



The Importance of Improving Employee Performance through Optimizing Job Training, Work Motivation and Work Ethic: A Literature Review

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Abstract

This study examines the influence of job training, work motivation, and work ethic on employee performance by reviewing articles from 2019 to 2024. The analysis focuses on methodological approaches, empirical findings, and theoretical implications to understand how these factors impact performance. Job training plays a crucial role in developing human resources by enhancing employee skills and aligning them with organizational needs. Tailored training programs address individual differences in skills and motivations, helping employees understand their roles better. Work motivation is essential for driving employees to achieve organizational goals. Similarly, a strong work ethic fosters dedication and enthusiasm, reflecting positively on both individual and organizational success. Establishing a work culture that promotes excellence is critical for sustained performance improvement. The findings of this study are expected to guide practitioners and policymakers in designing effective human resource development programs. Through a comprehensive literature review, alternative research problems, innovative topic ideas, and opportunities for further exploration are identified. This approach emphasizes the importance of integrating technical skills with mindset, attitude, and psychological motivation, highlighting a holistic strategy for enhancing employee performance in dynamic work environments.

Keywords: Job Training, Work Motivation, Work Ethic, Employee Performance

Abstrak

Studi ini meneliti pengaruh pelatihan kerja, motivasi kerja, dan etos kerja terhadap kinerja karyawan dengan meninjau artikel dari tahun 2019 hingga 2024. Analisis ini berfokus pada pendekatan metodologis, temuan empiris, dan implikasi teoretis untuk memahami bagaimana faktor-faktor tersebut memengaruhi kinerja. Pelatihan kerja memainkan peran penting dalam pengembangan sumber daya manusia dengan meningkatkan keterampilan karyawan dan menyelaraskannya dengan kebutuhan organisasi. Program pelatihan yang disesuaikan dapat mengatasi perbedaan individu dalam keterampilan dan motivasi, membantu karyawan lebih memahami peran mereka. Motivasi kerja sangat penting untuk mendorong karyawan mencapai tujuan organisasi. Demikian pula, etos kerja yang kuat mendorong dedikasi dan antusiasme, yang berdampak positif pada kesuksesan individu maupun organisasi. Membangun budaya kerja yang memotivasi karyawan untuk berprestasi adalah hal yang penting untuk peningkatan kinerja yang berkelanjutan. Temuan dari studi ini diharapkan dapat memberikan panduan bagi praktisi dan pembuat kebijakan dalam merancang program pengembangan sumber daya manusia yang efektif. Melalui tinjauan literatur yang komprehensif, masalah penelitian alternatif, ide topik inovatif, dan peluang untuk eksplorasi lebih lanjut dapat diidentifikasi. Pendekatan ini menekankan pentingnya mengintegrasikan keterampilan teknis dengan pola pikir, sikap, dan motivasi psikologis, menyoroti strategi holistik untuk meningkatkan kinerja karyawan dalam lingkungan kerja yang dinamis.

Kata Kunci: Pelatihan Kerja, Motivasi Kerja, Etika Kerja, Kinerja Pegawai

JEL Classification: M15, M23, J24

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1. Introduction

Moment this development knowledge and progress technology latest in accordance with his time. This phenomenon affects various sectors, especially company like company industry, trade, and in the sector services. Quality management source power human beings who continue improved will push company achieve the set target in accordance with vision and mission that have been set organization. This makes organization for consider it so that productivity or performance employee that is with do development in the form of training given to employees so they can increase passion and enthusiasm his employees.

Quiet study workforce performance has lots confiscate attention academics and researchers. From a number of existing studies tend to focus on two thing. First study states that organization that trains his employees of course will give opportunity to employee for hone his skills as well as his motivation in increase performance so that they know, and understand can give understanding to employee other for understand task work to be done completed and responsible the answer in work ,besides That employee given right for increase *skills* and his insight (Mohd Nasurdin et al., 2020)(Boadu et al., 2018)(Chen, 2014). Besides that impact on increasing performance power work through various development and training programs implemented by the organization the place serve where the employees are , then expected with the program employee will have superiority and expertise for carry out task and also his obligation (Rodríguez et al., 2022). Second , problems work motivation employee in carry out duties and responsibilities the answer in work , motivation this is also very needed for power work for increase quality his work (Li, 2020)(Hidayah & Nazaruddin, 2017)(Amaliyah & Fahrullah, 2020)(Grabowski, 2021).

From a number of existing studies Not yet many see the importance work ethic power work is also a must be noticed (Ambarita et al., 2020). Has Work Ethic in self somebody is one of key in to achieve success. Work Ethic can interpreted as characteristics special a employee or team group work that has Spirit in operate his work, with based on work ethic and how a view that is understood and implemented through commitment and action real in environment his job (Gheitani et al., 2019)(Bataineh, 2020). Required attitude, health soul, drive psychological, and Ethic good and optimal work for reach success organization.

This study starts from a common problem in various organizations, namely low employee performance. Low employee performance can have a negative impact on productivity, efficiency, and the overall success of the organization. The main problem raised in this study is how to optimize employee performance?. This study combines three factors that are often studied separately (job training, motivation, and work ethic) to understand how each factor interacts in improving employee performance. With a literature review approach, the author attempts to provide a more holistic picture of how these three factors can support each other in the context of work. If this study uses the latest data and studies, then another novelty is the use of the latest literature to provide fresher and more relevant insights to the needs of companies and trends in the modern world of work.

This study is also expected to provide more insight into how companies can optimize training, motivation, and work ethics in facing the challenges of the times, such as technological change, global competition, and a shift in a more flexible work culture. In addition, the results of this study can provide significant contributions to companies in several ways, including: by understanding the importance of training, motivation, and work ethics, companies can design more effective programs to improve their employees' performance. This will have a direct impact on the productivity and quality of the company's output. This study can help HR managers design more targeted training and development programs, which not only focus on technical skills but also on improving employee motivation and work ethics. Focusing on work

ethics can help companies create a more ethical work culture, increase trust between employees and leaders, and create a more productive and harmonious work atmosphere. By increasing motivation and job satisfaction, companies can increase employee retention and reduce turnover rates which are often costly for companies. Optimizing training and work motivation can reduce the waste of time and resources used in recruitment and repeated training, and increase long-term effectiveness.

2. Literature Review

Job Training

Training defined as education and instruction provided to employee every moment for increase his skills and knowledge use get more results Good (Akther & Tariq, 2020)(Grip & Sauermann, 2024). Employees only can operate his efforts with good and consistent If get adequate training. Lack of training and development employee impact negative to productivity employee in organization. Training generally required when knowledge, skills and attitudes employee moment this be under desired and expected levels (Taiwo et al., 2021). Categorization draft Job training consists of m program inputs training consists of from trainer, content instructional and financing training. Training process is machine from system (Awang et al., 2015). As for training work and development programs have objective and post - program targets given to employee must programmed, systematic and exist the barometer obviously, besides that team *trainers* are also required have competencies and requirements must fulfilled, not only competent, but also programs and materials training should in harmony with the target achievement. Also supported by election method give material customized capacity employees who participate in training programs work that followed. And what not may forgotten and abandoned that is condition become participants (*trainees*) must fulfil terms and conditions that have been set (K umari , 2022), (Davar & Parti, 2013).

Work motivation

Work motivation defined internal drive that drives somebody for act. Every individual own different motivation, which are based on the goals they want to achieve achieved. High motivation in employees will impact positive on performance they. As strength the driving force that comes from in self individual. Motivation this only direct action, but also regulate intensity and persistence somebody in reach goals. In other words, motivation is factor determinant success in various aspect life, including in the world of work. (Trépanier et al., 2020).Work motivation in an organization must has indicators to measure this variable. The motivation indicators consist of: a. employee own not quite enough answer namely employees feel responsible answer on results Work them and ready accept consequence on actions taken, besides that, b. employees have performance workIt means employee can reach results optimal work, c. employees are given chance for proceed with get award in the form of reward salary, d. provision award that is employee for get reward financially viable with contribution work, e. employee pushed for going learn and improve competence in field work (Lorincová et al., 2019), (Van den Hee et al., 2020).

Work ethic

Work Ethic can be defined that work ethic reflect attitude positive, dedication, and commitment somebody to tasks and objectives organization, ethic high work marked with spirit high level of work, sincerity and a sense of responsibility answer. Work ethic too can be interpreted as a set values, attitudes, and behaviors that reflect commitment somebody to work and organization. Characteristics typical ethic good job is a sense of responsibility, initiative, and ability for work the same in team (Ritonga, 2019). Draft work ethic is measured by several indicators, including: a. employees have connection interpersonal that is ability somebody for build and maintain good relationship with colleague work, superiors, subordinates, and party external, besides That interpersonal relationships include ability for

understand, empathize, and work the same with others in reach objective together. b. Employees have creativity is aspects that can motivate employee for go out from the comfort zone and reach potential maximum. c. employees Can reliable and consistent that is always can reliable For finish the task given with good and proper time and show stable and quality performance tall in term long time. (Stam et al., 2013), (Khotijah & Helmy, 2021), (Grabowski et al., 2021).

Employee performance

Performance can be defined as results achieved by individuals or team in carry out tasks assigned, in line with objective organization and prevailing norms. (Jan & Hashim, 2014)). Performance can defined as level success somebody or group in reach objective organization , which is measured based on quality and quantity results work(Santika et al., 2021), (Daspar, 2020).Draft performance employee can measured through a number of aspect namely consisting of a) working volume that is volume of work that can be completed in term time has set, b) productivity work that is success employee in fulfil standard quality that has been determined, c) control work that is employee have relevant skills and competencies with work, d) Power create that is employee ownInitiative in develop creative ideas For overcome problem,e) able to cooperate that is employee capable build good relationship with colleague work, f) reliability namely employee capable for reliable in fulfil deadline time, g) proactivity in take initiative and responsibility answer new, h) character personal that is quality personal which includes leadership, integrity, and interpersonal skills. (Vuong & Nguyen, 2022), (Ismail et al., 2015)and (Ngo et al., 2019).

3. Data and Method

Study This including study qualitative with method study literature for analyze related research with theme contribution training work, work motivation and Work Ethic in increase performance employees. In data collection in the study literature This originate from various journal, with a total of 8 articles published between 2019 and 2024, as relevant with title study this. Process in analyzing data begins from gather a number of related articles with theme that is contribution training work, work motivation and work ethic in increase performance employee. Stage furthermore that is analysis articles that have been elected, with focus on methodology research, results research and analysis critical research. Then, the researcher induces results study from a number of articles that have been determined previously from prospects study upcoming. Stages complete, started from identify beginning until with withdrawal conclusion, depicted in figure 1.

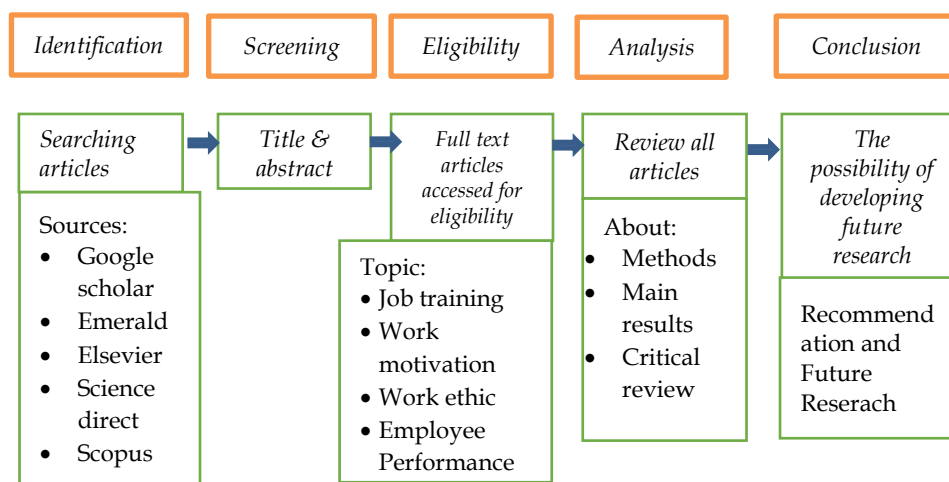


Figure 1. Analysis Articles (Vemberi et al., 2024)

There are several important reasons for using a methodology such as the diagram above: by

following structured steps, the review process becomes more objective and reduces bias in the selection of sources. Other studies can repeat the same process and get similar results, increasing the credibility of the study. By following systematic steps, the results of the review will be more accurate and reliable. A systematic review can make a significant contribution to the field of science being studied. And the results of the review can be the basis for designing further research.

4. Results

Following prism flow diagram, where this diagram summarizes the screening process visually. This diagram at first take notes amount articles found, then create a selection process become transparent with report decisions made at various stage review systematic. Number article recorded on various stage. When writer exclude article at stage text complete, important for include reason exceptions.

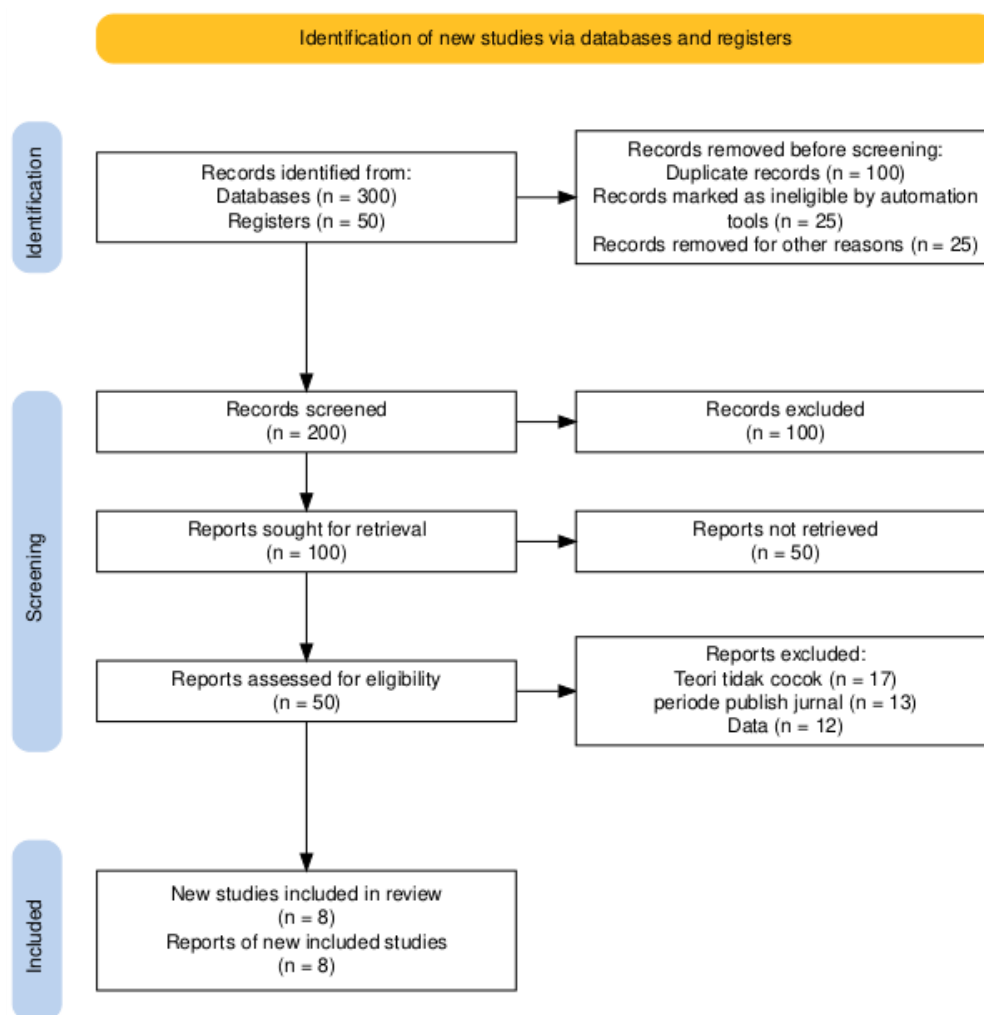


Figure2. Prisma Flow Diagram(Haddaway et al., 2022)

Figure 2 shows that the data obtained was 300 articles and from other references a total of 50 papers. After carrying out analysis and sorting, in this research article the number of articles used was 8 journals. The eight articles are presented in table 1 below.

Table 1. Article Review Based on Prisma Flow Diagram

No	Author and Title	Method	Results	Contribution to this Study
1	Sapada et al., (2017) , The influence of organizational culture and work ethic on job satisfaction and employee performance	Study This use Structural equation modeling (SEM) as test equipment.	That culture organization and work ethics proven increase perception satisfaction employee performance. Culture good organization and perception satisfaction employee performance proven increase performance employees. However, the results study shows that ethics different work in practice no capable increase performance employees. Perception satisfaction employee performance proven can play a role as variable intermediary in explain influence culture organization and work ethic to employee performance.	The interaction between organizational culture and work ethic significantly influences job satisfaction and employee performance. A positive organizational culture that fosters collaboration, trust, and accountability can enhance job satisfaction and inspire employees to perform at their best. Similarly, a strong individual work ethic leads to higher personal performance, which contributes to overall organizational success. Together, they create a virtuous cycle that benefits both employees and the organization, resulting in greater productivity, satisfaction, and long-term success.
2	Mubarok & Darmawan, (2019) , The Influence of Training,	Data collection was conducted using a questionnaire. The research	Research result show that training own significant influence to communicatio, but	This study has opened the door to various possibilities for further research

	Motivation, and Work Ethics on the Internal Communication and Their Impact on the Employee Performance	data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach.	no significant to performance. Motivation own significant influence to internal communication and performance employee. Work ethics own significant influence to communication, but no significant to performance. While that, internal communication has significant influence to performance. In additions that, training, motivation, ethics work, and internal communication simultaneous own significant influence to performance. Training, motivation, and work ethics in a way simultaneous also has an effect significant to performance.	that can make significant contributions to the field of human resource management and organizational communication. However, in this study, a more comprehensive understanding of the factors that influence employee performance can be obtained and more effective strategies can be developed to improve organizational performance.
3	Ferine (2020) ,The Influence of Training, Work Motivation and Organizational Culture on Employee Performance of PT. Sumber Alfaria Trijaya, Tbk Medan Branch	This type of research was conducted with a quantitative and explanatory approach with a sample population of 94 respondents. Based on the results of testing with data analysis using the SPSS version 24 application through t-test and F-test analysis and multiple linear	Research result show that training, work motivation and culture organization own significant influence to performance employee, good in a way partial and alsosimultans. Level of influence training, work motivation and culture organization to performance employee is by 67.5%.	Research findings consistently demonstrate a positive correlation between training, work motivation, organizational and increased employee to performance.

		regression methods.		
4	Ariprabowo et al., (2021) , Role Motivation, Work Discipline and Training in Increase Performance Employee	Sample in study This is 89 employees operational. And use technique Probability Sampling method type of Random Sampling. Data collection in research This use questionnaire and interview	The results of this study concluded that the results of testing motivation, work discipline and training simultans have a significant effect on performance. The results of partial testing Motivation has a significant effect on performance, work discipline also has a significant effect on performance and training also has a significant effect on performance.	This research provides a contribution, namely adding references on job training and work ethic in improving performance.
5	Setiawan et al., (2021) , Influence Work Ethics and Training Employee to Performance Employees and Quality Services at PT XL Axiata Riau	Study this use method quantitative. The type of data used in study This is primary data, which means that the data obtained directly by the respondent. In study This distribution questionnaire as many as 83 respondents.	Variables competence employee, satisfaction work influential to performance. However culture organization and work motivation no have influence to performance employee.	Research findings consistently demonstrate a positive correlation between job training, work ethics, and increased employee to performance.
6	Wardhani, (2022) , Influence Job Training, Motivation, and Work Ethic to Workforce Performance	Study take sample with criteria that have been determined as many as 51 respondents have carry out activity training, with technique taking sample using purposive sampling.	In generally partial job training influential significant to performance power working at UD. SemanggiMas Sejahtera. By partial motivation influential significant to performance employee at UD. Semanggi Mas Sejahtera. By partial work ethic	Research suggests that by providing adequate job training and fostering a motivated workforce, organizations can significantly improve their employees' productivity levels.

			influential significant to performance power works at UD. Semanggi Mas Sejahtera. By simultaneous job training, motivation, and work ethic influential significant to performance power working at UD. Semanggi Mas Sejahtera	
7	Suhardi et al., (2023) , The Influence of Training Programs and Motivation on Employee Work Productivity	The method used in this research is descriptive and verification.	There is a significant influence between training programs and motivation, employee work productivity. Partially the results of the study show that the training program influence on employee performance and motivation influences employees productivity.	Research provides an understanding that job training and motivation can increase work productivity.
8	Cik et al., (2024) , Influence Compensation, Motivation and Work Ethic To Performance Employee Directorate General Right Basic Man Ministry of Law and Human Rights Basic Man Republic of Indonesia South Jakarta	Type study This is quantitative, with method data analysis using method analysis descriptive and inferential. While tool analysis the data use multiple linear regression. The data used is primary data obtained through questionnaire closed given to	Research result prove that compensation, motivation and work ethic influential in a way partial and significant to performance employee. It means performance employee will increase if compensation, motivation and work ethic employee improved.	Research provides an understanding that motivation can be in the form of compensation given and supported by a good work ethic.

100
respondents
assisted with
use Spss
program
application
version 23.0.

Sources: Secondary Data Processed, 2024

5. Discussion

Based on results in -depth investigation from table 1 above show that there are 8 articles that are special discuss about job training, work motivation and work ethic in increase performance employee. Article study This expected give contribution beginning for development knowledge in his field, both for circles academics and also practitioner.

Analysis This involving 8 articles obtained from various scientific databases leading for example start from Google Scholar, Emerald data, to indexed ones scopus. Referring to table 1, the researcher determines 8 articles research and conduct classification systematic against study based on authorship, title, methodology research, results research and review critical.

Table 1 is summary comprehensive from various study previously relevant with topic wetting. As for topic this covering job training, work motivation and work ethic in increase performance employee with year study from 2019 to 2024. Based on focus research, findings show that job training, work motivation, and work ethic can increase performance employee. Analysis study includes 8 articles study use method quantitative, no there is qualitative and also method mixed. However article study published in english that can considered, but for work books and in the form of magazine no considered.

Number of article study previously in table 1 shows results that job training have me contribution increase performance employee. Work motivation have influence to increasing performance employees and Work Ethic also has impact positive in increase performance employee. The result this research that job training is an important aspect in developing human resources in a company. Through training, employees are given the opportunity to improve their skills and motivation, which in turn will help them understand the tasks and responsibilities that must be completed. Each individual has different motivations and skills, so it is important for companies to provide training that suits the needs of each employee. Work ethic is also a key factor in individual and organizational success. A good work ethic reflects the enthusiasm and dedication of employees in carrying out their duties. Therefore, companies need to create a work culture that motivates employees to excel. Success in the world of work depends not only on technical skills, but also on attitude, mindset and psychological motivation. in other words, companies or organizations must pay attention to the importance of training for employees. how to be more motivated in working and have a high work ethic in working.

6. Conclusion

Study This give valuable contribution with serve review comprehensive about contribution job training, work motivation and work ethic in increase performance employees who have not Once other researchers did study this. Research results this can made into reference for future research, especially in identify and analyze relevant issues. Research previously show matter that, job training, work motivation and work ethic can increase performance employee. Complexity problem This reflected from various research that shows existence a number of interrelated factors interact. Factors that influence performance employee like personality, work environment, leadership, culture organization, welfare, and burden work. Besides that,

there is diverse choice methodology that can applied in study This includes use approach qualitative, quantitative, or combination both of them, and election sample study relevant. Contribution article this located at the opening room for study more continue. Researcher can do exploration more in to Topic This with different approaches, so that produce original findings. Therefore job training is an important aspect in developing human resources in a company. Through training, employees are given the opportunity to improve their skills and motivation, which in turn will help them understand the tasks and responsibilities that must be completed. Each individual has different motivations and skills, so it is important for companies to provide training that suits the needs of each employee. Work ethic is also a key factor in individual and organizational success. A good work ethic reflects the enthusiasm and dedication of employees in carrying out their duties. Therefore, companies need to create a work culture that motivates employees to excel. Success in the world of work depends not only on technical skills, but also on attitude, mindset and psychological motivation. in other words, companies or organizations must pay attention to the importance of training for employees. how to be more motivated in working and have a high work ethic in working.

The method used in this article is only focused on the analysis of previous research. Therefore, there is potential for further research study development. The method used in this article is only focused on the analysis of previous research. Therefore, there is potential for further research study development.

Limitations and avenue for future research

This article has limitations because it is only a literature review. Further research can enrich understanding by empirically testing how variables such as job training, work motivation, and work ethic improve performance. This can be done by collecting field data and analyzing it statistically. This research opens up opportunities for more in-depth research. By designing quantitative research, we can directly test the relationship between job training, work motivation, work ethic and performance. Empirical data collection and statistical analysis will provide stronger evidence regarding the influence of these variables. Although this research provides a good theoretical foundation, empirical research is still needed to directly test the proposed hypotheses. Thus, we can make a more significant contribution to the literature related to the influence of group dynamics on the quality of decision making.

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