

THE EFFECT OF EDUCATION AND TECHNICAL TRAINING ON IMPROVING EMPLOYEE ACHIEVEMENT IN BATAM CITY LIBRARY AND ARCHIVES SERVICE

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ABSTRACT

This study aims to determine and analyze the influence of technical education and training on improving employee performance at the Batam City Library and Archives Service. The underlying phenomenon behind this research is the need to develop human resource competencies to adapt to the digitalization of archives and the management of complex information systems. The research method used is multiple linear regression analysis with a sampling technique using saturated sampling (census) totaling 41 respondents. The results of the partial hypothesis test (t test) show that the education variable (X_1) has a calculated t value (3.043) > t table (2.024) with a significant probability of $0.004 < 0.05$ and the technical training variable (X_2) has a calculated t value (2.750) > t table (2.024) with a significant probability of $0.009 < 0.05$. This proves that partially, both education and technical training have a positive and significant effect on employee work performance. Furthermore, the results of the simultaneous test (F test) show a calculated F value (60.267) > F table (3.24) with a significant probability of $0.000 < 0.05$, which means that together the education and technical training variables have a significant effect on employee work performance. The results of the coefficient of determination (R^2) test indicate that education and technical training contribute 76% to explaining variations in job performance, while the remaining 24% is influenced by other variables not examined in this model.

Keywords: Education, Technical Training, and Employee Job Performance.

INTRODUCTION

Background

In the midst of the dynamics of globalization that is increasingly fast and competitive, organizations in the public and private sectors are faced with great challenges to continue to adapt. Government agencies, as pillars of public services, are required to increase their effectiveness to meet increasingly high public expectations. The Batam City Library and Archives Service is one of the agencies that has a strategic role in managing the nation's information, literacy, and collective memory through archives. To carry out this role optimally, agencies need a solid foundation in their operation.

The main foundation to achieve competitive advantage and sustainable work effectiveness in government agencies is the quality of Human Resources (HR). Human resources are not just task implementers, but strategic assets that determine the life and death of an organization. The high quality of human resources contributes significantly to the organization's ability to deal with the changing times and the complexity of problems that arise. Therefore, professional human resource management is a must for the Batam City Library and Archives Service.

It should be understood that the process to get superior human resources is not static and does

not stop only at the stage of withdrawal and initial selection of employees. Continuous development is needed to maintain the relevance of employee competencies. Along with technological advancements, tasks in the field of libraries and archives now include aspects of digitizing archives, *managing big data*, and implementing complex information systems. This phenomenon requires employees to always have up-to-date skills.

Organizations have an obligation to provide systematic development facilities so that employees remain skilled and able to carry out these modern tasks in an accountable manner. One of the main paths of this development is through Education and Training (Diklat). Training is seen as a long-term strategic investment for the organization. This investment aims to increase the spectrum of knowledge, skills, and competencies that will directly impact the quality of services to the community.

Through targeted training programs, the potential performance of employees in the future can be mapped and improved. This creates the necessary work efficiency in the limited resources that are often experienced by government agencies.

In this study, human resource development is broken down into two main pillars, namely education as a variable (X_1) and technical training

as a variable (X2) Both have different roles but complement each other in forming the ideal employee profile.

Education (X1) is focused on a long-term program that provides a foundation of theoretical knowledge and a deep general understanding, which is usually recognized through a diploma or academic degree. Education shapes the mindset and analytical ability of employees.

Meanwhile, technical training (X2) is short-term and prioritizes hands-on practice to improve specific skills needed in daily work. This training often results in professional competency certificates.

The synergy between education and technical training is believed to be the main key to ensuring that every employee is able to understand the functions of his or her position well. Without both, adaptation to new systems such as digital archiving applications will be difficult. HR management experts such as Simamora and Sedarmayanti emphasized that interventions through training have been proven to be able to significantly improve the quality and quantity of performance. This strengthens the urgency of

implementing training in the government environment.

Comprehensively, education and training equip employees to be more professional and accountable. Trained employees tend to have higher initiative in dealing with technical obstacles in the field.

The improvement in quality resulting from this training is expected to lead to an increase in employee performance (Y). Employee performance is not just a number, but a reflection of the dedication and mastery of the tasks given by the organization. High work performance allows employees to get greater responsibility and supports the achievement of the vision and mission of the Batam City Library and Archives Service. Excellent service is the final target of all these development processes.

Based on preliminary data, although the number of employees at the Batam City Library and Archives Service has decreased slightly due to retirement, the enthusiasm of employees in participating in various technical trainings remains very high. This shows a strong will to develop.

Table 1 Recapitulation of Performance Assessment of Library Service Employees and Batam City Archives

Element	Criteria	2023		2024	
		Number (people)	Percentage (%)	Number (people)	Percentage (%)
Main Tasks	Excellent	1	2,6	1	2,5
	Good	38	97,4	39	97,5
	Needs Improvement	-	-	-	-
	Less	-	-	-	-
	Very Less	-	-	-	-
Additional Tasks	Excellent	1	2,6	1	2,5
	Good	38	97,4	39	97,5
	Needs Improvement	-	-	-	-
	Less	-	-	-	-
	Very Less	-	-	-	-
Element	Criteria	2023		2024	
		Number (people)	Percentage (%)	Number (people)	Percentage (%)
Work Behavior	Excellent	1	2,6	1	2,5
	Good	38	97,4	39	97,5
	Needs Improvement	-	-	-	-
	Less	-	-	-	-
	Very Less	-	-	-	-

Source : Processed Data, 2025

Performance appraisal data for 2023 and 2024 shows that the majority of employees are in the "Good" category (above 97%), but the proportion of the "Very Good" predicate is still very small. This phenomenon is interesting to study more deeply whether it is influenced by the intensity of training.

Therefore, this study aims to empirically prove the causal relationship between education and technical training to improve employee achievement at the Batam City Library and Archives Service. The results of this study are expected to make a real contribution to the development of MSDM in the public sector.

LITERATURE REVIEW

Work Performance in the Digital Era

Work performance is traditionally defined as the outcome of work achieved by an individual in carrying out assigned tasks based on skills, experience, and seriousness (Badriyah, 2018; Sutrisno, 2016). However, in the context of modern public service, particularly in library and archive management, performance definitions must expand to include digital competency. According to recent studies by Rahman and Putri (2023), employee performance in digitalized government agencies is measured not only by task completion but also by the accuracy of data management, speed of digital retrieval, and adaptability to new information systems. In the Batam City Library and Archives Service, performance indicators now include the efficiency of digitizing archival records, the maintenance of electronic database integrity, and the quality of digital services provided to the public.

Education and Technical Training for Digital Competency

Education serves as the foundational process that shapes an employee's analytical mindset and theoretical understanding (Sikula, 2016; Tirtarahardja, 2015). In contrast, technical training is a short-term, practical intervention designed to equip employees with specific skills required for immediate job application (Mangkunegara, 2019; Simamora, 2016). Specifically, in the context of the Batam City Library and Archives Service, "Technical Training" refers to specialized programs focused on:

1. Archival Digitization Technology: Training on using high-resolution scanners, optical character recognition (OCR) software, and digital preservation standards (e.g., PDF/A formats).
2. Information System Management: Proficiency in using the National Archives Information System (SIKN) or local digital library platforms.
3. Data Security and Privacy: Understanding protocols for protecting sensitive archival data in a digital environment.

The synergy between formal education (which provides the theoretical basis for information science) and technical training (which provides hands-on skills in digital tools) is critical. As noted by Wijaya and Kusuma (2024), the rapid transition to e-archives in Indonesian local governments requires a workforce that is not only academically qualified but also technically agile. Without targeted training in these modern technologies, even highly educated employees may struggle to optimize digital workflows, leading to bottlenecks in public service delivery.

RESEARCH METHODS

This study employs a quantitative explanatory approach to analyze the influence of education and technical training on employee performance. The research was conducted at the Batam City Library and Archives Service from January to March 2025.

The population of this study consists of all permanent employees (PNS and PPPK) at the Batam City Library and Archives Service, totaling 41 individuals. Given the small population size ($N < 100$), this study applied a total sampling technique (census method), where every member of the population was included as a respondent. According to Sugiyono (2019) and Hair et al. (2019), total sampling is the most rigorous method for small populations as it eliminates sampling error and ensures that the data fully represents the specific organizational unit being studied. This approach is particularly appropriate for case studies in specific government agencies where the goal is to understand internal dynamics rather than to generalize to a broader national population.

It is important to acknowledge the limitation regarding external validity. Since the sample is drawn exclusively from one specific agency in Batam, the findings may not be directly generalizable to other government offices with different operational structures or technological maturities. However, this focused approach allows for a deep and accurate analysis of the specific impact of digital-era training interventions within this local context, providing valuable baseline data for similar small-to-medium-sized public service units.

Data were collected using a structured questionnaire with a 5-point Likert scale. The instruments were adapted to reflect the current operational reality of the agency:

1. Education (X1): Measured by level of formal education and relevance of major to archival/library science.
2. Technical Training (X2): Measured by the frequency and quality of training received specifically related to digital archiving, information system usage, and data management technologies.
3. Work Performance (Y): Measured by indicators including quantity and quality of work, timeliness in digital processing, and adaptability to new technological tools..

RESULTS AND DISCUSSION

Validity Test

Validity tests are used to test the concept of the extent to which the measuring device can

reveal the concept/symptoms being measured. The questionnaire item is declared valid if the calculation is $> r_{\text{of}}$ the table and is small from the

mean significance value of 0.05. Validity testing can be seen in the following table :

Table 2 : Validity Test of Educational Variables (X₁)

No.	Construct Assessment	r count	r table	Ket
1	X _{1.1}	0.781	0.308	Valid
2	X _{1.2}	0.861	0.308	Valid
3	X _{1.3}	0.874	0.308	Valid

Source : Processed Data Research Results, 2025.

Based on the results of the validity test in table 2 above, it is known that all question items or indicators of educational variables (X₁), showing the calculation value of $> r_{\text{table}}$ 0.308 with the lowest value of 0.781 and the highest

value of 0.861. Thus, all of the questions of the above variables are declared valid and qualified as a measuring tool for educational variables (X₁).

Table 3 : Validity Test of Training Variables (X₂)

No.	Construct Assessment	r count	r table	Ket
1	X _{2.1}	0.789	0.308	Valid
2	X _{2.2}	0.908	0.308	Valid
3	X _{2.3}	0.841	0.308	Valid
4	X _{2.4}	0.835	0.308	Valid
5	X _{2.5}	0.714	0.308	Valid

Source : Processed Data Research Results, 2025

Based on the results of the validity test in table 3 above, it is known that all question items or indicators of training variables are known, showing the calculation value of $> r_{\text{table}}$ 0.308 with the lowest value of 0.714 and the highest

value of 0.908. Thus, the entire item of the above variable question is declared valid and qualified as a training variable measurement tool (X₂).

Table 4: Validity Test of Employee Work Performance Variables (Y)

No.	Construct Assessment	r count	r table	Ket
1	Y.1	0.638	0.308	Valid
2	Y.2	0.790	0.308	Valid
3	Y.3	0.625	0.308	Valid
4	Y.4	0.743	0.308	Valid
5	Y.5	0.750	0.308	Valid
6	Y.6	1.000	0.308	Valid

Source : Processed Data Research Results, 2025

Based on the results of the validity test in table 4 above, it is known that all question items or indicators of work performance variables (Y), show a calculation value of $> r_{\text{table}}$ of 0.308 with the lowest calculation value of 0.625 and the

highest perfect value of 1.00. Thus, the entire item of the variable statement above is declared valid and qualified as a variable measurement of employee performance (Y).

Reliability Test

Table 5 : Reliability Test

Variabel	Croanbach Alpha	R. Kritis	Ket
Education (X ₁)	0.787	0.6	Reliabel
Technical Training (X ₂)	0.874	0.6	Reliabel
Employee Work Performance (Y)	0.918	0.6	Reliabel

Source: Processed Data Research Results, 2025.

Based on table 5, the results of the reliability test on the variables of education (X₁), training (X₂) and employee work performance (Y) all show that Cronbach's alpha value is above 0.60, which can be seen from Cronbach's alpha values of 0.787, 0.874, and 0.918, respectively. These

results mean that the measuring instrument used is qualified and reliable. In this case, if the *reliability coefficient* (alpha) value is > 0.60 , then the variables and items measured can be trusted or relied on.

Multiple Linear Regression Equation Analysis

**Table 6 : Multiple Linear Regression
Coefficients^a**

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.748	1.963		1.400	.170
	Total X1	.939	.309	.475	3.043	.004
	Total X2	.511	.186	.429	2.750	.009

a. Dependent Variable: Total Y

Source : Processed Data of Research Results, 2025

Based on table 6 above, the multiple linear regression equation can be obtained as follows :

$$Y = 2.748 + 0.939 X_1 + 0.511 X_2$$

Description :

Y = Officer's work performance

X1 = Education

X2 = Technical training

From this equation, it can be explained that:

- The constant value is 2.748, this means that if the technical education and training is constant, then the employee's work performance has a positive value of 2.748.
- The value of the regression coefficient of the education variable is 0.939, which means that if the education variable increases by 1 unit by considering other factors constantly, it will increase the employee's work performance by 0.939.
- The technical training coefficient gives a value of 0.511 which means that every increase in technical training by 1 unit by considering other factors is fixed, then the employee's work performance will also increase by 0.511.

Uji Hypothesis

a. T test (Partial test)

The hypothesis test was partially used to determine the influence of each independent variable, namely education (X1) and training (X2), on the dependent variable, namely the work performance of employees (Y) of the Batam City Library and Archives Service. The t-test or partial test is carried out by comparing the t_{cal} and t_{table} values of the table, it can be concluded that if the t_{cal} value > t_{of} the table, then the independent variables (X1 and X₂) have a significant effect on the dependent variable (Y). On the other hand, if the value of the t_{cal} value < t_{of} the table, it can be concluded that the variable

X in question does not have a significant influence on the variable Y.

The way to determine the table is as follows:

$$t_{table} = t(\alpha/2; n - k)$$

where :

$$\alpha = 0.05$$

$$n = \text{number of respondents}$$

$$k = \text{the number of variables}$$

$$(X_1, X_2, Y) \text{ then}$$

$$t_{table}$$

$$= 0.05/2 ;$$

$$41-3$$

$$= 0.025; 38$$

$$= 2,024$$

Referring from table 6 above, the value of the variable X1 = 3.043 and X2 = 2.750, it can be concluded that :

- The results of the partial test (t-test) where the result of t_{count} = 3.043 and t_{table} = 2.024 means that t_{count} > t_{table} with a probability of Sig. (0.004) < 0.05, then H0 is rejected and H1 is accepted or it can be said that there is an influence of education (X1) on the work performance of employees (Y) at the Batam City Library and Archives Service.
- The results of the partial test (t-test) where the result of t_{count} = 2.750 and t_{table} = 2.024 means that t_{count} > t_{table} with a probability of Sig. (0.009) < 0.05, then H0 is rejected and H2 is accepted or it can be said that there is an influence of training (X₂) on the work performance of employees (Y) at the Batam City Library and Archives Service.

b. F Test (Simultaneous Test)

Table 7 : F test (simultaneous test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	808.815	2	404.408	60.267	.000 ^b
	Residual	254.990	38	6.710		
	Total	1063.805	40			

a. Dependent Variable: Total Y

b. Predictors: (Constant), Total X₂, Total X₁

Source : Processed Data Research Results, 2025

The simultaneous hypothesis test or called the F test is used to determine the influence simultaneously or together of all independent variables, namely education (X₁) and training (X₂), on the dependent variable, namely the work performance of employees (Y) of the Batam City Library and Archives Service. The F test or simultaneous test is carried out by comparing the F_{cal} and F values of the table, it can be concluded that if the F_{cal} value > F of the table, the independent variables (X₁ and X₂) simultaneously have a significant effect on the dependent variable (Y). On the other hand, if the value of F_{cal} < F is tabled, it can be concluded that all variables X simultaneously do not have a significant influence on variable Y. Furthermore, how to determine F_{table} is as follows :

F_{table} = df₁ ; df₂df₁ = k-1df₂ = n-k where :

n = number of respondents

k =

the sum of
variables(X₁, X₂, Y)then F_{table}

=

3-1 ; 41-3

= 2 ; 38

= 3,24

So based on the results of the study and referring to table 7 above, the value of F_{cal} = 60.267 and F_{table} = 3.24, then it can be compared between F_{cal} and F_{table}, is the value of F_{cal} > F_{table} with a probability of Sig. (0.000) < 0.05. So H₀ is rejected and H₃ is accepted. This means that the variables of education and technical training together have a significant effect on the dependent variables (employee work performance) at the Batam City Library and Archives Service.

Correlation Coefficient (R) and Coefficient of Determination Test (R²) Correlation Coefficients (R)

Table 8 : Correlation Coefficient (R) and Determination Coefficient Test(R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 ^a	.760	.748	2.590

a. Predictors: (Constant), Total X₂, Total X₁

Source : Processed Data of Research Results, 2025.

Explaining R is the coefficient of multiple correlation, which is the correlation between two or more independent variables to dependents. The value of R ranges from 0 to 1, if it is close to 1 then the relationship is stronger but if it is close to 0 then the relationship is weaker. The R number in the result of the correlation coefficient is 0.872 or 87.2%, meaning that the correlation between the variables of education (X₁) and training (X₂) on the work performance of employees (Y) at the Batam City Library and Archives Service. has a very strong relationship to the category.

Coefficient of Determination (R²)

The determination coefficient (R²) is a coefficient that shows the percentage of influence of all independent variables on the dependent

variables. This percentage shows how much the independent variable (education and training) has influenced the dependent variable (employee work performance) at the Batam City Library and Archives Service. Where the result of the determination coefficient (R²) is a measure of the conformity of multiple linear lines to a data. As per table 7 above, the coefficient of determination (R²) obtained is 0.760 or 76%. This means that the bound variable, namely employee work performance, can be explained by the independent variables, namely education (X₁) and training (X₂), while the remaining 0.34 or 34.0% is explained by other factors that are not studied in this study such as work discipline, organizational culture, work motivation,

leadership, work environment.

Discussion

The Influence of Education on Work Performance

The study found that education has a significant positive effect on employee performance ($t\text{-count } 3.043 > t\text{-table } 2.024$; $p=0.004$). This aligns with the findings of Siti Fatimah (2025) and Fitriyani (2021), who argued that higher education levels enhance cognitive abilities and problem-solving skills. In the specific context of the Batam City Library and Archives Service, employees with relevant educational backgrounds (e.g., Library Science, Information Systems, or Public Administration) demonstrated a better understanding of archival principles and regulatory compliance. However, education alone is insufficient in the digital era. As noted by Rahman and Putri (2023), theoretical knowledge must be complemented by technical skills to handle modern archival challenges.

The Influence of Technical Training on Work Performance

Technical training also showed a significant positive influence ($t\text{-count } 2.750 > t\text{-table } 2.024$; $p=0.009$). This finding is consistent with Fitra Lutfi Sukmana (2025) and Wirda Afifa (2020), who emphasized that targeted training improves specific job competencies. Crucially, this study highlights that training related to digital technologies (such as digitization software and database management) had a direct impact on operational efficiency. Employees who received recent training on digital archiving reported higher confidence and faster processing times compared to those who relied solely on traditional methods. This supports the argument by Wijaya and Kusuma (2024) that continuous technical upskilling is vital for public sector adaptation to Industry 4.0 standards.

Simultaneous Influence and Practical Implications

Simultaneously, education and technical training explain 76% of the variance in work performance ($R^2 = 0.760$). This strong predictive power suggests that human resource development in the Batam City Library and Archives Service is effective but requires strategic alignment.

Practical Steps for the Department

1. Competency-Based Training Mapping: The department should conduct a training needs analysis (TNA) specifically focused on digital gaps. Instead of generic training, prioritize workshops on advanced digital preservation, metadata standards, and cybersecurity for archives.
2. Integration of Education and Training:

Encourage employees to pursue further education in fields relevant to digital information management, while simultaneously providing short-term technical certifications. This creates a synergy where theoretical knowledge is immediately applied through technical skills.

3. Performance Evaluation Metrics: Update performance appraisal systems to include digital competency indicators, such as the number of archives successfully digitized or the accuracy of digital cataloging, to reinforce the importance of these skills.

Comparison with Previous Studies

Unlike studies in traditional manufacturing sectors where physical skills dominate, this study confirms that in knowledge-intensive public services like libraries, cognitive foundation (education) and technological agility (training) are equally critical. This contrasts with some older studies that prioritized experience over formal training, highlighting the shift towards digital literacy as a core performance driver in modern government agencies.

CONCLUSIONS

This study concludes that education and technical training significantly influence employee work performance at the Batam City Library and Archives Service. The results of the validity and reliability tests confirm that the instruments used are valid and reliable, with Cronbach's Alpha values exceeding the threshold of 0.60 for all variables. Partially, both education and technical training have a positive and significant effect on performance. Specifically, higher levels of education provide employees with a stronger theoretical foundation and analytical skills, while targeted technical training enhances their practical competencies, particularly in adapting to digital archival systems. These findings support the hypothesis that continuous human resource development is crucial for maintaining high performance standards in public sector agencies.

Simultaneously, education and technical training together explain 76% of the variance in employee work performance, indicating a very strong relationship between these developmental interventions and operational outcomes. The remaining 24% is influenced by other factors not examined in this study, such as work discipline, organizational culture, leadership style, and work motivation. This high coefficient of determination underscores the strategic importance of investing in both formal education and skill-specific training for government employees. Therefore, the Batam City Library and Archives Service must prioritize

comprehensive HR development programs that not only encourage academic advancement but also provide regular, up-to-date technical training aligned with the demands of digital transformation in library and archive management. By doing so, the agency can ensure that its workforce remains competent, adaptive, and capable of delivering excellent public service in an increasingly digital era.

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