

ABSTRACT

Public sector organizations are currently facing challenges in ensuring the effectiveness of training programs in improving employee performance. Although training has been widely implemented, performance improvement has not been fully optimal. This condition indicates a gap between training outcomes and their implementation in the workplace, which is presumed to be influenced by internal factors, particularly soft skill competency. Furthermore, inconsistencies in prior studies regarding the direct effect of training effectiveness on employee performance necessitate further examination of the underlying mechanism.

This study aims to examine and analyze the effect of training effectiveness on employee performance with soft skill competency as a mediating variable. Data were collected through questionnaires distributed to 150 employees in a public sector organization. The data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Square (PLS).

The results indicate that training effectiveness has a positive and significant effect on soft skill competency, and soft skill competency has a positive and significant effect on employee performance. However, the direct effect of training effectiveness on employee performance is not always significant. Moreover, soft skill competency is proven to mediate the relationship between training effectiveness and employee performance, suggesting that performance improvement is more effectively achieved through strengthening soft skill competency as an internal mechanism in translating training outcomes into work practices.

Keywords: Training effectiveness, soft skill competency, Employee performance, Mediation