

The Effect of Human Resource Training & Development Towards editorial Staffs Performance (A Case Study at JAWA Pos National Daily Newspaper Publishing Company Surabaya Sector Located in the Eastern Java of Indonesia)

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Abstract-The purpose of this research is to analyze the effects of training and development on employee performance, using the National Daily Newspaper Publishing Company Surabaya Sector located in the Eastern Java of Indonesia which is the Jawa Pos as case study. A quantitative research approach of the data collection was adopted. The data used in this research is primary data using interviews and questionnaires comprising of 33 questions distributed to 71 respondents. Analysis tools to test the hypothesis is descriptive statistical analysis, classical assumption test (normality test, autocorrelation test, multicollinearity test, and heteroscedasticity test), multiple linear regression analysis, and hypothesis testing (t test and coefficient of determination) using SPSS version 23 with 0.05 significance. The results of the data analysis shows that: HR training have a low effect on employee performance, HR development have a positive and significant effect on employee performance, HR training and development have a joint positive and significant effect on employee performance indicates that the intensity or direct effect of HR training and development on employee performance is 54% so the remaining 46% is explained outside of this study.

Keywords: Training, Development, Employee Performance, Jawa Pos Daily Newspaper Publishing Company Surabaya Sector.

Introduction

Business is now global in scope, a reality that has dramatically changed the HR profession. Globalization, cultural diversities, outsourcing, mergers and acquisitions continue to challenge HR departments (Mathis, Jackson, & Valentine, 2017, pp. xxiv-xxv). The global competition caused by these dramatic changes from the past decades is affecting all types of organizations wherein managing human resources with different cultures, economics, politics and legal systems imposed several challenges.

However, when properly implemented, HR management brings improvements and high performance working system that will increase organizational effectiveness. This system involves the right or appropriate HR training and development in working or producing something by not wasting any time, effort, and costs. Individuals who master several skills well with a high-performance level through effective HR training and development are highly valued, and they will be retained as the company asset which is the focused of this study.

Human Resource Management (HRM) is a policy and practice of determining "human" aspects or human resources in management positions, including recruitment, selection, training, rewarding, and evaluating (Dessler, 2009, pp. 4-5). The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations (Sharmachd, 2011, p. 3).

What is now called human resource management has evolved a great deal since its beginning around the year 1900. "Personal departments," as they came to be called, became concerned with the legal implications of policies and procedures affecting employees. In the 1990s, globalization and competition required human resource departments to become more concerned with costs, planning, and the implications of various HR strategies for both organizations and their employees (Haseeb et al., 2020).

HR may also advise the CEO or chairman of the board as he or she works to fill vacancies among executives and directors. Rising concerns over corporate scandals and unethical behaviour are also encouraging HR professionals to get more involved in training and development programs that increase ethics, compliance, performance and social responsibility. (Mathis, Jackson, & Valentine, 2017, p. 5).

In simple sense, Human Resource Management is designing formal systems in an organization to manage human talent for accomplishing organizational goals. Whether you work in a big company with 10, 000 employees or a small non-profit organization with 10 employees, employees must be recruited, selected, trained, developed, managed and retained.

Training is the process whereby people acquire capabilities to perform jobs. Training provides employees with specific, identifiable knowledge and skills for use in their present jobs. Training is a process where people get the capability to help achieve organizational goals(Mathis, Jackson, & Valentine, 2017, p. 300).

According to Sulijun(2017, pp. 6-7), training involves a process of providing KSAs (Knowledge, skills, abilities, and others) specific to a particular task or job. In other words, training improves a certain mastery of a degree, detailed and regularity for the current job been provided by the company. Training has become so prominent in many global companies because it is seen as a worthwhile investment. Companies in Indonesia also have adopted training as a way to improve their employee performances and retain them.

In addition, managers must have training and development to improve their leadership skills and abilities. Development represents efforts to improve the ability of employees to handle a variety of tasks and to improve capabilities beyond the capabilities required by the current job(Mathis, Jackson, & Valentine, 2017, p. 339).

Development according to Sulijun (2017, pp. 8-9) says that developmental activities, in contrast, have a longer-term focus on preparing for future responsibilities, while increasing the capacities of employees to perform their current jobs. So unlike training, developing human resources has a long-term perspective to increase knowledge, abilities, attitudes and personality traits in the long run so that it becomes an effective and efficient work culture to handle certain job responsibilities.

Development differs from training. It is possible to train people to answer customer service questions, drive a truck, enter data in a computer system, set up a drill press, or assemble a television. However, development in areas such as judgment, responsibility, decision making, and communication presents a bigger challenge. These areas may or may not develop through ordinary life experiences of individuals. A planned system of development experiences for all employees, not just managers, can help expand the overall level of capabilities in an organization. Usually, career development efforts are targeted by managerial personnel to look beyond their current work and to prepare themselves to face various jobs in the future in the organizations. Career is a series of positions that are related to the work someone occupies throughout his life(Mathis, Jackson, & Valentine, 2017, p. 346).

Performance is understood as achievement of the organization in relation with its set goals. It includes outcomes achieved, or accomplished through contribution of individuals or teams to the organization's strategic goals. The term performance encompasses economic as well as behavioral outcomes (Sasirekha, 2017, p. 1).

As Afshan et al. defined in a previous research related to this study entitled (Impact of Training on Employee Performance: a Study of Telecommunication Sector in Pakistan, 2012)performance as the impact or achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers. So employee performance can be defined as the outcome or contribution of employees to make them attain goals while performance may be used to define what an organization has accomplished with respect to the process, results, relevance and success.

This chapter is divided into six sections, which will give the reader a comprehensive overview of the study. The first section presents the subject matter by presenting the background of the study. This will be followed by the statement of the research problem, scope and limitations, objectives and then its benefits. Finally, the last section presents an overview of the progress of the rest of the study.

Problem Statement

Based on the background of the study above, the aim of the study is to examine the effects of HR Training and Development on editorial staff's performance within Jawa Pos National Daily Newspaper Publishing Company located in the Eastern Java of Indonesia. The statement of the problem is formulated as follows:

- a. How does HR training affect editorial staff performance?
- b. How does HR development affect Editorial Staff performance?
- a. How does HR training and development conjointly affect editorial staff performance of editorial department in Jawa Pos Surabaya Sector?

Structure of the Study

Introduction the first chapter. This chapter described the background study of the problem or problem statement, the scope and limitation of the problem, the formulation of the problem, the purpose of the research, the benefits of the research and the systematic research or the structure of the study.

Literature Review, Conceptual Framework and Hypothesis is the second chapter. This chapter sets forth a theory about the definition of Human Resource Management, HR Training and Development, understanding and identifying the effects of HR Training and Development as variables on employee performance. And the conceptual framework and hypothesis of this study.

Research Methodology the third chapter. This chapter describe the type and design of the research study, research population, sample, sample size and sampling method, location and time durations of research, research framework, research variables and definitions of operations, learning methods for data collection, management methods and data analysis.

Research Results and Discussion is the forth chapter of this paper. In this chapter, it described the description of the research location, identified the trainin and development programs used in the department, the sample egharakteristics, description of the research results and finally the data analysis.

The last chapter is followed by Conclusion and Recommendations that discussed all the summary of the findings and a few suggestions is used.

Review of Related Literature

HR Management

As a field, human resource management is undergoing significant transformation. Human resource (HR) management is designing management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals. Whether employees are in a big company with thousands of jobs or a small nonprofit agency, managing people in an organization is about more than simply administering a pay program, designing training, or avoiding lawsuits. Productive, creative people working in flexible, effective organizations that provide rewarding work for individuals is important for all managers, not just those in HR departments. People in organizations can be a core competency. Human Resource Management (HRM) is a policy and practice of determining "human" aspects or human resources in management positions, including recruitment, selection, training, rewarding, and evaluating (Dessler, 2009, pp. 4-5). The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations (Sharmachd, 2011, p. 3). In simple sense, HRM means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirement.

HR Management Functions

HR management involves designing the formal systems that are used to manage people in an organization. Usually, both HR managers and line managers provide input into the policies, regulations, and rules that guide HR matters. (Mathis, Jackson, & Valentine, 2017, pp. 15-17). In relation to the global changes, previous research studies focus such as (Nassazi, 2013) used Briscoe's (1995, p. 19) core HRM functions namely staffing, training and development, performance appraisal, compensation and benefits, and finally union and employee relations and health and safety which is the old model (see Figure 2.1 below).



(Briscoe, 1995, p. 19)

Figure 2.1. Human Resource Management Functions and their Corresponding Activities

However, what is now called human resource management has evolved a great deal since its beginning around the year 1900. Grouping the areas for which HR typically creates formal systems yields seven interlocking functions (Mathis, Jackson, & Valentine, 2017, pp. 15-17). In each organization, these functions are carried out in that firms' unique format that is influenced by external forces are global, environmental, cultural/ geographical, political, social, legal, economic, and technological in nature. The seven HR functions can be visualized as follows:



Figure 2.2. HR Management Functions

a. (Mathis, Jackson, & Valentine, Human Resource Management 15th Edition, 2017, pp. 185-186)

HR Training

Training is the process whereby people acquire capabilities to perform jobs. Training provides employees with specific, identifiable knowledge and skills for use in their present jobs. Organizational training may include teaching of "hard" skills, such as teaching sales representatives how to use intranet resources, a branch manager how to review an income statement, or a machinist apprentice how to set up a drill press. "Soft" skills are critical in many instances and can be taught as well. These skills may include communicating, mentoring, managing a meeting, and working as part of a team.

HR Development

Development differs from training. It is possible to train people to answer customer service questions, drive a truck, enter data in a computer system, set up a drill press, or assemble a television. However, development in areas such as judgment, responsibility, decision making, and communication presents a bigger challenge. These areas may or may not develop through ordinary life experiences of individuals. Development represents efforts to improve employees' abilities to handle a variety of assignments and to cultivate employees' capabilities beyond those required by the current job.

Difference between Training and Development

In general, development differs from employee training. Development has a wider scope, more focused on the long-term general needs of the company, the results are indirect and can only be measured in the long term, and help employees prepare themselves for changes in their work that can be caused by new technology, job design, new customers or new product markets, while training is the opposite. (Sunyoto, 2012, p. 97). The summary can be seen in the following table.

Table 2.1: Comparison between Training and Development

Category	Training	Development
Focus	Current Needs	Future Needs
Use	Low	High
Objective	Preparation for current work	Preparation for change
Participation	Required	Voluntary

(Sunyoto, 2012)

Performance

Often performance management is confused with one of its key components – performance appraisal. Performance management is a series of activities designed to ensure that the organization gets the performance it needs from its employees. Performance appraisal is the process of determining how well employees do their jobs relative to a standard and communicating that information to them. Performance is understood as achievement of the organization in relation with its set goals. It includes outcomes achieved/accomplished through contribution of individuals or teams to the organization’s strategic goals. The term performance encompasses economic as well as behavioral outcomes (Sasirekha, 2017, p. 1).

Research Methodology

Type and Research Design

There are different types of research methods that could be used when doing research. The methods include: qualitative & quantitative research, and a mixture of both qualitative and quantitative research (Grønhaug & Ghauri, 2010, p. 109).

Quantitative research is based on the measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity. Qualitative research, on the other hand, is concerned with qualitative phenomenon, i.e., phenomena relating to or involving quality or kind (Kothari & Garg, 2017, p. 5).

The above description of the types of research brings to light the fact that there are two basic approaches to research, viz., quantitative approach and the qualitative approach. The former involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion. This approach can be further sub-classified into inferential, experimental and simulation approaches to research.

In order to answer the study questions, this study will adopt the quantitative research approach. In this kind of a research, structured interviews and questionnaires can be used.

Population of the Study

Population is all members of a group of humans, animals, events, or objects that live together in one place and planned to become the target of conclusions from the final results of a study. (Sukardi, 2010, p. 53). The population of this study is all permanent employees who work at the Editorial Department of Jawa Pos National Daily Newspaper Surabaya Sector in Indonesia, with the total population of 239 employees.

Method of the Data Collection

In this study, the data collection method used is survey techniques through questionnaire distribution. According to Sugiyono (2014, p. 199), a questionnaire is a technique of data collection conducted by giving a set of questions or written statements to the respondent to answer.

Data Sources

There are two common types of data collection, primary and secondary data. Primary data is data collected directly from first-hand experience while secondary data is data that refers to information collected from existing sources such as company records or documentation, government publications, industry analysis by media, websites, and the internet and so on. The primary source of data is applied in this study such as questionnaires and interviews.

Data Analysis

Data analysis in this study uses a quantitative approach that is expressed by numbers, so that the calculations use statistical methods assisted by statistical data processing programs or better known as SPSS version 23. The analytical tool used is descriptive statistical analysis, classical assumption test (normality test, autocorrelation,

multicollinearity test, and heterocedasticity test), multiple linear regression analysis, and hypothesis testing (t test and coefficient of determination).

Research Results and Discussion

Description of Research Results

Based on the results of the research conducted on 71 respondents through questionnaire distribution, to get the tendency of respondent answers to the questions of each variable will be based on the range of answer scores as shown in the table below.

Descriptive research variable aims to interpret the frequency of respondent's perception from the data collected. In this study respondent's answers were categorized in five categories using the Likert scale. To give an empirical research interpretation for the variables, this research adopts the principle of weighting proposed by Arikunto (2016). The weighing average value or scores of the obtained respondent's answers are classified into the scale range of the value categories presented in table 4.2 below.

Table 4.1: Category of the Average Scores of Respondent

NO	Average Score of the Answer	Interpretation	Score value	Interval Determination
1	1.00 – 1.80	Strongly disagree / not good enough	1	$I = \frac{Cl_{max} - cl}{N}$ $I = \frac{5 - 1}{5}$ Definition: I = Interval Cl = Class limit N = Number of classes
2	1.81 – 2.61	Disagree / not good	2	
3	2.62 – 3.40	Fair enough / good enough	3	
4	3.41 – 4.21	Agree / Good	4	
5	4.22 – 5.00	Strongly agree / very good	5	

Description of Training Variable (X1)

Training is measured by 3 indicators, where each respondent's perceptions can be described as follows:

Table 4. 1: Description of Training

Variable Indicators	Item	Score												Average	Category
		SA		A		SA+A		FE		D		SD			
		F	%	F	%	F	%	F	%	F	%	F	%		
Employee Participation	X1.1	16	22.5	49	69.0	65	91.5	6	8.5	0	0	0	0	4.14	Good
	X1.2	23	32.4	40	56.3	63	88.7	7	9.9	1	1.4	0	0	4.19	Good
	X1.3	17	23.9	39	54.9	56	78.9	12	16.9	3	4.2	0	0	3.98	Good
						88.7%		Average of Indicator					4.10	Good	
Employee Change	X1.4	17	23.9	40	56.3	57	80.3	13	18.3	1	1.4	0	0	4.02	Good
	X1.5	25	35.2	34	47.9	59	83.1	12	16.9	0	0	0	0	4.18	Good
	X1.6	19	26.8	36	50.7	55	77.5	16	22.5	0	0	0	0	4.04	Good
						84.5%		Average of Indicator					4.08	Good	
Training Quality	X1.7	19	26.8	38	53.5	57	80.3	13	18.3	1	1.4	0	0	4.05	Good
	X1.8	29	40.8	30	42.3	59	83.1	12	16.9	0	0	0	0	4.23	V.Good
					87.3%		Average of Indicators					4.14	Good		
Variable Mean													4.11	Good	

Source: Prime Data disserted by SPSSversion 23 (2019)

Participation indicator (item X1.1) that answers strongly agree are 16 employees or 22.5% of respondents and respondents who answered agree are 49 employees or 69%. Respondents who answered neutral are 6 or 8.5%. This

shows that the majority of respondents agree that they have a high aspiration of attending training regularly. As for those who answered neutral or below indicates that there were still employees who lacked focus in participating in training, the organization needed to encourage employees to focus more on training activities.

Participation indicator (item X1.2) that answers strongly agree are 23 employees or 32.4% of respondents and respondents who answered agree are 40 employees or 56.3%. Respondents who answered neutral are 7 people or 9.9%. This shows that the majority of respondents agreed to attend training until completion. As for those who answered neutral or below, this indicates that there were still employees participating in the training only as a formality, the organization need to conduct a more interesting training so that employees would not get bored while attending training.

Participation indicator (item X1.3) that answers strongly agree are 17 employees or 23.9% of respondents and respondents who answered agree are 39 employees or 54.9%. Respondents who answered neutral are 12 people or 16.9%. This shows that the majority of respondents agree that employees are responsible for the success of the training. As for those who answered neutrally, this indicates that there were still employees who were less responsible for training, the organization needed to provide understanding to their employees so they will be more responsible in attending training.

Employee change indicator (item X1.4) that answers strongly agree are 17 employees or 23.9% of respondents and respondents who answered agree are 40 employees or 56.3%. Respondents who answered neutral are 13 people or 18.3%. This shows that the majority of respondents agreed that there is a change in their attitudes for better after attending the training. As for those who answered neutrally, this indicates that there were still employees who had not experienced changes in their attitude, the organization needed to evaluate the material provided so that in the future training, it could provide a better changes towards employees.

Employee change indicator (item X1.5) that answers strongly agree are 25 employees or 35.2% of respondents and respondents who answered agree are 34 employees or 47.9%. Respondents who answered neutral are 12 people or 16.9%. This shows that the majority of respondents agreed that they would support the training program to improve in the future. As for those who answered neutrally this indicates that there are still employees who did not root for the training, the organization needed to evaluate the training program, methods etc. in the training so that the employees would support and willing in taking part of the program in the future.

Training quality indicator (item X1.6) that answers strongly agree are 19 employees or 26.8% of respondents and respondents who answered agree are 36 employees or 50.7%. Respondents who answered neutral are 16 people or 22.5%. This shows that the majority of respondents agreed that the trainers mastered the material presented. As for those who answered neutrally this indicates that there were still employees who considered that the speaker or the trainer did not master the training material, the organization needed to evaluate the trainers so that the employees will be more eager in participating the training program.

Training quality indicator (item X1.7) that answers strongly agree are 19 employees or 26.8% of respondents and respondents who answered agree are 38 employees or 53.5%. Respondents who answered neutral are 13 people or 18.3%. This shows that the majority of respondents listened well to all the material provided. As for those who answered neutrally, this indicates that there were still employees who are not paying attention to any training material provided, therefore the organization needed to evaluate the training material so that the employees will be eager in participating in the training program.

Training quality indicator (item X1.8) that answers strongly agree are 29 employees or 40.8% of respondents and respondents who answered agree are 30 employees or 42.3%. Respondents who answered neutral are 12 people or 16.9%. This shows that the majority of respondents agreed that the trainers are experts. As for those who answered neutral, this indicates that there are still employees who consider that the training materials is not presented by experts.

Based on the results of employee perceptions, the training variable are categorized as good with an average value of 4.11 so it can be concluded that the training variable can be influenced by employee participation with a percentage of 88.7%, employee change with a percentage of 84.5%, and training quality 87.3% of the total respondents who agreed.

The item X1.8 on the employee training quality indicator is the highest average while the lowest average is on the item X1.3 on the employee participation indicator, thus it can be suggested to the company to evaluate and improve the training program in order to be able to provide understanding to their employees so they will be more responsible in attending training and also be able to provide a higher and effective training program.

Description of Development Variable (X2)

Development is measured by 4 indicators, where each respondent's perceptions can be described as follows:

Table 4. 3: Description of Development

Variable Indicators	Item	Score												Average	Category
		SA		A		SA+A		FE		D		SD			
		F	%	F	%	F	%	F	%	F	%	F	%		
Employee Achievement	X2.1	19	26.8	37	52.1	56	78.9	15	21.1	0	0	0	0	4.05	Good
	X2.2	13	18.3	37	52.1	50	70.4	21	29.6	0	0	0	0	3.89	Good
		\$7.3%						Average of Indicator						3.97	Good
Discipline	X2.3	19	26.8	38	53.5	57	80.3	9	12.7	5	7.0	0	0	4.00	Good
	X2.4	26	36.6	24	33.8	50	70.4	3	4.2	0	0	0	0	3.98	Good
			\$1.7%						Average of Indicator						3.99
Cooperation level	X2.5	11	15.5	45	63.4	56	78.9	14	19.7	1	1.4	0	0	3.92	Good
	X2.6	10	14.1	37	52.1	47	66.2	21	29.6	1	1.4	2	2.8	3.73	Good
	X2.7	11	15.5	42	59.2	53	74.5	17	23.9	1	1.4	0	0	3.88	Good
			\$0.3%						Average of Indicator						3.84
Employee initiative	X2.8	19	26.8	32	45.1	42	71.8	16	22.5	3	4.2	1	1.4	3.91	Good
	X2.9	5	7.0	46	64.8	51	71.8	20	28.2	0	0	0	0	3.78	Good
	X2.10	9	12.7	30	42.3	39	54.9	30	42.3	2	2.8	0	0	3.64	Good
		\$7.3%						Average of Indicators						3.78	Good
Variable Mean												3.90	Good		

Source: Prime Data disserted by SPSSversion 23 (2019)

In employee achievement indicator (item X2.1) in which respondents answer strongly agree are 19 employees or 26.8% of respondents and respondents who answered agree are 37 employees or 52.1%. Respondents who answered neutral are 15 employees or 21.1%. This shows that the majority of respondents agree that the ability of employees increases after attending development program. As for those who answered neutral or below, shows that there were still employees whose abilities are unstable and no improvement even after participating in the development program, so the department needed to evaluate each program carried out.

In employee achievement indicator (item X2.2) that answers strongly agree are 13 employees or 18.3% of respondents and respondents who answered agree are 37 employees or 52.1%. Respondents who answered neutral are 21 or 29.6%. This shows that the majority of respondents agree that there is an increase in working commitment after attending development program. As for those who answered neutral or below shows that employees are still committed to work.

In discipline indicator (item X2.3) that answers strongly agree are 19 employees or 26.8% of respondents and respondents who answered agree are 38 employees or 53.5%. Respondents who answered neutral are 9 or 12.7%. This shows that the majority of respondents agree that employees do not leave work outside the given office hours determined by the organization. As for those who answered neutral or below indicates that there are still employees who often leave work during office hours. The department needs to provide a comprehensive understanding for employees to remain committed in doing work.

In discipline indicator (item X2.4) that answers strongly agree are 26 employees or 36.6% of respondents and respondents who answered agree are 24 employees or 33.8%. Respondents who answered neutral are 18 or 25.4%. This shows that the majority of respondents agree that employees comply with all the rules and regulations of the organization. As for those who answered neutral or below indicates that there were still a small number of employees who are not obedient to the organization.

In cooperation level indicator (item X2.5) that answers strongly agree are 11 employees or 15.5% of respondents and respondents who answered agree are 45 employees or 63.4%. Respondents who answered neutral are 14 or 19.7%. This shows that the majority of respondents agree to build a good relationship with co-workers in order to develop their career plans in longer-terms. As for those who answered neutral or below indicates that there were still employees who lacked cooperative relationships with coworkers.

Cooperation level indicator (item X2.6) that answers strongly agree are 10 employees or 14.1% of respondents and respondents who answered agree are 37 employees or 52.1%. Respondents who answered neutral are 21 or 29.6%. This shows that the majority of respondents agree that building employee relationship with senior employees had an increase. As for those who answered neutral or below indicates that there were still employees who lacked good relationship with their superiors, the department as a mediator need to build good bond or relationship between superiors and subordinates.

Cooperation level indicator (item X2.7) that answers strongly agree are 11 employees or 15.5% of respondents and respondents who answered agree are 42 employees or 59.2%. Respondents who answered neutral are 17 or

23.9%. This shows that the majority of respondents agree that employee cooperation of team work is increasing. As for those who answered neutral or below indicates that there were still employees who were less cooperative in the team.

Employee initiative indicator (item X2.8) that answers strongly agree are 19 employees or 26.8% of respondents and respondents who answered agree are 32 employees or 45.1%. Respondents who answered neutral are 16 or 22.5%. This shows that the majority of respondents agree that employee initiatives in work are increasing. As for those who answered neutral or below indicates that the employees who are not loyal enough are not satisfied with the incentives given by the company.

Employee initiative indicator (item X2.9) that answers strongly agree are 5 employees or 7% of respondents and respondents who answered agree are 46 employees or 64.8%. Respondents who answered neutral are 20 or 28.2%. This shows that the majority of respondents agree that employee's decision making are done carefully. As for those who answered neutral or below indicates that there are still employees who are not sufficiently able to make decisions after attending development programs, so the department need to evaluate their staffs.

Employee initiative indicator (item X2.10) that answers strongly agree are 9 employees or 12.7% of respondents and respondents who answered agree are 30 employees or 42.3%. Respondents who answered neutral are 30 or 42.3%. This shows that the majority of respondents agree that employees always work with plans ahead of the job. As for those who answered neutral or below indicates that there were still employees who lacked the ability to develop work plans, the organization need to assist each employee in preparing work plans.

Based on the results of employee perceptions, the HR development variable are categorized as good with an average value of 3.90, so it can be concluded that the development variable can be influenced by employee achievement with 87.3% of the total respondents, discipline, level of cooperation with an average of 81.7%, and 80.3% of the total respondents who participated in the questionnaire who agreed.

The highest average is the item X2.1 on the employee achievement indicator while the lowest average is on the item X2.6 on the employee cooperation level indicator, thus it can be suggested to the company to build good bond and strong relationship between superiors and subordinates as a mediator.

Description of Employee Performance Variable (Y)

Employee performance is measured by 5 indicators, where each respondent's perceptions can be described as follows:

Table 4. 4: Description of Employee Performance

Variable Indicators	Item	Score												Average	Category
		SA		A		SA+A		FE		D		SD			
		F	%	F	%	F	%	F	%	F	%	F	%		
Quality	Y1	30	42.3	28	39.4		81.7	13	18.3	0	0	0	0	4.23	V.Good
	Y2	25	35.2	24	33.8		69.0	19	26.8	3	4.2	0	0	4.00	Good
	Y3	21	29.6	30	42.3		71.8	18	25.4	1	1.4	1	1.4	3.97	Good
							81.7%							4.07	Good
Quantity	Y4	14	19.7	38	53.5		73.2	18	25.4	1	1.4	0	0	3.91	Good
	Y5	14	19.7	27	38.0		57.7	27	38.0	3	4.2	0	0	3.73	Good
	Y6	16	22.5	31	43.7		66.2	22	31.0	1	1.4	1	1.4	3.84	Good
							70.4%							3.83	Good
Punctuality	Y7	25	35.2	26	36.6		71.8	15	21.1	4	5.6	1	1.4	3.98	Good
	Y8	22	31.0	26	36.6		67.6	17	23.9	5	7.0	1	1.4	3.88	Good
	Y9	22	31.0	24	33.8		64.8	22	31.0	1	1.4	2	2.8	3.88	Good
							70.4%	Average of Indicator					3.92	Good	
Effectiveness	Y10	13	18.3	27	38.0		56.3	25	35.2	5	7.0	1	1.4	3.64	Good
	Y11	16	22.5	25	35.2		57.7	28	39.4	2	2.8	0	0	3.77	Good
							63.4%	Average of Indicator					3.71	Good	
Independency	Y12	23	32.4	31	43.7		76.1	17	23.9	0	0	0	0	4.08	Good
	Y13	24	33.8	27	38		71.8	20	28.2	0	0	0	0	4.05	Good
							85.9%	Average of Indicators					4.07	Good	
		Variable Mean												3.92	Good

Source: Prime Data disserted by SPSS version 23 (2019)

In employee quality indicator (item Y1) in which respondents answer strongly agree are 30 employees or 42.3% of respondents and respondents who answered agree are 28 employees or 39.4%. Respondents who answered

neutralare 13employeesor 18.3%. This shows that the majority of respondents agree that employees always strive to improve themselves in terms of work. As for those who answered neutralor below, this indicates that there were still employees who doesn't aspire to improve themselves in terms of work.

Employee quality indicator (item Y2) that answers strongly agreeare 25 employees or 35.2% of respondents and respondents who answeredagreeare 24 employees or 33.8%. Respondents who answered neutralare 19 or 26.8%. This shows that the majority of respondents agree that the work results of employees are adequate to the standards set by the company. As for those who answered neutralor below indicates that there are still employees who are inadequate,so the company need to evaluate the employee development of the department.

Employee quality indicator (item Y3) that answers strongly agreeare 21 employees or 29.6% of respondents and respondents who answeredagreeare 30 employees or 42.3%. Respondents who answered neutralare 18 or 25.4%. This shows that the majority of respondents agree that employees always doing their job without being ordered by a boss. As for those who answered neutralor below indicates that there are employees who work only after been ordered to do so.

In employee quantity indicator (item Y4) that answers strongly agreeare 14 employees or 19.7% of respondents and respondents who answeredagreeare 38 employees or 53.5%. Respondents who answered neutralare 18 or 25.4%. This shows that the majority of respondents agree that the performance of employees are increasing according to the target set by the company. As for those who answered neutralor below indicates that there were still employees with low performance that had not met the targets set by the organization.

Employee quantity indicator (item Y5) that answers strongly agreeare 14 employees or 19.7% of respondents and respondents who answeredagreeare 27 employees or 38%. Respondents who answered neutralare 27 or 38%. This shows that the majority of respondents agree that employees are able to complete their job more than the volume specified by the company. As for those who answered below the category of neutral indicates that 00 people or 00% this indicates that there are employees only completing work according to the company's target.

Employee quantityindicator (item Y6) that answers strongly agreeare 16 employees or 22.5% of respondents and respondents who answeredagreeare 31 employees or 43.7%. Respondents who answered neutralare 22 or 31%. This shows that the majority of respondents agree that employees receive work volume in accordance to their abilities. As for those who answered neutralor below indicates thatthere are employees among the respondents who consider that the work volume received is not according to the job, the department needs to place employees according to the given task.

In punctuality indicator (item Y7) that answers strongly agreeare 25 employees or 35.2% of respondents and respondents who answeredagreeare 26 employees or 36.6%. Respondents who answered neutralare 15 or 21.1%. This shows that the majority of respondents agree that employees are punctual and working on time. As for those who answered neutralor below indicates thatthere are employees who are less obedient to the time set by the organization.

Punctuality indicator (item Y8) that answers strongly agreeare 22 employees or 31% of respondents and respondents who answeredagreeare 26 employees or 36.6%. Respondents who answered neutralare 17 or 23.9%. This shows that the majority of respondents agree that employees come to office and go home on time. As for those who answered neutralor below indicates thatthere are employees who checked out from the office going home before the off-time set by the department.

Punctuality indicator (item Y9) that answers strongly agreeare 22 employees or 31% of respondents and respondents who answeredagreeare 24 employees or 33.8%. Respondents who answered neutralare 2 or 31%. This shows that the majority of respondents agree that employees are very attentive to working hours, off-time, break timeaccordingly. As for those who answered neutralor below indicates that there are fewemployees who pay less attention to the office time in the organization.

In employee effectiveness indicator (item Y10) that answers strongly agreeare 13 employees or 18.3% of respondents and respondents who answeredagreeare 27 employees or 38%. Respondents who answered neutralare 25 or 35.2%. This shows that the majority of respondents agree that employees are able to use IT better. As for those who answered neutral or below indicates that there are few employees who are procrastinative on the work, but the company may not sidestep this.

Effectiveness indicator (item Y11) that answers strongly agreeare 16 employees or 22.5% of respondents and respondents who answeredagreeare 25 employees or 35.2%. Respondents who answered neutralare 28 or 39.4%. This shows that the majority of respondents agree that employees are notprocrastinative. As for those who answered neutralor below indicates thatthere are few employees who are procrastinative on the work, but the company had to pay attention to it.

In employee independency indicator (item Y12) that answers strongly agreeare 23 employees or 32.4% of respondents and respondents who answeredagreeare 31 employees or 43.7%. Respondents who answered neutralare

17 or 23.9%. This shows that the majority of respondents agree that employees are responsible for the tasks assigned. As for those who answered neutral or below indicates that there are still employees who are irresponsible.

Independency indicator (item Y13) that answers strongly agree are 24 employees or 33.8% of respondents and respondents who answered agree are 27 employees or 38%. Respondents who answered neutral are 20 or 28.2%. This shows that the majority of respondents agreed that the work that has been entrusted to the employees is not being passed on from one to another. As for those who answered neutral or below indicates that there're employees who charged their duties to others.

Based on the results of employee perceptions, the employee performance variable are categorized as good with an average value of 3.92 so it can be concluded that the employee performance can be influenced by employee quality with an average of 81.7%, employee quantity 70.4%, punctuality 70.4%, employee effectiveness 63.4% and independency 85.9% of the total respondents who participated in the questionnaire who agreed.

The highest average is the item Y1 on the employee quality indicator while the lowest average is on the item Y10 on the employee effectiveness indicator, thus it can be suggested to the company to evaluate and improve the training and development program in order to improve the skills of the employees so that it will they will be more responsible and more effective in doing their job.

Descriptive Analysis Test

Descriptive statistical analysis has the purpose of knowing general description of all variables used in this research, by looking at the descriptive statistics table shows the results of measuring the mean, minimum and maximum values, and the standard deviation of all these variables.

Table 4. 5: Descriptive Analysis Test

	Mean	Std. Deviation	N
Employee Performance	3.92	.591	71
HR training	4.11	.493	71
HR development	3.90	.497	71

Source: Primary Data disserted by SPSS version 23 (2019)

Based on the results of employee perceptions, the employee performance variable are categorized as good with an average value of 3.92 so it can be concluded that the employee performance can be influenced by employee quality, employee quantity, punctuality, employee effectiveness and independency.

While the training variable are categorized as good with an average value of 4.11 so it can be concluded that the training variable can be influenced by employee participation, employee change, and training quality.

And the HR development variable are categorized as good with an average value of 3.90, so it can be concluded that the development variable can be influenced by employee achievement, discipline, level of cooperation, employee initiatives.

Data Analysis

In accordance with the purpose of the study, to examine the effect of Training and Development on employee performance in Jawa Pos used the quantitative analysis. The hypothesis was tested using multiple linear regression analysis and all data processing using IBM SPSS Statistics 23 software. The summary results of the data analysis which examined the effect of independent variables consisting of Training (X1), HR Development (X2), on Employee Performance (Y) Jawa Pos are presented as shown in the following table.

Table 4. 2: Results of Multiple Linear Analysis

Research Variables	Coefficients B	t Value	t Sig
HR Training	0.129	0.911	0.366
HR Development	0.777	5.527	0.000
Constant	0.360		N = 71 a = 0.360
R Square	0.540		
R	0.735		
F Change/ Count	39.898		
F Sig	0.000		
Std. Error	0.40701		

Source: Primary Data disserted by SPSS version 23 (2019)

Based on the results of dissertation as shown in table above, the explanation can be stated as follows:

1. The value of R (correlation coefficient number) is 0.735, indicating that the direct intimacy or closeness of Training and Development (HR) on employee performance is 73.5%. This relationship is classified as statistically strong, as stated by Sugiyono (2014, p. 216) that a strong relationship is 0.60-0.80. Therefore, the resulting regression model can be said as a Fit model or can be a good predictor model.
2. R² (R-square) value of 0.540 shows that the direct effect intensity of Training and Development of human resources (HR) has an impact on employee performance 54% so the remaining 46% is explained outside of this study.

Therefore, the result of regression analysis as an explanatory model of HR training and development on the employee performance of Editorial Department in Jawa Pos can be corresponded as follows:

$$Y = 0.360a + 0.129X_1 + 0.777X_2 + e$$

Where: Y : Employee Performance

X₁ : HR Training

X₂ : HR Development

b₁ : 0.129

b₂ : 0.777

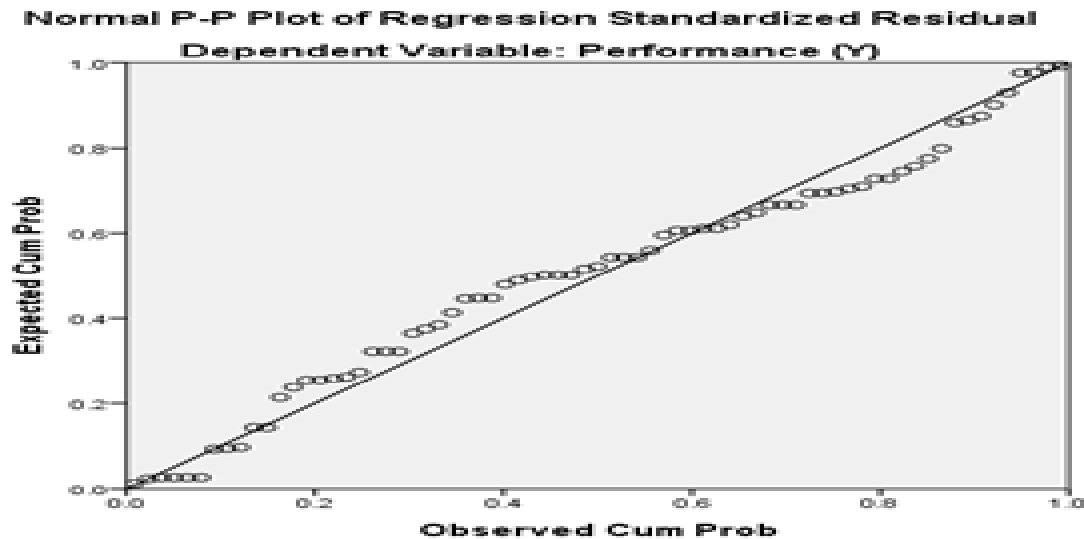
a : Constant

Classical Assumption Test

A. Normality Test

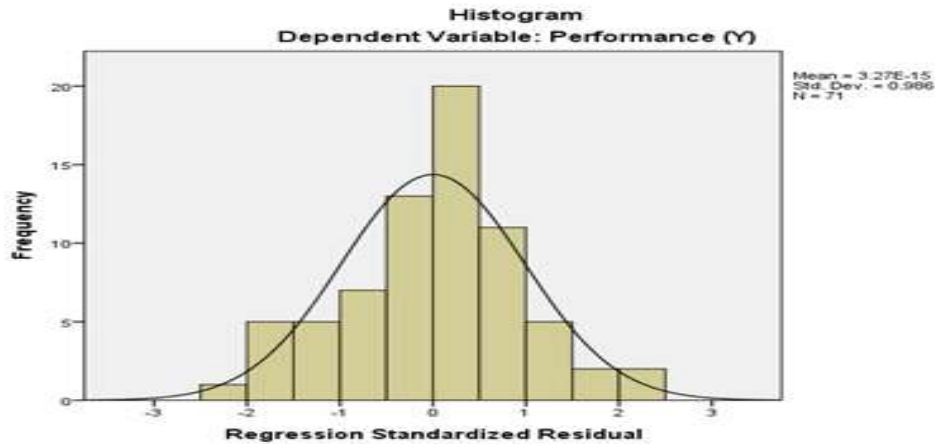
Normality test is done using histogram and P-P Plot to test the regression model residuals shown in figure 4.3 and figure 4.4

The normal probability plot graph above shows that the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the assumptions of normality test.



Source: Primary Data disserted by SPSS version 23 (2019)

The histogram of the dependent variable peaks in the idle and is roughly symmetrical about the mean, therefore data is normally distributed.



Source: Primary Data disserted by SPSS version 23 (2019)

B. Multicollinearity Test

Aim to test whether the regression model found a correlation between independent variables. A good regression model should not correlate between variables (Ghozali, 2016). To be able to determine whether there is multicollinearity in the regression model in this study is to look at the value of VIF (Variance Inflation Factor) and tolerance. There are also VIFs that can be seen in the right column of the table below.

Table 4. 3: Multicollinearity Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1_(Constant)	.360	.428		.839	.404		
HR Training	.129	.142	.108	.911	.366	.484	2.067
HR Development	.777	.141	.654	5.527	.000	.484	2.067

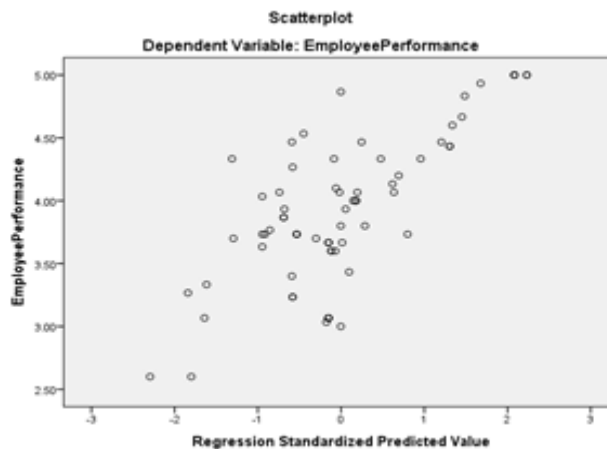
Source: Primary Data disserted by SPSS version 23 (2019)

Multicollinearity occurs if the value of VIF (Variant inflation factor) > 10; and if tolerance < 0.1. Table 4.8 shows that there is no variable that has a VIF value greater than 10 and tolerance value that is smaller than 0.1 which means that there is no correlation between the independent variables greater than 95%.

C. Heterocedasticity Test

This test is done using Scatter Plots. It is stated that there is no heteroscedasticity, ie if there is no clear pattern, and the points spread above and below the number 0 on the Y axis.

Figure 4. 1: Scatterplot Test Result



Source: Primary Data disserted by SPSS version 23 (2019)

The test results in the picture above show that the Scatter Plot pattern from the regression spreads. This shows that there are no sign of heteroscedasticity.

D. Autocorrelation Test

This test was carried out using the Durbin-Watson test as shown in the following table.

Table 4. 4: Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.735 ^a	.540	.526	.40701	.540	39.898	2	68	.000	2.039

Source: Primary Data disserted by SPSS version 23 (2019)

Based on the test results, the Durbin-Watson value is 2.039 which means that the DW value is between -2 to +2, it can be concluded that there is no problem of autocorrelation.

Multiple Linear Regression Analysis

Regression analysis is used to measure the strength of an association (relationship) linearly between two or more variables. The design of the regression test is intended to test how the effect of variables X (X1, X2, X3 etc.) on variable Y. The formulas from multiple regression are as follows:

Table 4. 5: Multiple Linear Regression Analysis Result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1. (Constant)	.360	.428		.839	.404		
Training (X1)	.129	.142	.108	.911	.366	.484	2.067
Development (X2)	.777	.141	.654	5.527	.000	.484	2.067

Source: Primary Data disserted by SPSS version23 (2019)

In table 4.10 above can be explained that the equation of regression to determine the effect of training and development on employee performance of Editorial Department in Jawa Pos as follows:

$$Y = 0.360a + 0.129X1 + 0.777X2 + e$$

Hypothesis Testing

The hypothesis testing in this study used three, such as the test coefficient of determination (R2), F test (simultaneous), and t test (partial).

A. Simultaneous Significant Test (F-Test)

Based on the table above, the F value is 39.898 with a significance of 0.000 < 0.05 (determined) which indicates that Hypothesis three (H3) is accepted, it can be interpreted conjointly that there is a joint significant effect between the variable HR training and development on employee performance.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.219	2	6.609	39.898	.000 ^b
	Residual	11.264	68	.166		
	Total	24.483	70			

Table 4. 6 – F-Test Result

Source: Primary Data disserted by SPSS version 23 (2019)

- a. Dependent Variable: Employee Performance
- b. Predictors: (Constant), HR development, HR training

B. Structural Analysis Test (T-Test)

The t test aims to determine whether there is a partial effect of the independent variable HR training and development on significantly or not significantly on the dependent variable with a significant level of 0.05. The results of data processing can be seen in table 4.12 as follows:

Table 4:7– T-Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1_(Constant)	.360	.428		.839	.404		
Training (X1)	.129	.142	.108	.911	.366	.484	2.067
Development (X2)	.777	.141	.654	5.527	.000	.484	2.067

Source: Primary Data disserted by SPSS version 23 (2019)

Based on the results of the analysis in table above can be interpreted as follows:

1. Variable X1 (Training) has t value of 0.911 and a significant value of 0.366 at a significant level of 0.05. It can be concluded that $0.366 > 0.05$ then Hypothesis (H1) which indicates "HR training has a positive and significant effect on the employee's performance of Editorial Department in Jawa Pos Surabaya Sector" is rejected.
2. The significance effect of the X2 variable which is the HR Development with the t value of 5.527 and a significance value of 0.000 which means that it is lesser than $\alpha = 0.05$. It can be concluded that $0.000 < 0.05$ then Hypothesis (H2) which indicates that "HR Development has a positive and significant effect on the performance of employees at Editorial Department of Jawa Pos Surabaya Sector.

Determination Coefficient Test (R-Square R2) Result

The determination coefficient test is used to measure how far the model's opacity explain the variation of the dependent variable. The determination coefficient is between zero and one ($0 < R^2 < 1$) which means, if R^2 approaches zero, then the independent variables are unable to affector explain the dependent variable. However, if R^2 approaches one, then the independent variables are able to explain the dependent variable.

Table 4. 8: R-Square Test Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.735 ^a	.540	.526	.40701	.540	39.898	2	68	.000	2.039

Source: Primary Data disserted by SPSS version 23 (2019)

Based on the test results above, the value of Adjusted R^2 is 0.540. This shows that 54% of the variation in the employee performance of the editorial staff can be explained by HR training and development while the other half 46% can be determined by other variables outside of this study.

Validity Test

The calculation of the validity test in this study used Statistical Package for the Social Science (SPSS) and Microsoft Office Excel assistance. The obtained data is compared with a confidence level of 95% or $\alpha = 0.05$ with $dk = n - 2$ ($dk = 71 - 2 = 69$) wherer values Product Moment is $69 = 0.233$ (Junaidi, 2019). If r value $>$ r table then the item is declared valid, and if value $<$ r table then the item is declared invalid (Sugiyono, 2014, p. 42).

Reliability Test

Reliability refers to the stability of the measure used to study the relationships between variables (Grønhaug & Ghauri, 2010, p. 81). The questions in the questionnaire were designed taking into consideration the issues related to the problem and goals of the study and theories on the subject. It is therefore believed that the responses and results from this study are reliable.

The results of r11 calculation are compared with r table at $\alpha = 0.6$ with the eligibility criteria if $r_{11} > r$ table means declared reliable, and if $r_{11} < r$ table then it is declared unreliable. Calculations in reliability testing used IBM SPSS assistance.

Table 4. 9: Summary of the Reliability and Validity Test Results

Variable Indicators	Item	Score												Average	Category
		SA		A		SA+A		FE		D		SD			
		F	%	F	%	F	%	F	%	F	%	F	%		
Quality	Y1	30	42.3	28	39.4		81.7	13	18.3	0	0	0	0	4.23	V.Good
	Y2	25	35.2	24	33.8		69.0	19	26.8	3	4.2	0	0	4.00	Good
	Y3	21	29.6	30	42.3		71.8	18	25.4	1	1.4	1	1.4	3.97	Good
							81.7%							4.07	Good
Quantity	Y4	14	19.7	38	53.5		73.2	18	25.4	1	1.4	0	0	3.91	Good
	Y5	14	19.7	27	38.0		57.7	27	38.0	3	4.2	0	0	3.73	Good
	Y6	16	22.5	31	43.7		66.2	22	31.0	1	1.4	1	1.4	3.84	Good
							70.4%							3.83	Good
Punctuality	Y7	25	35.2	26	36.6		71.8	15	21.1	4	5.6	1	1.4	3.98	Good
	Y8	22	31.0	26	36.6		67.6	17	23.9	5	7.0	1	1.4	3.88	Good
	Y9	22	31.0	24	33.8		64.8	22	31.0	1	1.4	2	2.8	3.88	Good
							70.4%							3.92	Good
Effectiveness	Y10	13	18.3	27	38.0		56.3	25	35.2	5	7.0	1	1.4	3.64	Good
	Y11	16	22.5	25	35.2		57.7	28	39.4	2	2.8	0	0	3.77	Good
							63.4%							3.71	Good
Independency	Y12	23	32.4	31	43.7		76.1	17	23.9	0	0	0	0	4.08	Good
	Y13	24	33.8	27	38		71.8	20	28.2	0	0	0	0	4.05	Good
							85.9%							4.07	Good
Variable Mean													3.92	Good	

Source: Primary Data disserted by SPSS version 23 (2019)

Research Results Discussion

Effect of HR Training on Employee Performance

Based on the results of the descriptive analysis of training variable (X1) has an average score of 4.11 or in the good category but it has t value of 0.911 and a significant value of 0.366 which is greater than $\alpha = 0.05$. Then it can be concluded that Hypothesis (H1) in which "HR training has a positive and significant effect on the performance of employees at Editorial Department in Jawa Pos Surabaya Sector" is rejected. This indicates that training at Jawa Pos daily Newspaper Publishing Company Surabaya Sector assessed based on the respondent's perceptions has a low effect on employee.

The item X1.8 on the employee training quality indicator is the highest average while the lowest average is on the item X1.3 on the employee participation indicator, thus it can be suggested to the company to evaluate and improve the training program in order to be able to provide understanding to their employees so they will be more responsible in attending training and also be able to provide a higher and effective training program. On this basis it is highly recommended for the department that the training measured by the employees' enthusiasm in attending training programs regularly until its completion should be taken into consideration by the department, employees should be participative and morally responsible for the success of each training program then better change of attitude occurs after participating in the training, selecting trainers should master the presented material, employees as trainees must pay more attention to all the material provided.

Training is the process whereby people acquire capabilities to perform jobs. Training provides employees with specific, identifiable knowledge and skills for use in their present jobs.

Training needs to be done by companies to achieve goals more effectively and efficiently through the process of training employees obtain or learn specific attitudes, abilities, skills, knowledge and behaviors related to work so that the employee's performance can increase.

Effect of HR Development on Employee Performance

Based on the results of descriptive analysis HR Development (X2) has an average of 3.89 or is in a good category with the t value of 5.527 and a significance value of 0.000 which means that it is lesser than $\alpha = 0.05$. It can be concluded that Hypothesis (H2) is accepted which indicates that "HR Development has a positive and significant effect on the performance of employees at Editorial Department of Jawa Pos Surabaya Sector, this shows that the development of HR at Jawa Pos daily Newspaper Publishing Company Surabaya Sector assessed based on the respondent's perceptions has an influence on employee performance.

On this basis, it can be seen that development measured by the working commitment and ability of employees to carry out tasks increases, employees does not leave work outside the given office hours, employees adheres to every rule set by the department, employees establishes good working relationships with colleagues, they establishes relationships well towards their superiors considerably, employee cooperation of team work increases, the level of initiative in work is increasing, employee's decision making are carefully done, the ability to arrange work plans is increasing, therefore the hypothesis two is accepted.

The highest average is the item X2.1 on the employee achievement indicator while the lowest average is on the item X2.6 on the employee cooperation level indicator, thus it can be suggested to the company to build good bond and strong relationship between superiors and subordinates as a mediator.

Development represents efforts to improve employees' abilities to handle a variety of assignments and to cultivate employees' capabilities beyond those required by the current job.

Employee development is a continuous effort to improve the quality of a company's human resources so that employees can perform effectively and produce new achievements in the corporate environment.

Effects of Training and Development on Employee Performance

Based on the autocorrelation test results, the HR Training and Development has an F value of 39.898 with a significance value of $0.000 < 0.05$ (determined) which indicates that Hypothesis three (H3) is accepted, it can be interpreted conjointly that there is a joint significant effect between the variable HR training and development on employee performance. These results indicate that the more increase on human resource training and development, the more employee performance improved, while the more it decreases, employee performance become less effective. These results are consistent with respondent's answers, where training, development and employee performance are categorized as high. Rationally, training is less affected by employee participation, employee's change, training qualities, hence, development can be influenced by employee achievements, discipline, attendance, level of cooperation and employee initiative.

Training is a program to improve the ability to carry out work individually, in groups and/or based on levels of position in organizations/companies.

Development represents efforts to improve employees' abilities to handle a variety of assignments and to cultivate employees' capabilities beyond those required by the current job. Performance is the outcome or contribution of employees to make them attain goals.

The results of the analysis of the characteristics of respondents based on sex explained that employees in these organizations were dominated by male employees, because in journalist, curiosity, fearless, passionate, tenacious, friendliness, gentleness are required, the level of work with such characters are generally held by male; in terms of age level, it is known that the age between 18-25 years is in majority. This shows that employees at Jawa Pos daily Newspaper Publishing Company Surabaya Sector has a productive age, so there are still many opportunities to occupy a position if it is supported by employee qualities. The productive age still has a high commitment to improve work performance if they get satisfaction in working; then in terms of the latest education, it is dominated by S1 education, this is because that a bachelor degree holders, fresh graduates are easy to train, and has a broad insight to express ideas or opinions in the organization; and based on the working period, the majority of employees have a working period of 7-10 years, this indicates that the employees at Jawa Pos daily Newspaper Publishing Company Surabaya Sector that has long working period of service have a high working commitment because they have enough experience in their field of work and understand the working conditions existed in the company.

Conclusions and Recommendations

Conclusions

This study aims to determine the effect of human resource training and development on employee performance carried out at Jawa Pos daily Newspaper Publishing Company Surabaya Sector. Based on the results of the analysis and discussion in his research, it can be concluded that:

1. HR training and development have a joint positive and significant effect on employee performance so the hypothesis number three indicates that HR Training and Development has a joint positive effect on Editorial Staff performance of Jawa Pos daily newspaper Publishing Company Surabaya Sector.
2. It is expected that HR Training affect employee performance but the data analysis results shows that hypothesis number one which indicates that HR Training has a positive and significant impact on Editorial Staff performance of Jawa Pos daily Newspaper Publishing Company Surabaya Sector is rejected. It means that the training design of the department needs improvements and to evaluate and improve the training program in order to be able to provide understanding to their employees so they will be more responsible in attending training and also be able to provide a higher and effective training program.
3. HR Development affects employee performance so the hypothesis number two indicates that HR Development has a positive and significant impact on Editorial Staff performance of Jawa Pos daily Newspaper Publishing Company Surabaya Sector. Meaning, if the HR development is good then the employee performance also increases.

Recommendation

Based on the conclusions above, a number of suggestions are expected to be useful for the parties involved in this research.

1. In order for the Jawa Pos daily Newspaper Surabaya Sector to continue enhancing HR training & development thus to improve performances, considering the company has a high workload and daily basis target.
2. The company also need to pay attention to employee enthusiasms after conducting training because in this research the indicator of employee participation has the lowest value with an average value of 3.98 among all indicators. The training design of the department needs improvements and to evaluate and improve the training program in order to be able to provide understanding to their employees so they will be more responsible in attending training and also be able to provide and maintain a higher and effective training program.
3. In the HR development variable, the company needs to pay attention to cooperation level and employee initiatives even though it already has good value but it is the lowest indicator of all indicators of the variable, the company needs to improve employees team work and initiatives to establish good bond and strong relationship between superiors and subordinates for the company as a mediator.
4. The lowest average on the employee performance is the employee effectiveness indicator, thus it can be suggested to the company to evaluate and improve the training and development program in order to improve the skills of the employees so that it will they will be more responsible and more effective in doing their job.

In order for in coming researchers who want to examine the same problems with this study to expand the scope of research objects and expand the dimensions or indicators of the research variables to be used.

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