

**THE INFLUENCE OF TRAINING AND DEVELOPMENT STRATEGIES ON
EMPLOYEE SKILLS GROWTH AND WORK EFFECTIVENESS AT PT. BINTANG
KARYA SARANA**

By
Muhammad Habibi Lubis
12008004

BACHELOR'S DEGREE
inside
BUSINESS AND MANAGEMENT
FACULTY OF BUSINESS AND COMMUNICATION



SWISS GERMAN UNIVERSITY

Prominence Tower
Jalur Sutera Barat No. 15, Alam Sutera
Tangerang, Banten 15143 - Indonesia
January 2026

THE INFLUENCE OF TRAINING AND DEVELOPMENT STRATEGIES ON
EMPLOYEE SKILL GROWTH AND WORK EFFECTIVENESS AT PT.BINTANG
KARYA SARANA

Page 2 of 61

THE INFLUENCE OF TRAINING AND DEVELOPMENT STRATEGIES ON EMPLOYEE
SKILL GROWTH AND WORK EFFECTIVENESS AT PT.BINTANG KARYA SARANA

STATEMENT BY THE AUTHOR

I hereby declare that this work is my own work and to the best of my knowledge, it contains no material previously published or written by another person, nor any material which has been accepted for the award of any other degree or diploma at any other educational institution, except where due acknowledgement is given in this thesis.

Muhammad Habibi Lubis

Student



Date : 29-12-2025

Approved by:

SGU[®]

Dr. Munawaroh Zainal MM

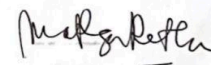
Thesis Supervisor



Date 29-12-2025

Margaretha Tiur Pasuria Lingga MM

Joint Thesis Supervisor



Date 29-12-2025

[Name and Position of Dean]

Dean



Date 30/1/2026

Muhammad Habibi Lubis

ABSTRACT

THE INFLUENCE OF TRAINING AND DEVELOPMENT STRATEGIES ON EMPLOYEE SKILLS GROWTH AND WORK EFFECTIVENESS AT PT. BINTANG KARYA SARANA

By

Muhammad Habibi

Advisor:Dr. Munawaroh Zainal MM

Associate Advisor:Margaretha Tiur Pasuria Lingga MM

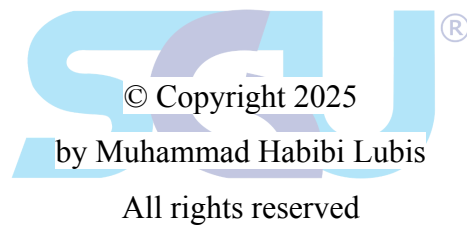
Gmail:munawaroh.zainal@sgu.ac.id/margaretha.lingga@sgu.ac.id



This study aims to examine the effect of Training and Development (T&D) strategies on Employee Skills Development, Digital Skills, and Performance Effectiveness at PT. Bintang Karya Sarana. This study used a quantitative associative approach, involving 200 respondents selected through a purposive sampling method. Data were collected using a questionnaire and analyzed using multiple linear regression analysis with SPSS version 26. The results showed that Training and Development has a positive and significant effect on Employee Skills Development and Digital Skills, indicating that structured and relevant training programs improve employees' technical competence and digital readiness. Furthermore, Employee Skills Development significantly affects Digital Skills, indicating that employees with higher general competencies are better prepared to adapt to digital technology. However, Digital Skills did not significantly affect Performance Effectiveness, implying that digital capabilities have not yet become a dominant factor in improving work outcomes within the company. In general, this study emphasizes the importance of continuous investment in training and development strategies to strengthen the quality of human capital. Companies are advised to implement more competency-based and digital-focused training programs to improve employees' adaptability, efficiency, and long-term performance in an increasingly digital work environment.

Keywords: Training and Development, Skills Development, Digital Skills, Performance Effectiveness.

THE INFLUENCE OF TRAINING AND DEVELOPMENT STRATEGIES ON
EMPLOYEE SKILL GROWTH AND WORK EFFECTIVENESS AT PT.BINTANG
KARYA SARANA



DEDICATION

This thesis is lovingly dedicated to my beloved parents, who have been my greatest source of strength, support, and inspiration throughout my academic journey. Their endless prayers, sacrifices, and unconditional love have guided me through every challenge and achievement. I also dedicate this work to my lecturers and friends, whose guidance and encouragement have shaped my understanding and perseverance. To everyone who believed in me when I doubted myself this accomplishment is as much yours as it is mine.



ACKNOWLEDGEMENTS

First and foremost, I would like to express my deepest gratitude to Almighty God for His blessings, strength, and guidance that have enabled me to complete this thesis successfully.

I would like to extend my sincere appreciation to my supervisor Dr. Munawaroh Zainal MM, for the invaluable guidance, patience, and constructive feedback throughout this research process.

My gratitude also goes to all lecturers at Swiss German who have shared their knowledge and insights during my years of study.

Special thanks are addressed to my beloved family for their endless love, motivation, and support. To my friends and colleagues who have shared both challenges and laughter along the way thank you for being part of this unforgettable journey. Lastly, I am deeply grateful to all parties who, directly or indirectly, contributed to the completion of this thesis. May this work bring benefit and inspiration to others in the future.

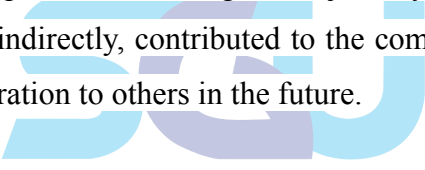


TABLE OF CONTENTS

STATEMENT BY THE AUTHOR.....	2
ABSTRACT.....	3
DEDICATION.....	5
ACKNOWLEDGEMENTS.....	6
TABLE OF CONTENTS.....	7
LIST OF FIGURE.....	10
LIST OF TABLES.....	11
CHAPTER I - INTRODUCTION.....	12
1.1 Background.....	12
1.2 Research problem.....	14
1.3 Research Question.....	14
1.4 Research objectives.....	14
1.5. Scope and Limitations.....	15
1.6 Significance of Study.....	15
1.7 Importance and Potential Contributions of the Study.....	16
CHAPTER II - LITERATURE REVIEW.....	18
2.1 Theoretical Framework.....	18
2.1.1 Definition and Scope of Training and Development.....	19
2.1.2 Underlying Theories.....	21
2.1.3 Training Evaluation Models.....	22
2.1.4 Effective Training Design and Delivery.....	23
2.1.5 Theoretical Basis for Skill Development.....	24
2.1.6 Theoretical Basis for Performance Effectiveness.....	25
2.1.7 Theoretical Basis for Digital Skill.....	25
2.2 Review of Previous Studies.....	27
2.3 Research Gap and Novelty.....	29
2.3.1 Identified Research Gaps.....	29
2.3.2 Novelty of the Present Study.....	30
2.4 Framework of Thinking.....	31
2.5 Hypothesis Development.....	32
CHAPTER III - RESEARCH METHOD.....	34
3.1 Research Design.....	34
3.2 Data Collection Methods.....	34

3.2.1 Population and Sample.....	34
3.2.2 Research Instrument.....	35
3.2.3 Data Collection Procedure.....	36
3.3 Data Analysis Techniques.....	36
3.3.1 Descriptive Test.....	36
3.3.2 Validity Test.....	36
3.3.3 Reliability Test.....	37
3.3.4 Classical Assumption Test.....	37
3.3.4.1 Normality Test.....	37
3.3.4.2 Heteroscedasticity Test.....	37
3.3.4.3 Multicollinearity Test.....	38
3.3.5 Hypothesis Test.....	38
3.3.5.1 F Test (Simultaneous).....	38
3.3.5.2 T Test (Partial).....	38
3.3.5.3 R Test (Determination).....	39
3.4 Required Materials and Equipment.....	39
CHAPTER IV - RESULT AND DISCUSSION.....	40
4.1 Presentation of Data.....	40
4.1.1 Research Results Based on Respondents' Characteristics.....	40
4.1.2 Descriptive Test.....	42
4.1.3 Validity Test.....	44
4.1.4 Reliability Test.....	46
4.1.5 Classical Assumption test.....	47
4.1.5.1 Normality Test.....	47
4.1.5.2 Heteroskedastisitas Test.....	49
4.1.5.3 Multicollinearity test.....	50
4.1.6 Hypothesis Test.....	51
4.1.6.1 Simultan test.....	51
4.1.6.2 Partial Test.....	52
4.1.6.3 Determinasi Test.....	53
4.2 Discussion of Study.....	54
CHAPTER V - CONCLUSION.....	57
5.1 Conclusion.....	57
5.2 Managerial Implication.....	57

THE INFLUENCE OF TRAINING AND DEVELOPMENT STRATEGIES ON
EMPLOYEE SKILL GROWTH AND WORK EFFECTIVENESS AT PT.BINTANG
KARYA SARANA

5.3 Summary of finding.....	57
5.4 Future Research.....	58
GLOSSARY.....	59
CURRICULUM VITAE.....	63



LIST OF FIGURE

Figure

Page

Figure 1.1 Digital skills of the labor force.....	13
Figure 2.1 Framework of Thinking.....	32
Figure 4.1 Result Heterokedastisitas Test.....	49



LIST OF TABLES

Table

Page

Table 2.1 Theoretical Framework.....	18
Table 2.2 Study Difference.....	28
Table 3.1 Materials and Equipment.....	39
Table 4.1 Results Based on Respondents' Characteristics.....	40
Table 4.2 Results Descriptive Test.....	42
Table 4.3 Results Validity Test.....	44
Table 4.4 Results Reliability Test.....	47
Table 4.5 Results Normality Test.....	48
Table 4.6 Results Multicollinearity test.....	50
Table 4.7 Results Simultan test.....	51
Table 4.7 Results Partial test.....	52
Table 4.8 Results Determinasi test.....	53