlation	A longitudinal pilot study was designed to test the effectiveness of this new training program with two groups of participants: MBA students from a university in California, United States, and Human Resources professionals from an energy company in Saskatchewan, Canada. The results from the pretest-posttest data analysis confirmed that while the participants' cultural intelligence abilities improved significantly after the training program, it also revealed a significant increase in the participants' innovative work behavior for both groups, and resilience increased significantly for the MBA students. Implications for future research and practice are discussed.
(Ast & Nyhuis, 2022)	Approach to determining workforce functional flexibility based on training loss and employee-specific risks	Employee	Correlation	Predicting training costs and placing them in relation to the likelihood of these risks occurring allows an approach to assessing the consequences of changes in functional flexibility. The proposed approach aims to provide a framework for defining risk-optimized functional flexibility and provide a basis for planning workforce competency development programs.
(Meyer et al., 2022)	Better support for supportive work. How to improve brand performance through better	Employee	Correlation	This study enhances the literature on the importance of supportive work in driving brand performance according to a motivational framework based on rewards and recognition

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	compensation and training for in-store merchants			
(Nguyen et al., 2021)	Do workers benefit from on-the-job training? New evidence of matching employer-employee data	Employee	Correlation	These findings indicate that on-the-job training plays an important role in employee benefits, especially for young employees.
(S. Yao et al., 2019)	The effectiveness of error management training in the hospitality industry: Impact on perceived fairness and service recovery performance	Employee	Correlation	A mediating effect on perceptions of fairness was also found. All hypotheses are supported and the findings are consistent in both studies.
(Martins, 2021)	Employee training and company performance: Evidence from ESF grant applications	Employee	Correlation	Combining several rich data sets, we compared a large number of the potential outcomes of these companies, while following them for several years both before and after the grant decision. Our difference-in-difference model predicts a significant positive effect on uptake (training hours and spending), with limited deadweight; and that such additional training results in increased sales, added value, employment, productivity and exports. This effect tends to be at least 5% and, in some cases, 10% or more, and is strong on multiple dimensions.
(Bozionello et al., 2020)	Improving employee career sustainability through training: The role of openness of career actors and supervisor support	Employee	Correlation	This study provides a comprehensive albeit short-term overview of the continuous career process as conceptualized in the theoretical literature. In addition, it describes the effectiveness of job training in improving work ability. The implications of the study for further theory and research on sustainable careers and employability are discussed.
(Marmier et al., 2021)	Towards a proactive vision of training for industry 4.0: from diagnostics of required skills to employee training	Employee	Correlation	To this end, this paper introduces an overview of how to propose actual training on Industry 4.0 topics both customized for companies and for learners. We detail more specifically in this paper 3 tools that we developed at the University of Strasbourg: (1) a diagnostic tool to obtain the maturity level of companies and propose customized learning paths. (2) a grid set for de
(Xie et al., 2020)	How can green training enhance employee career growth?	Employee	Correlation	The findings also show that employee performance mediates the relationship between green training and career growth. Furthermore, this study provides support for the negative moderator role of the barrier stressor on the indirect effect of green training on career growth through employee performance; conversely, self-efficacy was shown to strengthen the indirect effect of green training on career growth through employee performance. Overall, this work expands our understanding of green training in a transitional economy context by demonstrating that green training can help employees accelerate their career growth.

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(Mahela et al., 2022)	Human resources training to implement transmission scheme for renewable power evacuation in India	Employee	Correlation	This model can help to frame training policies for people working in electric utilities and can be used explicitly to run renewable power transmission schemes and evacuation schemes to achieve the expected performance of employees.
(Ozkese, 2019)	Impact of training on employee motivation in human resource management	Employee	Correlation	This study was conducted on large-scale companies in the service sector for the domestic market. The aim is to determine the level of training impact, depending on its relationship to motivation. Therefore, this research is divided into three main phases. In the first step, literature gaps were determined and a literature search was summarized. Second, the case study is equipped with the SPSS scientific approach and in the final stage produces conclusions that support the hypothesis. Therefore, training can be considered as the key to increase motivation.
(Salem & Abdien, 2017)	Implementation of cross-training of employees during hazardous conditions in hotels	Employee	Correlation	The results reveal that it is very important for hotel department staff to be cross-trained in different departments or in different functions within departments. The results also show that effective cross-training techniques can lead to better performance, employee retention and service quality.
(Žepić, 2021)	Increasing Cognitive Ability of Elderly Employees with Computerized Cognitive Training (CCT)	Employee	Correlation	These studies show that CT and CCT are feasible in work organizations and can also be effective. A large number of empirical studies with CT and CCT in work organizations will be needed to demonstrate more precisely which types of CT and CCT are most appropriate and effective for convincing both leaders in work organizations and older employees that CT and CCT are useful and beneficial to them. In the near future, CCT may become one of the most successful interventions for slowing cognitive aging, increasing work productivity, increasing job satisfaction and overall well-being of older employees.
(Kroese, 2022)	Is employee training truly gender neutral? Introducing a sex/gender sensitive training model	Employee	Correlation	This review introduces a sex/gender-sensitive model of training to guide future research and practice, including recommendations for moving beyond decontextualized sex-binary category-based research towards a nested and interrelated understanding of the different aspects of sex and gender in training.
(Leung et al., 2022)	Is VR game training more effective for hospitality employees? Elongated experiment	Employee	Correlation	The study findings have significant implications for academics and professionals.
(Y. Yao et al., 2020)	Job training and organizational performance: Analysis from medical institutions in China	Employee	Correlation	This effect, however, varies across types of medical institutions. Grassroots medical institutions in the district that function as health gatekeepers (known as primary health care institutions, PHCI) receive the most number of hospital visits after training. In addition, training resulted in a 16.5% increase in average performance wages for district PHCIs, and a 52.8% increase in employee performance wages

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				for higher-level public hospitals in cities. In general, by participating in the training, PHCI in the districts earn more overall income through non-health insurance income.
(Amrutha & Geetha, 2021)	Linking emotional intelligence to safety performance: The role of situational awareness and safety training	Employee	Correlation	Practical Application: Aviation managers must monitor the adequacy and effectiveness of safety training; this can make pilots' situational awareness and safety performance less dependent on personal attributes (eg, EI), which the organization has less control over. When training capacity is temporarily limited, priority may be given to those with low EI.
(Wang et al., 2021)	Linking organizational green training and voluntary workplace green behavior: The mediating role of supportive green climate and employee green satisfaction	Employee	Correlation	tion (GS) in the context of GT-VWGB, where, GSC and GS successively and partially mediated GT-VWGB. Our study minimizes existing gaps in the green behavior literature, thereby providing academics with a potential avenue for further research in this area. It provides practitioners, managers and policy makers with an in-depth understanding of company-wide environmental management practices such as green training, which contribute to organizational sustainability and can help them adopt company-specific green strategies that increase employee GS and VWGB.
(Pham et al., 2020)	Managing environmental challenges: Training as a solution to improve employee green performance	Employee	Correlation	The findings reveal that environmental training programs are an important tool for directly driving EIGP, and this EIGP-environmental training relationship is significantly mediated by employee environmental commitment. Interestingly, this study shows support for our prediction that the mediating role of employee environmental commitment on the environmental training-EIGP link is stronger in hotels managed by Western hospitality firms. However, unexpectedly, cultural influences did not moderate the effect of environmental training on EIGP. In addition to theoretical contributions, our research has important practical implications that can help organizations reduce their carbon footprint. Limitations and directions for further research have also been discussed.
(Sir, 2022)	Promoting employee green behavior in the context of Chinese and Vietnamese hospitality: The role of green human resource management practices and responsible leadership	Employee	Correlation	The findings reveal that, in the Chinese and Vietnamese samples, the effect of green HRM practices on hospitality employees' OCBE is mediated by the two-stage mediation of responsible leadership and employees' environmental responsibility. The strength of the HRM system serves as a moderator to strengthen the association of green HRM practices with responsible leadership. From these findings, this study presents implications for scholars and practitioners in the hospitality discipline.
(Kulkarni et al., 2022)	The role of digital simulation in employee training	Employee	Correlation	The results showed that the digital simulation training method was more effective than the traditional training method. This suggests that the application of digital simulation training

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				tools helps in training programs to train employees in the digital economy
(Stirpe et al., 2022)	Satisfaction with HR practices and employee performance: A moderated model of engagement and mediation health	Employee	Correlation	These findings provide new insights into the HR causal chain and help practitioners to better manage HRP design, communication, and audits.
(Huang et al., 2022)	Technological solutions to increase the level of knowledge and practical skills of employees: SVVR-based blended learning approach to professional training	Employee	Correlation	The practical skills test results in the workplace further imply that, compared to students who adopt the C-BL mode, students who adopt the SVVR-BL mode have better assessment, analysis, and overall performance of the coping process when encountering practical problems. As a result, SVVR-BL not only helps students gain knowledge and improve their higher order thinking, but also assists them in applying what they have learned to solve real problems. These results can be an important reference for SVVR-BL studies and the design of professional training programs in the future.
(Del-Castillo-Feito et al., 2021)	The effect of implementing environmental policies and environmental training of employees on the level of legitimacy of multinational companies in developing countries	Employee	Correlation	The research contributions reveal a major understanding of the influence of social responsibility policies on organizational legitimacy in the context of multinational corporations, emphasizing environmental commitment as a key factor for organizational legitimacy in developing countries. In addition, our findings provide new strategic guidance for managers of multinational companies to address foreign responsibilities.
(Kim et al., 2019)	Effect of outdoor experiential training on organizational citizenship behavior of part-time employees	Employee	Correlation	Future research will be needed to understand the full influence of the natural environment on OCB, particularly in the hospitality industry. Researchers must continue to understand the effects of EAOET on variables such as positive emotions and group cohesion to contribute to this research. Scholars should conduct future research on organizations that effectively reflect industry dynamics
(Jaworski et al., 2018)	Effects of training satisfaction, employee benefits, and incentives on part-time employee commitment	Employee	Correlation	This study surveyed part-time hotel employees to determine whether training methods and duration affect training satisfaction. The impact of benefits and incentives received, and training satisfaction on work commitments was also determined. On-the-job training and job image were found to influence training satisfaction. Choose benefits and incentives and training satisfaction impact on commitment. Implications are discussed.
(Sas et al., 2021)	Impact of training sessions on physical safety awareness: Measuring knowledge, attitudes, and self-reported behavior by employees	Employee	Correlation	While the first study found a significant relationship between employee knowledge and attitudes and self-reported behavior, the second study demonstrated that training sessions had a positive impact on employees' safety awareness levels. Based on the findings from both studies, recommendations for practice and future research are presented.
(Erten et al., 2022)	The role of virtual and augmented reality in	Employee	Correlation	In this study, sample gamification scenarios were created for two different activities of

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	employee occupational health and safety training in PV power systems and evaluation with a sustainability perspective			working at height during PV installation. Algorithms have been developed to enhance VR/AR applications in OSH training with sample gamification scenarios created and to support the deployment of these training applications. In this way, it aims to shed light on the necessary information for VR/AR technologies at the academic level and to contribute to related content developers, researchers, institutions and organizations from a sustainability perspective.
(Cau-Bareille et al., 2022)	Training: A way to reduce the risk of weakening older workers at work and on the job? Call center case	Employee	Correlation	These results highlight dimensions of training and work organization that are less likely, especially for older telemarketers. They also show some form of weakening among these workers: at work, in relation to work and in work.
(Assefa et al., 2022)	Unpacking the negative impact of early informality on innovation: The mediating role of investment in R&D and employee training	Employee	Correlation	Empirical evidence supports our hypothesis that investment in R&D and employee training mediates the negative relationship between initial informality and innovation. Theoretical as well as policy and managerial implications are discussed.

IV. CONCLUSION

Discussion above provides an overview of the influence of job training factors on employee performance. In conclusion, from these factors someone with the knowledge and skills to explore further about the interests deepened to be able to compete and more easily become a great employee with good performance. Various types of review journals related to job training on employee performance. Table 1 of a review of reputable international journals shows a summary of the influence of the job training process. Various types of job training and their causes are discussed. Job training is a serious problem for increasing knowledge and skills in the 4.0 era. Furthermore, to be able to compete in the free market, job training is needed for everyone or workers who are ready to work or have entered working age. Different conclusions or findings are reported by different researchers to improve the performance and quality of job training.

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