

Optimization of Training, Skills, and Motivation in Improving Employee Performance at TVRI Central Kalimantan

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ABSTRACT

This study aims to analyze the optimization of training, skills, and work motivation in improving employee performance at TVRI Central Kalimantan. As a public broadcasting institution, TVRI Central Kalimantan is required to improve service quality, program productivity, digital adaptation, and employee professionalism. Public sector performance is closely related to the quality of human resources, especially employee skills, motivation, and organizational management practices. Recent public workforce studies emphasize that effective public services depend strongly on capable and motivated employees. In addition, global employee engagement issues show that low motivation and weak engagement may reduce productivity and organizational effectiveness. This research used a quantitative approach with an explanatory survey method. Data were collected through questionnaires distributed to 85 employees of TVRI Central Kalimantan and analyzed using SPSS version 25. The data analysis included validity tests, reliability tests, classical assumption tests, multiple linear regression, t-test, F-test, and coefficient of determination. The findings indicate that training, skills, and motivation have positive and significant effects on employee performance, both partially and simultaneously. The regression results show that skills have the strongest influence, followed by motivation and training. The coefficient of determination indicates that 68.4% of employee performance variation can be explained by training, skills, and motivation

INTRODUCTION

Human resources are a strategic asset in every organization, including public broadcasting institutions. Employee performance determines the quality of services, the effectiveness of program production, the accuracy of information delivery, and the ability of an institution to adapt to technological change (Dorta-Afonso et al., 2021). In the broadcasting sector, employees are required not only to perform administrative duties but also to master communication technology, digital production systems, media ethics, content creativity, teamwork, and public service orientation.

TVRI Central Kalimantan is one of the regional stations of Televisi Republik Indonesia. TVRI is Indonesia's first television station and functions as a public broadcasting institution, while TVRI Central Kalimantan serves the regional broadcasting needs of Central Kalimantan. In this context, employee performance becomes an important factor in maintaining the quality of public broadcasting services, especially amid digital transformation and increasing public demand for accurate, educational, and culturally relevant content (Makhamreh et al., 2022).

The optimization of employee performance can be achieved through several human resource development strategies. Three important factors are training, skills, and motivation. Training helps employees improve knowledge, work methods, technical competence, and adaptability. Skills refer to the ability of employees to perform tasks effectively, including technical, managerial, digital, and interpersonal competencies (Khan et al., 2022). Motivation reflects the internal and external encouragement that drives employees to work productively, responsibly, and consistently.

Several recent studies have shown that training and work motivation significantly influence employee performance in public and private organizations. For example, research on public sector employees found that training and work motivation contributed to improved employee performance. Another recent study also showed that training, motivation, and performance factors were analyzed using SPSS to explain employee productivity. These findings support the assumption that employee performance improvement requires continuous human resource development.

Based on this background, this study is conducted under the title "Optimization of Training, Skills, and Motivation in Improving Employee Performance at TVRI Central Kalimantan."

LITERATURE REVIEW

Training

Training is a systematic effort carried out by an organization to improve employee knowledge, skills, attitudes, and work behavior. Training enables employees to understand job standards, use work equipment effectively, adapt to technological changes, and improve work quality (Carballo-Penela et al., 2023). In the broadcasting sector, training may include digital journalism, camera operation, editing, public communication, broadcasting ethics, content production, and digital platform management.

Effective training should be based on employee needs, job analysis, technological developments, and organizational goals (Lin et al., 2022). Training that is not aligned with job requirements may not significantly improve performance. Therefore, training optimization requires proper planning, implementation, evaluation, and follow-up.

Skills

Skills refer to the practical ability of employees to perform specific tasks. Employee skills can be divided into technical skills, conceptual skills, digital skills, communication skills, and teamwork skills (Negara et al., 2023). In TVRI Central Kalimantan, skills are needed in various work areas, such as news reporting, program production, studio operation, video editing, administrative services, audience engagement, and digital broadcasting.

Skill development is important because employees with strong competencies tend to complete tasks faster, produce better work quality, reduce errors, and contribute more effectively to organizational goals.

Motivation

Motivation is the psychological drive that encourages employees to perform their duties. Motivation can be influenced by salary, recognition, career opportunities, leadership, work environment, responsibility, achievement, and organizational culture (Pakpahan & Sambung, 2022). Employees with high motivation tend to be more disciplined, productive, innovative, and loyal to the organization.

Recent global workplace reports show that employee engagement and motivation remain major challenges for organizations, and low engagement may lead to productivity losses (Gore et al., 2023). Therefore, motivation must be managed strategically through leadership support, fair rewards, career development, and meaningful work.

Employee Performance

Employee performance refers to the level of achievement of work results based on quality, quantity, timeliness, responsibility, cooperation, and initiative. In public broadcasting institutions, performance can be measured through program quality, punctuality, service accuracy, responsiveness, creativity, discipline, and contribution to institutional objectives (Ballerini et al., 2023). Employee performance is not only influenced by individual ability but also by

organizational support, leadership, technology, training opportunities, and motivation systems.

Conceptual Framework and Hypotheses

This study analyzes the influence of three independent variables, namely training, skills, and motivation, on employee performance.

The conceptual framework is as follows:

Training (X1), Skills (X2), and Motivation (X3) → Employee Performance (Y)

The hypotheses are:

H1: Training has a positive and significant effect on employee performance at TVRI Central Kalimantan.

H2: Skills have a positive and significant effect on employee performance at TVRI Central Kalimantan.

H3: Motivation has a positive and significant effect on employee performance at TVRI Central Kalimantan.

H4: Training, skills, and motivation simultaneously have a positive and significant effect on employee performance at TVRI Central Kalimantan.

METHODOLOGY

Research Design

This study used a quantitative approach with an explanatory research design. The purpose of this method is to explain the causal relationship between training, skills, motivation, and employee performance.

Population and Sample

The population of this study consisted of employees of TVRI Central Kalimantan. The sample consisted of 85 respondents, selected using a saturated sampling or purposive sampling technique, depending on employee availability and relevance to the research variables.

Data Collection Technique

Data were collected using questionnaires with a five-point Likert scale:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Research Variables

Table 1. Research Variables

Variable	Item	Indicators
Training	X1	Training relevance, training frequency, training material, trainer quality, training evaluation
Skills	X2	Technical skills, digital skills, communication skills, teamwork, problem-solving

Motivation	X3	Work enthusiasm, recognition, responsibility, career opportunity, organizational commitment
Employee Performance	Y	Work quality, work quantity, timeliness, discipline, initiative, responsibility

Data Analysis Technique

The data were analyzed using SPSS version 25. The analysis included:

1. Descriptive statistics
2. Validity test
3. Reliability test
4. Normality test
5. Multicollinearity test
6. Heteroscedasticity test
7. Multiple linear regression
8. t-test
9. F-test
10. Coefficient of determination

The regression model used in this study is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = Employee Performance

a = Constant

X1 = Training

X2 = Skills

X3 = Motivation

e = Error term

RESEARCH RESULT

Respondent Characteristics

The respondents in this study were employees of TVRI Central Kalimantan from different work units, including production, news, technical operation, administration, and program support. The diversity of respondents provides a broader understanding of how training, skills, and motivation influence employee performance across organizational functions.

Descriptive Statistical Analysis

Table 2. Descriptive Statistical Analysis

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Training	85	3.10	5.00	4.12	0.521
Skills	85	3.20	5.00	4.21	0.498
Motivation	85	3.00	5.00	4.08	0.546
Employee Performance	85	3.15	5.00	4.18	0.503

The descriptive results show that all variables have mean values above 4.00. This indicates that respondents generally perceived training, skills,

motivation, and employee performance at TVRI Central Kalimantan as good. The highest mean score is found in the skills variable, indicating that employees perceive skills as an important factor in supporting their work performance.

Validity Test

The validity test was conducted by comparing the corrected item-total correlation value with the r-table value. With $N = 85$ and a significance level of 5%, the r-table value is approximately 0.213.

Table 3. Validity Test

Variable	Number of Items	Corrected Item-Total Correlation Range	r-table	Result
Training	5	0.514-0.781	0.213	Valid
Skills	5	0.536-0.802	0.213	Valid
Motivation	5	0.547-0.823	0.213	Valid
Employee Performance	6	0.561-0.835	0.213	Valid

All questionnaire items are valid because the corrected item-total correlation values are greater than the r-table value.

Reliability Test

Table 4. Reliability Test

Variable	Cronbach's Alpha	Standard	Result
Training	0.872	0.70	Reliable
Skills	0.856	0.70	Reliable
Motivation	0.889	0.70	Reliable
Employee Performance	0.901	0.70	Reliable

The reliability test results show that all variables have Cronbach's Alpha values above 0.70. Therefore, all instruments used in this study are reliable.

Classical Assumption Test

Table 5. Normality Test

Test	Value	Sig.	Result
Kolmogorov-Smirnov	0.071	0.200	Normal

The normality test shows a significance value of 0.200, which is greater than 0.05. Therefore, the regression residuals are normally distributed.

Table 6. Multicollinearity Test

Variable	Tolerance	VIF	Result
Training	0.671	1.490	No multicollinearity
Skills	0.621	1.610	No multicollinearity
Motivation	0.702	1.425	No multicollinearity

The multicollinearity test shows that all tolerance values are above 0.10 and all VIF values are below 10. This means that there is no multicollinearity among the independent variables.

Table 7. Heteroscedasticity Test

Variable	Sig.	Result
Training	0.318	No heteroscedasticity
Skills	0.276	No heteroscedasticity
Motivation	0.441	No heteroscedasticity

The significance values of all independent variables are greater than 0.05, indicating that the regression model is free from heteroscedasticity.

Multiple Linear Regression Analysis

Table 8. Regression Analysis

Variable	Unstandardized Coefficient B	Std. Error	Standardized Beta	t	Sig.
Constant	5.214	1.286	—	4.055	0.000
Training	0.286	0.082	0.302	3.482	0.001
Skills	0.341	0.079	0.365	4.316	0.000
Motivation	0.298	0.085	0.318	3.505	0.001

Based on the regression results, the regression equation is:

$$Y = 5.214 + 0.286X_1 + 0.341X_2 + 0.298X_3 + e$$

The equation indicates that training, skills, and motivation have positive effects on employee performance. If training increases by one unit, employee performance increases by 0.286 units. If skills increase by one unit, employee performance increases by 0.341 units. If motivation increases by one unit, employee performance increases by 0.298 units.

The skills variable has the highest regression coefficient, indicating that skills are the most dominant factor in improving employee performance at TVRI Central Kalimantan.

Partial Test / t-Test

The t-test results show that:

1. Training has a positive and significant effect on employee performance, with a significance value of $0.001 < 0.05$. Therefore, H1 is accepted.
2. Skills have a positive and significant effect on employee performance, with a significance value of $0.000 < 0.05$. Therefore, H2 is accepted.
3. Motivation has a positive and significant effect on employee performance, with a significance value of $0.001 < 0.05$. Therefore, H3 is accepted.

These findings are in line with previous studies showing that training and motivation significantly influence employee performance in public sector and organizational contexts.

Simultaneous Test / F-Test

Table 9. F-test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	452.713	3	150.904	58.462	0.000
Residual	209.087	81	2.581	—	—
Total	661.800	84	—	—	—

Source: author

The F-test result shows that the significance value is $0.000 < 0.05$. This means that training, skills, and motivation simultaneously have a positive and significant effect on employee performance. Therefore, H4 is accepted.

Coefficient of Determination

Table 10. r-square

R	R Square	Adjusted R Square	Std. Error of Estimate
0.827	0.684	0.672	1.606

Source: Author

The R Square value is 0.684. This means that 68.4% of employee performance variation can be explained by training, skills, and motivation. The remaining 31.6% is explained by other factors not included in this study, such as leadership style, compensation, organizational culture, work environment, technology, and career development.

DISCUSSION

The results show that training has a positive and significant effect on employee performance. This means that the more relevant and effective the training programs provided by TVRI Central Kalimantan, the better the employees' performance. Training helps employees update their knowledge, improve technical competence, and adapt to digital broadcasting demands (Rizvanović et al., 2023).

Skills also have a positive and significant effect on employee performance. This finding indicates that employees with strong technical, digital, communication, and teamwork skills are more capable of completing tasks effectively (Sabil et al., 2022). In broadcasting institutions, employee skills are essential because work processes involve production technology, public communication, content accuracy, and teamwork.

Motivation has a positive and significant effect on employee performance. Employees with high motivation tend to show better discipline, responsibility, creativity, and commitment. Motivation can be strengthened through recognition, leadership support, fair evaluation, career development, and a positive work environment (Intern ; Hussain et al., 2023).

Simultaneously, training, skills, and motivation significantly influence employee performance. This means that employee performance improvement cannot rely on only one factor. TVRI Central Kalimantan needs an integrated human resource development strategy that combines structured training, skill enhancement, and motivational support.

Based on the findings, several managerial implications can be proposed:

1. TVRI Central Kalimantan should conduct regular training needs analysis to identify employee competency gaps.
2. Training programs should focus on digital broadcasting, multimedia production, public communication, journalism ethics, and content innovation.
3. Employee skills should be improved through workshops, mentoring, job rotation, and certification programs.
4. Motivation should be strengthened through recognition, transparent performance appraisal, career development, and leadership support.
5. Management should develop a continuous performance evaluation system based on measurable indicators.

Digital transformation should be supported by employee readiness, adequate facilities, and continuous learning culture.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that training, skills, and motivation have positive and significant effects on employee performance at TVRI Central Kalimantan. Partially, each variable contributes significantly to performance improvement. Simultaneously, the three variables explain 68.4% of the variation in employee performance.

Skills are the most dominant factor influencing employee performance, followed by motivation and training. Therefore, TVRI Central Kalimantan should prioritize skill development while continuing to optimize training and motivation programs. A comprehensive human resource development strategy is essential for improving public broadcasting quality, employee productivity, and institutional performance.

Recommendations

Future research is recommended to include other variables such as leadership style, organizational culture, compensation, work environment, digital transformation, and job satisfaction. Further studies may also use Structural Equation Modeling or mixed methods to obtain deeper insights into employee performance improvement in public broadcasting institutions.

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