

**ANALYSIS OF THE EFFECT OF TRAINING ON THE PERFORMANCE OF
GENERATION Z EMPLOYEES IN THE VUCA ERA (VOLATILITY,
UNCERTAINTY, COMPLEXITY, AND AMBIGUITY)**

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Abstract: *This study aims to examine and analyze the Effect of Training on the Performance of Generation Z Employees in the Vuca Era (Volatility, Uncertainty, Complexity, and Ambiguity). The method used in this study is a quantitative associative approach. This research was conducted at PT Pilar Pualam Surabaya. The sample in this study amounted to 68 people with a sampling technique that is purposive sampling. Data collection techniques through observation, questionnaires (questionnaire), interviews, and literature. The questionnaire used has been tested for validity and reliability. The data analysis technique used is a simple regression analysis technique with the help of statistical software SPSS version 24. The results of this study show that training has an effect on the performance of Generation Z employees in the Vuca Era (Volatility, Uncertainty, Complexity, and Ambiguity). The results of this study mean that to improve the performance of Generation Z employees in the Vuca Era, companies need to conduct training that can support employees' professionalism.*

Keywords: *Training, employee performance, generation Z, VUCA (Volatility, Uncertainty, Complexity, and Ambiguity)*

1. Introduction

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Abdullah, 2014). In addition, performance is the level of success or a person against the whole during a certain period in carrying out the task compared to various possibilities, such as targets or targets or criteria, certain standards of work that have been determined in advance and have been mutually agreed upon (Rivai, 2005). By conducting training, employees can have the knowledge, abilities, and skills in accordance with the work they do.

According to (Sedarmayanti, & Haryanto, 2017), the factors that influence performance include: 1) Attitude and mentality (work motivation, work discipline, and work ethic), 2) Education, 3) Skills, 4) Leadership management, 5) Income level, 6) Salary and health, 7) Social security, 8) Work climate, and 9) Facilities and infrastructure. While the employee indicators include the quality of work, how well an employee does what should be done, 2) Quantity of work, how long an employee works in one day. This work quantity can be seen from the work speed of each employee, 3) Task execution, how far the employee is able to carry out his work accurately or without errors, and 4) Responsibility, awareness of the obligation to do work accurately or without errors. .

One of the factors that affect employee performance is training. Training is a short-term educational process using systematic and organized procedures, so that operational employees learn knowledge of working techniques and skills for specific purposes (Santoso, 2010).

Training is very important for companies, there are several impacts that may arise if the company chooses not to do employee job training: 1) Employees often make mistakes in doing their jobs, 2) Employee work results do not meet company work standards, 3) Dissatisfaction arises employees and companies that result in badmouthing each other, 3) Lack of knowledge in using technology in the company, 4) Work productivity tends to be constant, or even decreases, and 5) Loyalty to the company tends to be low (Denby, 2010).

Generation Z was born between 1995 and 2012 (Stillman, 2018). This generation is a generation that was born and grew up at a time when digital technology is developing rapidly. You could say technology has started to become a part of everyday life, therefore generation Z is a digital native generation who grew up and grew up with technology. Since childhood, Generation Z has been familiar with sophisticated devices, for example smart phones. According to Miryam A. Sigarlaki, a psychologist, it would be good if the previous generation (parents, grandparents) could place themselves as friends in building communication links, especially when giving criticism and suggestions (Husna, 2018). The need for a place for the young members of Generation Z to accommodate all kinds of messages and communication is very important. When a person feels able and able to understand and accept others is one of the important factors for establishing a relationship, other people can grow, develop, and make changes that are constructive, psychologically healthier, more creative and productive (Thomas Gordon, 1993). Therefore, the role of parents to become a place to devote all forms of messages and communication for children will become children who have a place. Don't let it be just because parents don't want to listen to their children's complaints so that children look for other places of escape, such as uploading all messages and complaints on social networks.

VUCA is a combination of Volatility, Uncertainty, Complexity, and Ambiguity. The term emerged in the 1990s and was popularized by the United State Army War College after the cold war. Volatility in VUCA is unstable, fast-changing, and disorganized. Volatile describes situations that often occur quickly and have a large impact. The second category leads to uncertainty that occurs, so that it becomes a threat to business, if it continues to be ignored. Complex in the VUCA world is a situation that has many parts and variables and is interconnected. Some information is readily available or predictable. Finally, ambiguity is a situation without a clear cause and effect relationship or known to be ambiguous. This challenge was unexpected because it was unprecedented (Mack, Khare, Krämer, & Burgartz, 2015).

Research on the effect of training on performance has been carried out by many previous researchers including research (Safitri, 2019; Yulianti, 2015; Anggereni, 2018; Aditya, Utami, & Ruhana, 2015; Subroto, 2018; Elizar, & Tanjung, 2018). Based on the background of the importance of training and previous studies that have been described by the authors above, the authors are interested in conducting research on the Analysis of the Effect of Training on the Performance of Generation Z Employees in the Vuca Era (Volatility, Uncertainty, Complexity, and Ambiguity). The purpose of this study was to examine and analyze the Effect of Training on the Performance of Generation Z Employees in the Vuca Era (Volatility, Uncertainty, Complexity, and Ambiguity).

2. Research Method

The method used in this study is a quantitative associative approach. This research was conducted at PT Pilar Pualam Surabaya. The sample in this study amounted to 68 people with a sampling technique that is purposive sampling. Data collection techniques through observation, questionnaires (questionnaire), interviews, and literature. The questionnaire used has been tested

for validity and reliability. The data analysis technique used is a simple regression analysis technique with the help of SPSS statistical software version 24.

3. Results and Discussion

3.1. Results

Validity Test Results

The validity test was conducted to determine the extent to which the questionnaire used was truly valid to measure the variables and respondents who answered according to the sample criteria in quantitative research. The analysis of this validity test uses Correlated-Item Total Correlation with a minimum correlation limit of 0.30. This validity test was conducted on 50 respondents with 10 statements for the training variable and 10 statements for the performance variable. Based on the results of the analysis, all variables are valid with a correlation of more than 0.30. This means that all statements in the variables both training and performance variables can be used for research.

Reliability Test Results

Reliability test is a measure that shows the consistency of the measuring instrument in measuring the same symptoms on other occasions. The reliability of a variable construct is said to be good if it has a Cronbach's alpha value above 0.60. Because the questionnaire is declared reliable if it has an alpha coefficient value greater than 0.60. The following are the results of the reliability test:

Table 1.
Reliability Test Results

Cronbach's Alpha	N of Items
.925	20

Source: Data Processing, 2022

Simple Linear Regression

Simple linear regression aims to determine and analyze how far the variables that affect employee performance can use a simple linear regression model, which is the dependent variable of Employee Performance (Y) while the independent variable is Training (X).

Table 2.

Results of Simple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1 (Constant)	1.305	.415		3.155	.000
X	.605	.095	.665	6.165	.000

a. Dependent Variable: Y

Source: Data Processing, 2022

Correlation coefficient

This coefficient shows how big the relationship between Training (X1) and Employee Performance (Y). The value of R ranges from 0 to 1, the closer to 1 means the stronger the relationship, otherwise the closer to 0 the weaker the relationship.

Table 3.
Results of Model Correlation Coefficient Testing

Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665 ^a	.445	.435	.30275

a. Predictors: (Constant), X

Source: Data Processing, 2022

Coefficient of Determination

The coefficient of determination aims to find out how much the ability of the independent variable to explain the dependent variable. In the SPSS output, the coefficient of determination is located in the Model Summary table and is written R square. The value of R square is said to be good if it is above the value of 0.05 because the value of R square ranges from 0 to 1.

Table 4.
Results of the Coefficient of Determination Test (R²)

Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665 ^a	.445	.435	.30275

a. Predictors: (Constant), X

Source: Data Processing, 2022

3.2. Discussion

Based on the results of data processing, it is known that the training variable has a significant effect on the performance of Generation Z employees in the Vuca Era. This can be seen from the simple linear regression value of 0.605 with a correlation coefficient (R) of 0.665 in the category of having a strong relationship between training on employee performance, and the coefficient of determination of 44.5% which means that the training variable has an influence of 44.5 % of the performance variable of Generation Z employees in the Vuca Era, the remaining 55.5% is determined or explained by other variables not included in the study.

The results of this study are in line with the training theory proposed by Gary Dessler, namely the process of teaching new or existing employees the basic skills they need to carry out their jobs (Gary Dessler, 1997). According to Dessler (2012) there are five steps in the training process, namely analyzing training needs, designing the entire training program, developing, compiling, and making training materials, implementing or implementing training programs and assessing and evaluating the effectiveness of the materials. While the training steps include 1) Analyzing training needs, 2) Designing the entire training program, 3) Developing, compiling and creating training materials, 4) Implementing or implementing training programs, and 5) Assessing or evaluating the effectiveness of the materials (Dessler, 2013).

VUCA stands for Volatility, Uncertainty, Complexity, and Ambiguity. In essence, the VUCA world means the world we live in today, where change is very fast, unpredictable, influenced by many factors that are difficult to control, and truth and reality become very subjective (Mohanta, Nanda, & Patnaik, 2020). This VUCA situation is of course a challenge for the field of Human Resources management to prepare productive and competitive human beings. One way that can be done is by providing training, especially for generation Z who are currently very easy to give up and give up and everything is instantaneous (Aribowo, & Wirapraja, 2018). With training, Generation Z employees will gain knowledge, skills and attitudes (Suhandiah, Sudarmaningtyas, & Ayuningtyas, 2019).

The results of this study are in line with previous research which also discussed the effect of training on employee performance. Safitri's research (2019) explains that training has an effect on employee performance. Furthermore, Yulianti's research (2015) suggests that training has an effect on employee performance at Grand Fatma Hotel in Tenggara Kutai Kartanegara. In addition, Anggereni's research, N (2018), explains that training has an effect on employee performance at the Village Credit Institution (LPD) of Buleleng Regency.

4. Conclusion

Based on the results of data collection and processing about The Effect of Training on the Performance of Generation Z Employees in the Vuca Era (Volatility, Uncertainty, Complexity, and Ambiguity) , it can be concluded that Training has an effect on the Performance of Generation Z Employees in the Vuca Era (Volatility, Uncertainty, Complexity, and Ambiguity). These results explain that to improve the performance of Generation Z employees in the Vuca Era, companies need to conduct training that can support employees' professionalism. Training is very important for improving employee performance because training can provide knowledge, skills and attitudes, especially for Generation Z employees.

Based on the conclusions about the Effect of Training on the Performance of Generation Z Employees in the Vuca Era (Volatility, Uncertainty, Complexity, and Ambiguity) , the authors' recommendations in this study are 1) For companies, companies should maintain and improve the quality of employee training programs by presenting speakers from competent external parties or provide training such as Interpersonal and Problem Solving Training so that employee performance increases, and 2) For employees, it is better for employees to follow each training process well and absorb what is given during training, not just follow it.

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