

The Effect of Online Training on Employee Performance (a Study on Employees of the Efishery Start-Up)

Fungky Nur Lestary

Universitas Widyatama, Indonesia

Email: fungky.lestary@gmail.com

Abstract

This study aims to determine the effect of online training on the performance of eFishery employees, particularly in the Operations Division, due to identified performance decline issues in this division. The proposed research hypothesis is that there is a positive and significant effect of online training on employee performance. The research method employed is quantitative associative causality, with two research variables: Online Training (X) as the independent variable and Employee Performance (Y) as the dependent variable. The research population comprises employees of eFishery's Operations Division, with the sample consisting of all 85 employees in this division, as the sampling technique used is a census method. Data collection was conducted using a research questionnaire consisting of two measurement scales. Data analysis was carried out using simple linear regression analysis. The results of this study are as follows: (1) The level of online training is categorized as "moderate"; (2) The level of employee performance is categorized as "moderate"; and (3) There is a positive and significant effect of online training on eFishery employee performance.

Keywords: Online Training, Employee Performance, eFishery Start Up

INTRODUCTION

The existence of start-ups is one of the technological developments of this century that has had a wide impact on changes in the business industry as a whole (Prihatiningsih et al., 2024). The description of start-ups is explained by Aras et al. (2021) as a new business model that creates jobs, is closely related to technology, and generates new economic cycles.

Indonesia itself is one of the countries that has experienced a surge in the number of start-ups. Leading start-up names such as Tokopedia.com, Bukalapak.com, and Gojek are some examples of start-up success among thousands of start-ups in Indonesia. Databoks (2022) noted that Indonesia ranks 5th in the world in terms of the number of start-ups, with a total of 2,346 start-ups.

The development of excellent and massive start-ups in Indonesia must certainly be accompanied by an improvement in the quality and availability of qualified human resources. According to Griffith (2014), there are at least five common reasons why start-ups fail, namely: (1) Poor management patterns; (2) Lack of capital; (3) Failure to determine the target market; (4) Irrelevant or poor-quality products; and (5) Internal conflicts.

The Effect of Online Training on Employee Performance (a Study on Employees of the Efishery Start-Up)

This research aims to explore more deeply the problems of start-ups, especially those related to Human Resource Management, using the main theoretical framework of Human Capital Theory. There is a strong analogy between human capital and physical capital, where the provision of formal education is considered a productive investment that is equal to or even more valuable than physical capital investment (Almendarez, 2011).

The start-up that is the object of this research is eFishery. eFishery is a start-up in the agritech sector that was established in 2013. Quoted from the online news portal detikfinance.com, under the golden hand of Gibran Huzaifah (Founder of eFishery), in 2023 eFishery will become a Unicorn with funding of IDR 1.6 trillion (exchange rate of IDR 14,900) (Arini, 2023). However, referring to the Quality Improvement division report for the November and December 2022 periods, there are problems related to performance.

Table 1. eFishery Financial Report, November and December 2022

Month	Information	Number of Dead Fish (KG)
November	Total Inbound	
	Total Sales	1.058,42
	Total Deaths	617
	Mortality Rate (%)	36,23%
	Total Sales	IDR 42.336.800
	Mortality Loss	IDR 24.681.200
December	Total Inbound	2277,66
	Total Sales	1369,62
	Total Deaths	905
	Mortality Rate (%)	39,73%
	Total Sales	IDR 54.784.800
	Mortality Loss	IDR 36.200.800

Source: eFishery Internal Data, 2023

In November 2022, the number of dead fish was recorded at 617 fish or 36.23%, increasing in December 2022 to 905 fish or 39.73%. The fish deaths were reported to have a direct impact on financial losses, amounting to IDR 24,681,200 in November 2022 and IDR 36,200,800 in December 2022. In fact, according to the SOP, the standard minimum mortality percentage ranges from 5% to 15%. This indicates that there are problems with employee performance in the QI and warehouse logistics divisions. The high fish mortality rate and financial losses reflect the low performance of employees in these divisions.

These financial losses stem from poor employee performance and the lack of knowledge and skills of warehouse employees in raising fish. In this case, the researcher applied the Human Resource Management (HRM) framework, highlighting employee performance as the central topic of the study.

Employee performance is a series of abilities demonstrated by an individual to complete a task, which can then be transformed into a source of personal income as a

form of reward or compensation received by the individual (Putro & Arfiandy, 2020). The dimensions of employee performance, according to Munandar (as quoted in Meithiana, 2017), consist of: (1) Identification; (2) Measurement; and (3) Management.

Kasmir (2017) explained that there are 13 factors that affect employee performance, namely: (1) Competence; (2) Work Design; (3) Personality; (4) Work Motivation; (5) Leadership; (6) Organizational Culture; (7) Job Satisfaction; (8) Work Environment; (9) Loyalty; (10) Commitment; (11) Work Discipline; (12) Compensation; and (13) Training and Development. Poor employee performance at eFishery is caused by a lack of employee knowledge and skills, which can be addressed through the provision of online training. To establish an initial hypothesis and provide a factual basis regarding the existence of performance problems and the alleged influence of online training, the researcher conducted a preliminary survey of 30 employees in the Operations division (15 employees in the QI sub-division and 15 employees in the warehousing logistics sub-division). This preliminary survey consists of the employee performance scale and the compensation scale. The results of the preliminary survey on the employee performance scale show that employee performance at eFishery is in the low category. The three main dimensions of performance, namely Identification, Measurement, and Management, only reached 42%, 45%, and 47% of the expected 100%, respectively. Furthermore, data collection on employee responses to online training showed less than satisfactory results. The three main dimensions of online training, namely Training Materials, Trainers, and Events, recorded relatively low achievements, at 42%, 37%, and 39%, respectively, out of 100% expectations.

Notoatmodjo (as quoted in Pratama et al., 2019) stated that one way to improve the quality of human resources is through the implementation of training. Human resource investment is a fundamental effort of the organization to improve and maintain the quality of human resources. The significant impact of training is demonstrated by behavioral change and knowledge improvement among trainees (Pratama, Bagia, & Telagawathi, 2019).

Raymond (as quoted in Yahman, 2020:94) states that training refers to the planned efforts made by companies to facilitate the learning of work-related competencies by employees. These competencies include knowledge, skills, or behaviors that are crucial for successful job performance. Online training refers to a series of instructions delivered through digital media from the trainer to the trainee, which is similar to conventional training but different in that it does not require face-to-face meetings (Maula, 2021). The dimensions of online training according to Supriyati and Abraham (2021) are: (1) Online Training Materials; (2) Instructor or Speaker; and (3) Training Facilities.

Research on employee training and performance has been extensively conducted, but it still shows limitations in the context of agritech start-ups in Indonesia. Pratama, Bagia, and Telagawathi (2019) found that training has a significant impact on improving knowledge and changing employee behavior, but the study focuses on conventional companies and has not touched on the online training model that is now a post-pandemic trend. Meanwhile, Supriyati and Abraham (2021) emphasized that the effectiveness of

online training is influenced by the quality of the material, the competence of the instructors, and the supporting facilities. However, the study is more conceptual, so it has not empirically tested the impact of online training on employee performance in technology-based startups. Thus, there is still a research gap regarding how online training can improve performance in the start-up ecosystem, which has dynamic characteristics, high work pressure, and the need for rapid technological adaptation.

This study aims to describe and review: (1) Overview of online training, compensation, and employee performance in eFishery; and (2) The effect of online training on employee performance at eFishery. The benefit of this research is that it provides a theoretical contribution to the Human Resource Management literature related to the effectiveness of online training, as well as practical benefits in the form of strategic recommendations for start-ups in designing digital training programs to improve employee performance and reduce operational losses.

RESEARCH METHOD

This study examined the eFishery startup as the research object using a quantitative associative causality approach. The independent variable (X) was Online Training, and the dependent variable (Y) was Employee Performance.

The population consisted of employees in the eFishery Operations Division. Census sampling was used, meaning all members of the population were included as research samples (Sugiyono, 2019:118). The sample included three sub-divisions within the Operations Division: (1) Quality Improvement, (2) Warehousing and Logistics, and (3) Procurement, totaling 85 employees.

Data were collected through established methods to ensure accurate processing and interpretation (Sugiyono, 2019:137). The measurement instruments employed a Likert scale with four response options: (1) Strongly Disagree; (2) Disagree; (3) Agree; and (4) Strongly Agree.

The Online Training variable was measured by a 14-item scale, while Employee Performance was measured by an 11-item scale, both demonstrating good levels of preference.

Validity was tested using Pearson's product moment correlation technique (Sugiyono, 2019:176). Items with a calculated r value greater than 0.2133 ($df = N-2$, $sig = 0.05$) were declared valid; items below this threshold were discarded.

Reliability was tested using Cronbach's Alpha, interpreted according to Sekaran and Bougie's (2016) guidelines.

Table 2. Reliability Interpretation Weights

Alpha Cronbach Values	Reliability Interpretation
≥ 0.90	Very good
0.80 – 0.89	Good
0.70 – 0.79	Acceptable
0.60 – 0.69	Fair
0.50 – 0.59	Poor

< 0.50	Unacceptable
--------	--------------

Source: Sekaran and Bougie (2016)

The data analysis in this study consisted of descriptive and inferential analyses. Descriptive analysis involved identifying maximum and minimum values, averages, standard deviations, and index values. The averages and standard deviations were calculated using a five-level categorization formula (Very Low, Low, Medium, High, Very High) as described by Azwar (2017).

Inferential analysis involved processing numerical data using statistical techniques to produce interpretable results (Sugiyono, 2019:148). This study employed simple linear regression analysis as the main inferential method to estimate the influence of one factor on another (Sugiyono, 2019).

RESULTS AND DISCUSSION

Respondent Overview

The respondents in this study are part of the Operational Division, which consists of three sub-divisions: Warehousing and Logistics, Quality Improvement, and Procurement. A total of 85 respondents were obtained, as explained in the table below.

Table 3. Characteristics of Research Respondents

	Characteristic	Qty	%
Gender	Female	17	20%
	Male	68	80%
Age	< 24 yo	1	1%
	25 - 29 yo	55	65%
	30 - 34 yo	21	25%
	35 - 39 yo	6	7%
	40 - 44 yo	2	2%
	> 45 yo	0	0%
Employment Contract	PKWT	69	81%
	PKWTT	16	19%
Sub-division	Warehouse & Logistic	37	44%
	QI	30	35%
	Sourcing	18	21%
Position Level	Officer	62	73%
	Associate	7	8%
	Sr. associate & Lead	13	15%
	Specialist & Manager	2	2%
	Sr. manager	1	1%
Salary	IDR 3,500,000 -4,500,000	62	73%
	IDR 4,600,000 -5,000,000	7	8%
	IDR 5,100,000 -7,500,000	13	15%
	IDR 7,600,000 - 10,000,000	2	2%
	IDR 10,000,000 - 12,500,000	1	1%

Source: Primary Processed Data, 2025

Test Instruments

Validity Test of Research Scale

The validity test of the Online Training Scale (X) showed that all 14 items were declared valid, with validity values ranging from 0.231 to 0.803 (> 0.213). The reliability test of the Online Training Scale (X) resulted in a reliability coefficient of 0.823 (Good).

The validity test of the Employee Performance Scale (Y) showed that all 11 items were declared valid, with validity values ranging from 0.255 to 0.602. The reliability test of the Employee Performance Scale (Y) yielded a reliability coefficient of 0.646 (Quite Good).

Descriptive Analysis Results

The descriptive analysis for each measurement scale is as follows:

Table 4. Descriptive Test Results

Statistics	Online Training (X)	Employee Performance (Y)
Xmin	32	28
Xmax	54	43
Mean	44,74	38,08
SD	4,348	2,787

Source: SPSS Processed Products, 2025

After identifying the mean values and standard deviations, the researcher determines the range of values for each variable as follows:

Table 5. Categorized Value Range

Level	Online Training	Employee Performance
Very Low	$X \leq 38$	$X \leq 34$
Low	$38 < X \leq 43$	$34 < X \leq 37$
Intermediate	$43 < X \leq 47$	$37 < X \leq 39$
High	$47 < X \leq 52$	$39 < X \leq 42$
Very High	$52 < X$	$42 < X$

Source: Primary Processed Data, 2025

After identifying the range of values in the data categorization for each variable, the researcher processed them using SPSS and obtained the following categorizations:

Table 6. Results of Five-Level Categorization

Variables	Online Training		Employee Performance	
	Qty	%	Qty	%
Very Low	8	9,4%	7	8,2%
Low	22	25,9%	21	24,7%
Intermediate	38	44,7%	28	32,9%
High	13	15,3%	27	31,8%

Very High	4	4,7%	2	2,4%
Total	85	100%	85	100%

Source: SPSS Processed Products, 2025

Classical Assumption Test Results

Normality Test Results

The normality test in this study used the Kolmogorov-Smirnov residual value test. Based on the results of SPSS data processing, a p value was obtained of 0.081 (>0.05), which indicates that the data is distributed normally.

Linearity Test Results

The linearity test in this study was carried out using the linearity test technique in SPSS. Based on these results, the relationship between Online Training (X) and Employee Performance (Y) was declared linear, with a p value of 0.000 (<0.05).

Model Feasibility Test Results

Coefficient of Determination (R²)

Based on data processing, the R² value was 0.329 or 32.9%, which means that 32.9% of the variation of the dependent variables could be explained by the independent variables in this study, while the remaining 67.1% were explained by other factors affecting employee performance that were not included as independent variables in this study.

Test F

The F test is performed to determine whether the linear regression model has good model feasibility. The model is considered to have good feasibility if the calculated F-value is greater than the table's F-value and the p-value is less than 0.05.

Based on data processing, the calculated F value is 40.680 > 3.10 (F table, df = 2, N = 85), and the p value is 0.000 (p < 0.05). This means that both the calculated F value and the p value indicate that the linear regression model formed has good model feasibility.

Simple Linear Regression Analysis

The simple linear regression model obtained from the data processing in this study is as follows:

$$Y = 21.637 + 0.368X$$

Hypothesis Test (t-test)

A t-test is performed to determine whether the proposed research hypothesis is accepted or rejected. Independent variables are considered to have a significant effect on dependent variables if the calculated t-value is greater than 1.99 (t-table, df = 85; sig = 0.05) and the p-value is less than 0.05.

Table 7. T-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21,637	2,590		8,353	,000
	X	,368	,058	,574	6,378	,000

a. Dependent Variable: Y

Source: SPSS Processed Products, 2025

The Impact of Online Training on Employee Performance at eFishery

The results of the t-test showed that the online training variable (X1) had a positive and significant effect on the performance of eFishery employees ($\beta = 0.368$; $t = 6.3778$; $p < 0.001$). Therefore, Hypothesis 1 is accepted.

The findings of this study confirm previous research by Aini et al. (2022), Awoitau et al. (2024), and Michael et al. (2023), all of which also show that training has a positive and significant effect on employee performance, regardless of the differences in the subject group studied or even the industry sector studied. Meanwhile, the results of this study are different from Wicaksono's (2019) research which found that training does not have a significant effect on employee performance. These differences are common, as various factors and contextual differences—such as the type of industry (startups versus manufacturing companies) in the Wicaksono study—can influence the results.

From the perspective of the development function in human resource (HR) management, training is a systematic intervention designed to improve the technical competence and work behavior of employees (Rowley & Jackson, 2012; Noe et al., 2020). In this context, eFishery has shown that online training programs designed with high accessibility and relevant content contribute significantly to performance improvement.

CONCLUSION

The conclusion of this study shows that the performance of eFishery employees is at a "moderate" level, while the effectiveness of online training is categorized as "medium to low". This study also found that online training has a positive and significant influence on employee performance, meaning that the more effective the training, the higher the quality of employee performance. The theoretical implications of this study strengthen the framework in human resource management, particularly in the role of training as a key driver of employee performance, which confirms existing theories and empirical evidence. From a practical perspective, this study provides valuable guidance for eFishery management and similar startups to improve their human resource development strategies, especially by improving online training systems. Future research should explore additional factors that affect employee performance, as they are multidimensional, and examine different organizational contexts to expand on these

findings. For managerial practices, eFishery is advised to continue to focus on ensuring that training programs are aligned with operational needs to maintain quality.

REFERENCES

- Almendarez, L. (2011, October). Human capital theory: Implications for educational development. In Belize Country Conference paper (Vol. 59, No. 3-4, pp. 21-33). <https://global.uwi.edu/sites/default/files/bnccde/belize/conference/papers2010/almendarez.html>.
- Aras, R. A., Sucipto, K. R. R., & Sari, E. P. (2021). Faktor keberhasilan start-up di Makassar. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis dan Inovasi Universitas Sam Ratulangi)*, 8(3). <https://ejournal.unsrat.ac.id/v3/index.php/jmbi/article/view/36757>
- Arini, S. C. (2023). Profil eFishery, Startup Perikanan asal bandung yang kini jadi Unicorn. *Detikfinance*. <https://finance.detik.com/fintech/d-6740013/profil-efishery-startup-perikanan-asal-bandung-yang-kini-jadi-unicorn>
- Awoitau, R., Noch, M. Y., & Khotimah, K. (2024). The Influence of Motivation, Training and Compensation on Employee Performance. *Advances in Human Resource Management Research*, 2(3), 153–165. <https://doi.org/10.60079/ahrmr.v2i3.376>.
- Azwar, S. (2017). *Metode Penelitian Psikologi Edisi II*. Pustaka Pelajar
- Griffith, Erin. (2014). Why startup fail, according their founders. *Fortune*: <https://fortune.com/2014/09/25/why-startups-fail-according-to-their-founders/>
- Kasmir. (2017). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Depok: Rajawali Press.
- Maula, N. (2021). Praktik Sumber Daya Manusia Pada Perusahaan Startup Edutech Di CV. Big Edu Indonesia. *Creative Research Journal*, 7(01), 11-16. <https://doi.org/10.34147/crj.v7i01.292>
- Meithiana, I. (2017). Kepuasan kerja dan kinerja karyawan tinjauan dari dimensi iklim organisasi, kreativitas individu, dan karakteristik pekerjaan. Sidoarjo: Indomedia Pustaka. <http://repository.unitomo.ac.id/549/>.
- Michael, M., Pujiarti, P., & Andy, A. (2023). The Effect Of Training, Career Path, And Compensation On Employee Performance At PT Gosyen Pacific Suskesmakmur. *Primanomics: Jurnal Ekonomi & Bisnis*, 21(2), 169-176. <https://doi.org/10.31253/pe.v21i2.1917>.
- Pratama, P. A. W., Bagian, I. W., & Telagawati, N. L. W. S. (2019). Analisis Return On Training Investment pada Pelatihan Service Excellence dalam Unit Kerja Pemberian Kredit di Bank BPR. *Jurnal Manajemen Indonesia*, 7(2), 104-115. <https://ejournal.undiksha.ac.id/index.php/JMI/article/download/38318/19029/0574>.
- Prihatiningsih, R. D., Indrawan, I. W. A., & Setijowati, N. (2024). Contraceptive Selection among Couples of Childbearing Age in the Perspective of Healthcare

The Effect of Online Training on Employee Performance (a Study on Employees of the Efishery Start-Up)

- Workers. *Babali Nursing Research*, 5(4), 741–756.
<https://doi.org/10.37363/bnr.2024.54433>
- Putro, G. S., & Sahban, A. (2020). Tingkat Kompetensi Sumber Daya Manusia Dalam Mempengaruhi Kinerja Karyawan PT. Fajar Makasar Televisi. *COMPETITIVENESS*, 9(1), 1-11.
<https://journal.unismuh.ac.id/index.php/competitiveness/article/view/4387>.
- Rowley, C., & Jackson, K. (2012). Manajemen Sumber Daya Manusia, PT, RajaGrafindo.
- Sugiyono. (2019). Metode Penelitian Kuantitatif Kualitatif dan R & D. Alfabeta.
- Wicaksono, H. S. (2019). Pengaruh kompetensi, pelatihan, dan disiplin kerja terhadap kinerja karyawan di PT Kharisma Gunamakmur. *Agora*, 7(2), 358366.
<https://www.neliti.com/id/publications/358366/pengaruh-kompetensi-pelatihan-dan-disiplin-kerja-terhadap-kinerja-karyawan-di-pt>.
- Yahman, Y. (2020). Online Training Evaluation in Character Building of Training Participants. *Jurnal Prajaiswara*, 1(1), 91-113.
<https://doi.org/10.55351/prajaiswara.v1i1.8>.

Copyright holder:

Fungky Nur Lestary (2025)

First publication right:

Syntax Literate: Indonesian Scientific Journal

This article is licensed under:

