

The Role of Employability in Mediating the Influence of Job Training on Employee Performance at the Education and Culture Office Medan City, North Sumatra Province

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Abstract This study aims to analyze the effect of job training on employee performance, with work ability as an intervening variable at the Education and Culture Office of Medan City, North Sumatra Province. The problem raised in this study is that the improvement of employee performance has not been optimal even though promotion and training programs have been implemented. This study uses a quantitative approach with a survey method. The research sample amounted to 113 permanent employees in the Elementary School and Coaching unit, which was selected from a total of sampling. The data analysis technique uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS). These findings indicate that improving individual competencies is key in optimizing the results of human resource management policies. Therefore, it is recommended that organizations continue to encourage performance-based promotions and training that are in line with work needs to improve overall employee performance.

Keywords: Job Training, Job Ability, Employee Performance

I. INTRODUCTION

Optimal employee performance is one of the determinants of the success of government agencies in providing quality public services. This also applies to the Medan City Education and Culture Office, which has an important role in supporting the development of the education sector and the preservation of regional culture. Employees in this service are required to have adequate competence in order to be able to carry out their duties and functions properly.

One of the efforts to improve employee competence and performance is through job training. Job training is a program designed to improve the knowledge, skills, and attitudes of employees so that they can carry out their work effectively and efficiently (Sutrisno, 2020). According to Wibowo (2021), targeted job training can improve employees' technical and managerial abilities, which ultimately supports the achievement of organizational goals.

However, job training does not automatically improve employee performance if it is not followed by an improvement in work ability. Employability reflects an

individual's capacity to apply the knowledge and skills acquired to complete tasks well (Mangkunegara, 2022). Employees who have attended training but do not have the ability to apply it correctly, are less likely to be able to show optimal performance.

Recent research supports this relationship. Research by Ramadhan and Pratama (2021) found that job training has a significant effect on employee performance through work ability as a mediating variable in government agencies. Research by Sari and Dewi (2022) also shows that employability plays an important role in mediating the influence of training on the performance of public sector employees. Similar findings were obtained by Nasution and Siregar (2023) which prove that increasing job training will be effective if followed by improving employee work skills.

At the Medan City Education and Culture Office, several employees have participated in various training programs. However, obstacles are still found such as the low ability to implement training results in daily tasks, lack of initiative in innovation, and performance achievements that are not optimal, especially in the management of education and cultural programs at the regional level. This shows the need for more attention to employability development as a tangible result of the training program.

Based on this background, this study was conducted to analyze the role of work ability in mediating the influence of job training on employee performance at the Medan City Education and Culture Office, North Sumatra Province. This research is expected to contribute to formulating an effective and work-oriented job training management strategy that is oriented towards improving work skills, so that it has a direct impact on employee performance and the quality of public services.

II. LITERATURE REVIEW

A. Employee Performance

1) Definition of Employee Performance

According to Mangkunegara (2017) "employee performance (work achievement) is the result of work in terms of quality



and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him".

2) Employee Performance Indicators

According to Mangkunegara (2017), employee performance indicators include:

- 1) Quality of Work
Quality of work measures how well an employee does what is supposed to be done, including thoroughness, neatness, and accuracy in working according to set standards.
- 2) Working Quantity
Quantity of work measures how much work an employee produces in a given time, which can be seen from the speed at which each employee works.
- 3) Task Execution
Task execution measures how accurate an employee is in performing his or her duties and free from errors.
- 4) Responsibility
Responsibility refers to the awareness of the obligation to carry out the work properly and in accordance with the responsibilities given.

B. Workability

1) Definition of Employability

Yuliana & Firmansyah (2021) Work ability is an individual's capacity to use knowledge, skills, and work attitudes effectively in completing tasks and responsibilities in the workplace.

This understanding emphasizes the importance of integration between knowledge, technical skills, and attitudes in achieving work results.

2) Employability Indicators

- 1) Self-confidence in completing job tasks.
- 2) Experience and knowledge gained from previous work.
- 3) Motivation influenced by the compensation system received.

C. Job Training

1) Definition of Job Training

Fahrozi et al. (2022) training is a directed process provided by the company to employees to shape employee behavior to suit the company's goals. This training deals with the abilities and expertise of employees that will be used in the current job.

2) Job Training Indicators

- 1) Increased Knowledge
The extent to which training increases participants' knowledge regarding their duties and responsibilities.
- 2) Upskilling
The ability of participants to apply new skills gained from training in their work.
- 3) Attitude Change
Positive changes in participants' work attitudes after participating in the training.
- 4) Application in Work
The level of application of knowledge and skills gained from training in daily work.

D. Conceptual Framework

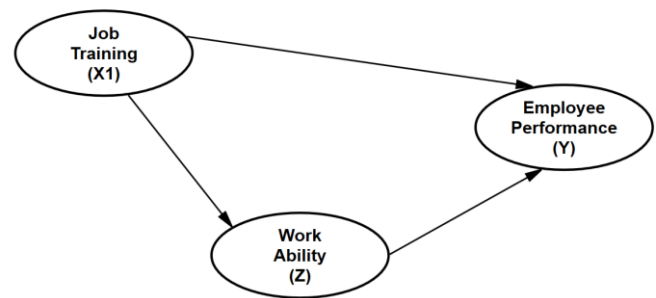


Figure 1. Research Conceptual Framework

E. Research Hypothesis

- H1: Job training has a positive and significant effect on the performance of employees at the Education and Culture Office of Medan City, North Sumatra Province.
- H2: Job training has a positive and significant effect on the ability to work at the Education and Culture Office of Medan City, North Sumatra Province.
- H3: Work ability has a positive and significant effect on the performance of employees at the Education and Culture Office of Medan City, North Sumatra Province.
- H4: Job training has a positive and significant effect on employee performance through work skills at the Education and Culture Office of Medan City, North Sumatra Province.

III. RESEARCH METHODS

A. Types of Research

The type of research that the researcher uses is quantitative research. This type of quantitative research is carried out to make a study that aims to adjust a research and to analyze job training on the performance of employees with work ability as an intervening variable at the Medan City Education and Culture Office.

B. Research Location and Research Time

The location of the research was conducted at the Medan City Education and Culture Office, which is located on Jl. Pelita IV No.77, West Sidorame II, Medan Perjuangan District, Medan City. The research period was carried out for 3 months, from April to June 2025.

C. Population and Sample

The population and sample in this study are all permanent employees at the Medan City Education and Culture Office. The number of employees at the office of the Regional Finance and Assets Agency of North Sumatra Province is 535 employees, but in sampling the researcher only took one unit which happened to be the unit where the researcher was placed, namely the Elementary School and Development unit with a total of 113 employees.

IV. RESULTS AND DISCUSSION

A. Outer Model Review

Outer Model analysis using the PLS Algorithm, yielding:

1) Validity Test

Table 1. Value of Outer Loadings

	Employee Performance	Job Training	Work Ability
X1.1		0,934	
X1.2		0,806	
X1.3		0,901	
Y.1	0,872		
Y.2	0,873		
Y.3	0,892		
Z.1			0,918
Z.2			0,949
Z.3			0,918

Source: PLS Smart Output, 2025

Based on the values in Table 1 above, showing the results of the outer model test through the loading factor / outer loadings value, all indicators in each variable have a loading value ≥ 0.70 . This shows that each indicator is able to represent a measured construct validly and robustly. Therefore, it can be concluded that all items in the questionnaire have met the criteria of convergent validity and can be used in subsequent analysis. For more details on the above value, you can also see the following figure.



Fig. 1. Outer Loadings

B. Reliability Test

Table 2. Uji Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0,853	0,855	0,911	0,773
Job Training	0,855	0,858	0,913	0,778

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Ability	0,920	0,923	0,950	0,863

Source: PLS Smart Output, 2025

From Table 2 above, the reliability test results show that Cronbach's Alpha and Composite Reliability values on all constructs have values above 0.70. This shows that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and feasible for use in structural model testing.

C. Coefficient of Determination (R²)

In assessing a model with PLS it starts by looking at the R-square for each dependent latent variable. The table below is the result of Rsquare estimation using SmartPLS.

Table 3. R Square Results

	R Square	R Square Adjusted
Work Ability	0,617	0,612
Employee Performance	0,863	0,859

Source: Smart PLS, 2025

In table 3, there is an R square value in both dependent variables for the workability variable, there is an R square value of 0.617, meaning that the effect of job training is 0.617 or 61.7%, the rest is on other variables outside the model. The R square value of employee performance is 0.868, meaning that job training and work ability are 0.863 or 86.3%, the rest is in other variables outside the model.

D. Structural Model Testing (Inner Model)

Internal testing of the model or structural model is carried out to see the relationship between the construct, significance value and R-square of the research model. The structural model is evaluated by using R-square for dependent constructs.

E. Pengujian Hypothesis

1) Direct Influence Between Variables

The direct influence between variables can be seen in the value of *path coefficients*. The results of the data processing show the value of direct influence can be seen in the following table.

Table 4. Path Coefficients (Direct Influence)

	Original Sample	T Statistics	P Values	Conclusion
Job Training -> Work Ability	0,786	15,677	0,000	Accepted
Job Training -> Employee Performance	0,523	4,626	0,000	Accepted
Work Ability -> Employee Performance	0,460	3,904	0,000	Accepted

Source: PLS Smart Output, 2025

In the results of Table 4, there are the following direct influence values:

1. Job training has a positive and significant effect on work ability with a t-statistical value of 15.677 above 1.96 and a significance of 0.000 below 0.05, meaning that job training has a positive and significant effect on work ability because the significance value is below 0.05.
2. Job training has a positive and significant effect on employee performance with a t-statistical value of 4.626 above 1.96 and a significance of 0.000 below 0.05, meaning that job training has a positive but not significant effect on employee performance because the significance value is below 0.05. The results of this study are also in accordance with research conducted by Kosdianti (2021) which states that job training has a positive and significant effect on employee performance at PT. Because it is a powerful tool in the city of Tangerang.
3. Work ability has a positive and significant effect on employee performance with a t-statistical value of 3.904 above 1.96 and a significance of 0.000 below 0.05, meaning that work ability has a positive and significant effect on employee performance because the significance value is below 0.05. Research by Wuwungan & Uhing (2020) also states that work ability has a positive and significant effect on employee performance.
- 4.

2) Indirect Influence Between Variables

The indirect influence between variables can be seen in the value of *specific indirect effects*, which can be seen in Table 5 below.

Table 5. *Specific Indirect Effects*

	Original Sample	T Statistic	P Values	Conclusion
Job Training -> Work Ability -> Employee Performance	0,361	3,798	0,000	Accepted

Source: Smart PLS, 2025

In table 5, there is an indirect influence between variables which will be explained as follows:

Job training has a positive and significant effect on employee performance through work ability with a t-statistical value of 3.798 and a significance value of 0.000, meaning that job training plays a role as an intervening variable between job training and employee performance.

V. CONCLUSION

1. Job training has a positive and significant effect on the performance of employees at the Medan City Education and Culture Office, North Sumatra Province.
2. Job training has a positive and significant effect on the ability to work at the Education and Culture Office of Medan City, North Sumatra Province.
3. Work ability has a positive and significant effect on the performance of employees at the Education and Culture Office of Medan City, North Sumatra Province.
4. Job training has a positive and significant effect on employee performance through work skills at the

Education and Culture Office of Medan City, North Sumatra Province.

VI. SUGGESTION

1. Job training with the statement "The training provided has improved my skills in carrying out tasks". Agencies need to evaluate the materials, methods, and relevance of the training provided to better suit the needs of employees' duties. Training should be designed in an applicative manner, involving competent instructors, and adapted to technological developments and job demands. In addition, it is important to involve employees in the process of identifying training needs so that the program is truly able to improve their skills and performance.
2. For work ability with the statement "I am confident in completing the tasks that are my responsibility". Agencies need to create a supportive work environment by providing guidance, direction, and constructive feedback so that employees feel more confident in completing their tasks. In addition, self-development training and technical competency improvement also need to be provided periodically to strengthen employees' abilities and confidence in carrying out their responsibilities.
3. Employee performance with the statement "I can complete the targeted amount of work or even more". Agencies need to evaluate workload and provide adequate resource support so that employees can work optimally. In addition, it is important to provide time management and work efficiency training, as well as set realistic targets that are in accordance with each employee's capacity to increase work productivity.

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