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The Effect of Training System Implementation and Skills Improvement on Human Resource Productivity Is Mediated by Product Innovation in Small and Medium Industries in Bengkalis Regency

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ABSTRACT

This study aims to determine the effect of training system implementation and skills improvement on human resource productivity mediated by product innovation in small and medium industries in Bengkalis Regency. The number of samples in this study were 305 small and medium industry business actors in Bengkalis Regency. This research uses quantitative methods. The data collection technique in this study used a questionnaire. The research instrument testing technique uses validity and reliability techniques, while the data analysis technique uses Structural Equation Modeling (SEM) PLS. The results showed that the implementation of the training system had a positive and significant effect on product innovation in small and medium industrial businesses in Bengkalis Regency. Skills improvement has a positive and significant effect on product innovation in small and medium industrial businesses in Bengkalis Regency. Product innovation has a positive and significant effect on productivity in small and medium industrial businesses in Bengkalis Regency. Implementation of the training system has a positive effect on productivity through product innovation in small and medium industrial businesses in Bengkalis Regency. Skills improvement has a positive effect on productivity through product innovation in small and medium industrial businesses in Bengkalis Regency.

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Introduction

Small and Medium Industries play an important role in the Indonesian economy. With the existence of small and medium industries, unemployment caused by the labor force that is not absorbed in the world of work is reduced. Small and Medium Industries have also been made an important agenda in the development of the Indonesian economy.

Currently, Small and Medium Industries are one of the sectors that have a role in driving the regional economy. In addition, Small and Medium Industries also play an important role in terms of production and distribution of products produced to the community and also in terms

of employment. Small and Medium Industries is a sector that is quite resilient in facing regional economic problems, therefore the local government at least has more attention to the development of the small and medium industries sector. The process of developing the small and medium industries, there are several things that need to be considered, namely by seeing or knowing the constraints of a business (Maya Noura Nazifah, 2021).

As one of the efforts to strengthen the capacity and duties of small and medium industries, the government must strengthen the community. Although Small and Medium Industries have a duty in helping the economy, they can also face some obstacles. Most of the challenges that businesses face are productivity due to lack of human resources, poor management skills (Wahyudi, 2022). Productivity is the relationship between the number of products produced and the amount of resources needed to produce these products or with a more general formulation, namely the ratio between the satisfaction of needs and the sacrifice given (Tohardi, 2018).

This productivity problem is almost experienced by all industries, both small industries, large industries, and industries that are classified as developing. Productivity is supported by the quality of human resources with knowledge, abilities, attitudes skills and behavior. This is certainly inseparable from the active role of human resources who are able to complete tasks and responsibilities in the process of making products. Human resources are individuals who work and become members of a company or institution and are commonly referred to as employees, laborers, employees, workers, labor and so on (Hasibuan, 2019).

Intensive and maximum training programs are expected to improve individual skills and productivity. Productivity and skills are interconnected. Skills are a person's capacity to perform various tasks in a particular job (Robbins, 2019). Skills are an activity that requires practice or can be interpreted as an implication of activity. In contrast to learning in general, which will require cognition and produce academic products only, skills require certain practices or activities in the process and learning (Hasibuan, 2019). The results of training and skills can be implemented into several product innovations in the industrial world. Product innovation can be referred to as the practical implementation of an idea into a new product or process (Tjiptono, 2019). Innovation is a way to continue to build, develop and increase productivity which can be achieved through the introduction of new products.

Training and skills are necessary factors in building and developing product innovation and increasing productivity in small and medium industries under the auspices of the Bengkalis Regency Industry and Trade Office. The Bengkalis Regency Industry and Trade Office has the task of assisting the Regent in carrying out government affairs in the fields of industry, trade. One of the functions of the Department of Industry and Trade is to provide guidance and carry out tasks in the fields of industry, trade, market management and cooperatives, small and medium enterprises. In an effort to increase the productivity of small and medium industries in Bengkalis Regency, the Bengkalis Regency Industry and Trade Office conducts training activities to increase the knowledge and skills of small and medium industry business actors

The number of small and medium industries of various products in Bengkalis Regency has increased. However, despite experiencing an increase in the number of small and medium industries, in carrying out its duties and functions, there are several problems faced by the Bengkalis Regency Trade and Industry Office, one of which is in the trade sector, such as the low knowledge and skills of business actors and in the industrial sector, such as the lack of

processing industries in utilizing natural resources. In addition, there are still small and medium industries with stagnant conditions even though they have been provided with training and technical guidance, such as sewing small and medium industry.

Training is a systematic process of changing employee behavior to achieve organizational goals, which are related to the skills and abilities of employees to carry out current jobs. Training has a current orientation and helps employees to achieve certain skills and abilities to be successful in carrying out their work (Rivai, 2019). In measuring the training variable, the study adapted the indicators used by Mangkunegara (2019), training is divided into 5 indicators, namely as follows: Instructors, Participants, Materials, Methods, Goals.

Skills are the ability to carry out a particular task both physically and mentally. Thus, skills are more directed at a person's ability to carry out an activity (Sudarmanto, 2019). Skills are a combination of several physical and non-physical competencies related to the application of acquiring new knowledge. In addition, it has been argued that the notion of skills not only refers to visible skills, but also to a person's mental, manual, motor, perceptual, and even social skills (Soetjipto, 2018). In this study, the dimensions and indicators of skills in Purba's (2020) research are applied, which are classified as follows: skill dimension, proficiency dimension, training dimension.

Productivity is a comparison between the results achieved (output) and all resources (input) used for a unit of time that contains a way or method of measurement (Simanjuntak, 2020). Productivity is an attitude of mind that has a spirit of improvement that always has the view that “the quality of life today must be better than yesterday and tomorrow is better than today” (Sedarmayanti, 2019). To measure productivity, several indicators are needed (Sutrisno, 2020), namely as follows: ability, improve the results achieved, work enthusiasm.

Product innovation is the result of various processes that are combined and influence each other. With product innovation, it is expected to increase consumer purchasing decisions (Kotler, 2019). Product innovation can be defined as the practical implementation of an idea into a new product or process. Innovation can come from individuals, companies, research at universities, laboratories (Tjiptono, 2019). Product innovation is also a way to provide additional points on key components of business operational success, which can provide a competitive advantage for the company so that it requires quality products (Abdjul et al., 2018). The indicators of product innovation (Kotler, 2019) are as follows: product quality, product variants, product style and design.

Method

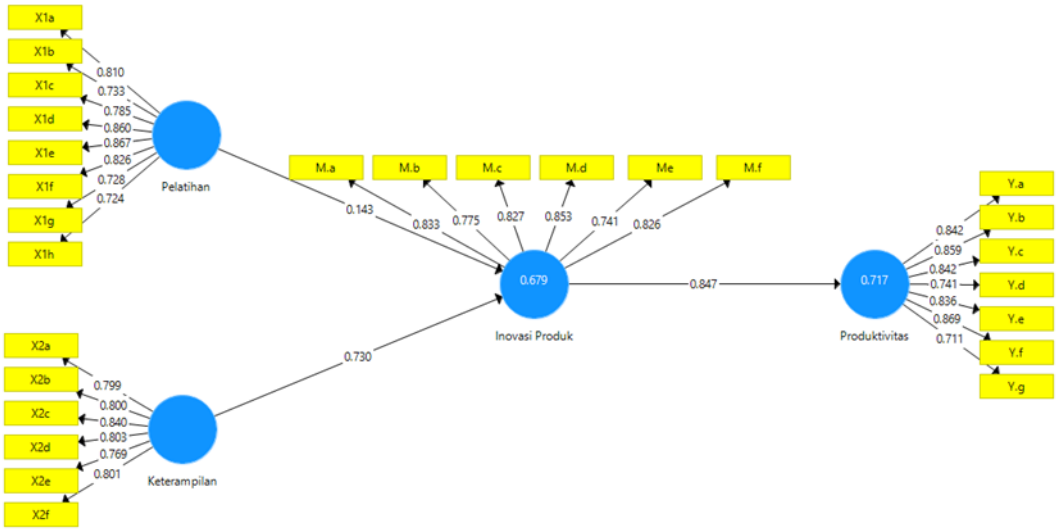
The method used in this research is quantitative research methods. The data collection method used in this study used a questionnaire. In this study the questionnaire was measured using a Likert scale. The Likert scale is used to measure the attitudes, opinions and perceptions of individuals or groups of people about social phenomena.

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions (Sugiyono, 2020). The population in this study were small and medium industrial businesses in Bengkalis Regency, totaling 1,284 small and medium industrial businesses.

The sample is part of the number and characteristics possessed by the population. The sampling technique in this study used probability sampling. Probability sampling is a sampling

technique that provides equal opportunities for each element (member) of the population to be selected as a sample member (Sugiyono, 2020). Determination of the sample in this study using the Slovin formula with a sampling error limit of 5%. The sample size of this study was 305 samples. The data analysis technique used is descriptive data analysis and Structural Equation Modeling (SEM) PLS.

Results



Source of research data processing results in 2024

From the results of testing the outer model above, it can be seen that all outer loading values of all variables, namely training (X1), skills (X2), product innovation (M) and productivity (Y) are greater than 0.7. So it is known that all indicators in this research variable are said to be valid. Then to measure convergent validity, the Average Variance Extrated measuring instrument can be used. In convergent validity, the rule of thumb is Average Variance Extrated> 0.5. The following is the AVE value which will be displayed in the table below:

Table 1. *Average Variance Extrated* (AVE)

	Average Variance Extracted (AVE)
Training (X1)	0,630
Skills (X2)	0.644
Product Innovation (M)	0.656
Productivity (Y)	0.644

Based on the table of Average Variance Extrated values of the variables above, it is known that the Average Variance Extrated values of all variables in this study are> 0.5. It can be said that all variables in this study have met the requirements and are declared valid. Furthermore, to find out details about the Average Variance Extrated root value of each variable, it can be seen in the table below:

Table 2. ***Average Variance Extrated Root Value***

	Product Innovation	Skills	Training	Productivity
Product Innovation	0,810			
Skills	0,816	0,802		
Training	0,853	0,603	0,794	
Productivity	0,847	0,846	0,581	0,816

Source of research data processing results in 2024

Based on the table above, it is known that the Average Variance Extrated root value of each variable in this study is greater than the Average Variance Extrated root value correlated with constructs in other variables, so that according to the predetermined requirements it can be said that discriminant validity in this study has been met.

Reliability measurement is used in two ways, namely by using Cronbach's Alpha and also Composite Reliability which can provide a fairly low value. However, it is recommended to use Composite Realibility whose value must be more than 0.7. The table of Cronbach's Alpha and Composite Realibility values in this study is:

Table 3. ***Composite Reliability Variabel***

	Cronbach's Alpha	**rho_A**	**Composite Reliability**
Product Innovation	0,895	0,899	0,919
Skills	0,889	0,890	0,915
Training	0,916	0,922	0,931
Productivity	0,916	0,922	0,933

Source of research data processing results in 2024

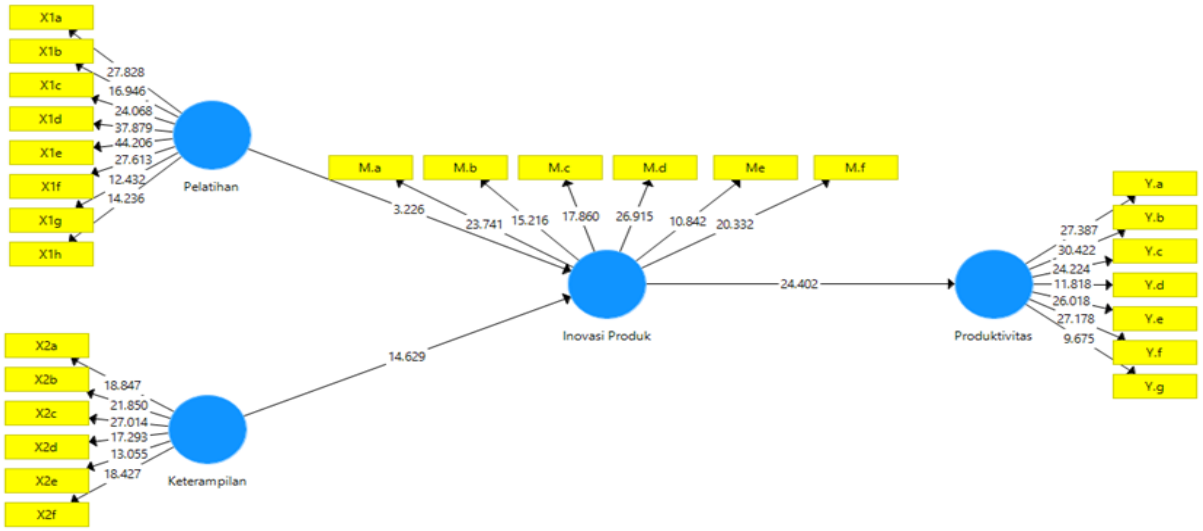
Based on the data above, the Cronbach Alpha, Composite Realibility and rho-A values for each variable have a value of> 0.7 and have met the requirements to be declared reliable.

Table 4. R Square Value

	R Square	R Square Adjusted
Product Innovation	0.679	0.676
Productivity	0.717	0.716

Source of research data processing results in 2024

From the table above, it can be seen that the adjusted r-square value of the model in this study is 0.676, which means that the ability of the independent variables to explain the mediating variable is 67.6% (Moderate), so it is said that the ability of the training variable (X1) and the skill variable (X2) is in the moderate category in explaining the mediating variable (M), namely 67.6%, while the remaining 32.4% is influenced by other independent variables not measured in this study. Then the next adjusted r-square value in this study is 0.716, which means that the ability of the mediation variable to explain the dependent variable is 71.6% (Medium), so it is said that the ability of the mediation variable (M) is in the medium category in explaining the productivity variable, namely 71.6%.



Source of research data processing results in 2024

Table 5. *Path Coeficient*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Training (X1) -> Product Innovation (M)	0,143	0,138	0,044	3,226	0,001
Skills (X2) -> Product Innovation (M)	0,730	0,736	0,050	14,629	0,000
Product Innovation (M) -> Productivity (Y)	0,847	0,855	0,035	24.402	0,000

Source of research data processing results in 2024

H1: Implementation of the training system has a positive and significant effect on product innovation with a coefficient value of 0.143 with a positive direction, p-value 0.001 is smaller than 0.05 (significant). So it is concluded that H0 is rejected and hypothesis 1 is accepted. These results mean that the better the training is carried out, the more product innovation in small and medium industrial businesses in Bengkalis Regency will increase.

H2: Skill improvement has a positive and significant effect on product innovation with a coefficient value of 0.730 with a positive direction, p-value 0.000 smaller than 0.05 (significant). So it is concluded that H0 is rejected and hypothesis 2 is accepted. These results mean that the more the skills of industry players increase, the more product innovation in small and medium industrial businesses in Bengkalis Regency will increase.

H3: Product innovation has a positive and significant effect on productivity with a coefficient value of 0.847 with a positive direction, p-value 0.000 smaller than 0.05 (significant). So it is concluded that H0 is rejected and hypothesis 3 is accepted. These results mean that the more product innovation of industry players increases, the more productivity in small and medium industrial businesses in Bengkalis Regency will increase..

Table 6. ***Indirect Effects***

	Original Sample (O)	P Values
Skills -> Product Innovation -> Productivity	0,618	0,000
Training -> Product Innovation -> Productivity	0,121	0,001

Source of research data processing results in 2024

H4: Implementasi sistem pelatihan berpengaruh positif secara tidak langsung terhadap produktivitas melalui inovasi produk dengan nilai koefisien sebesar 0,121, p values 0,001 dengan arah positif dan signifikan. Sehingga disimpulkan bahwa H0 ditolak dan hipotesis 4 diterima. Hasil tersebut memiliki arti bahwa semakin baik pelatihan dilakukan maka inovasi produk semakin meningkat sehingga produktivitas pada pelaku usaha industri kecil dan menengah di Kabupaten Bengkalis juga semakin meningkat.

H5: Peningkatan keterampilan berpengaruh positif secara tidak langsung terhadap produktivitas melalui inovasi produk dengan nilai koefisien sebesar 0,618, p values 0,000 dengan arah positif dan signifikan. Sehingga disimpulkan bahwa H0 ditolak dan hipotesis 5 diterima. Hasil tersebut memiliki arti bahwa semakin meningkat keterampilan pelaku usaha maka inovasi produk semakin meningkat sehingga produktivitas pada pelaku usaha industri kecil dan menengah di Kabupaten Bengkalis juga semakin meningkat.

Discussion

Effect of Training System Implementation on Product Innovation

Training is a systematic process of changing employee behavior to achieve organizational goals, which are related to the skills and abilities of employees to carry out current work. Training has a current orientation and helps employees to achieve certain skills and abilities to be successful in carrying out their work (Rivai, 2019).

According to Tjiptono, (2019) training can provide new ideas to be realized in a new product or in developing previous products. The results of this study are in line with research conducted by (Anshori et al., 2023) which shows that training has a positive effect on product innovation.

The Effect of Skill Improvement on Product Innovation

Skills are the ability to carry out a particular task both physically and mentally. So that skills are more directed at a person's ability to carry out an activity (Sudarmanto, 2019). The results of this study are in line with research conducted by (Farha et al., 2021) on the effect of creativity and entrepreneurial skills on innovation and business success at Foodpark Raun-raun Pekanbaru City which shows the results that skills affect product innovation.

Effect of Product Innovation on Productivity

Product innovation is the result of various processes that are combined and influence each other. With product innovation, it is expected to increase consumer purchasing decisions (Kotler, P. & Keller, 2019). According to the theory of (Kelly, 1978), innovation management can be applied in developing product innovation for an organization. Innovation management includes a set of tools that allow various actors in the system to work together in a common

understanding related to innovation goals. Appropriate product innovation will affect employee work productivity to be more active at work.

The results of this study are in line with research conducted by (Eza Juliant Ade Heriyanto, 2024) on the effect of product innovation strategies and motivation on employee productivity at PT Berlina TBK which shows the results that product innovation has a positive and significant effect on employee productivity at PT Berlina Tbk.

Effect of Training System Implementation on Productivity through Product Innovation

Training is a series of individual activities in improving skills and knowledge systematically so that they are able to have professional performance in their fields (Widodo, 2019). According to Simanjuntak quoted in (Sutrisno, 2020) training is one of the factors that can increase employee work productivity, so that it can provide benefits to the company.

The results of this study are in line with research from (Wahyuningsih, 2019) on the effect of training in increasing employee work productivity which shows the results that training has a positive and significant effect on work productivity, meaning that if training is carried out, it will increase employee work productivity. Then research from (Sulastini et al., 2021) shows that product innovation has a significant effect on employee productivity. From the results of these studies, it can be concluded that the implementation of the training system indirectly has a positive effect on productivity through product innovation.

The Effect of Skill Improvement on Productivity through Product Innovation

Skills are the ability to carry out certain physical or mental tasks (Mangkunegara, 2019). Skills are also a person's ability to use their thoughts, ideas, and creativity to change or make something more meaningful. According to the theory from (Hasibuan, 2019) states that improving labor skills can increase productivity. Productivity itself is defined as the ratio between output and input. The results of this study are in line with research conducted by (Abadiyah, 2024) the effect of skills, experience, and work supervision on the work productivity of Sidoarjo Hijab MSME employees which shows the results that skills have a positive and significant effect on work productivity because skills have great significance as a performance standard for employees to complete tasks from the company. Then research from (A.W.Made, 2020) which shows the results that product innovation has a significant effect on employee work productivity. From the results of these studies, it can be concluded that improving skills indirectly has a positive effect on productivity through product innovation.

Conclusion

Below are some conclusions from the research results and discussion in this study, namely:

1. The implementation of the training system has a positive and significant effect on product innovation in small and medium industrial businesses in Bengkalis Regency. This means that the better the implementation of the training system in small and medium industrial businesses in Bengkalis Regency, the more product innovation increases. Conversely, if the implementation of the training system is not good and product innovation will decrease.
2. Skill improvement has a positive and significant effect on product innovation in small and medium industrial businesses in Bengkalis Regency. This means that the better the improvement of skills in small and medium industrial businesses in Bengkalis Regency, the

more product innovation will increase. Conversely, if skill improvement is not good, product innovation will decrease.

3. Product innovation has a positive and significant effect on productivity in small and medium industrial businesses in Bengkalis Regency. This means that the better product innovation in small and medium industrial businesses in Bengkalis Regency, the more productivity will increase. Conversely, if product innovation is not good, productivity will decrease.
4. Implementation of the training system has a positive effect on productivity through product innovation in small and medium industrial businesses in Bengkalis Regency. This means that the better the implementation of the training system in small and medium industrial businesses in Bengkalis Regency, the more product innovation increases and productivity increases. Conversely, if the implementation of the training system is not good, product innovation will decrease and productivity will decrease.
5. Skill improvement has a positive effect on productivity through product innovation in small and medium industrial businesses in Bengkalis Regency. This means that the better the improvement of skills in small and medium industrial business actors in Bengkalis Regency, the more product innovation increases and productivity increases. Conversely, if skill improvement is not good, product innovation will decrease and productivity will also decrease.

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