


## The Influence of Digital-Based Training Programs on Employee Competence in All Threeleanor Aesthetic Clinic Branches

Clarissa Siswara

Adhirajasa Reswara Sanjaya University, Jl. Sekolah Internasional No. 1-6 Antapani, Bandung.

E-mail: [Charlenesiswara31@gmail.com](mailto:Charlenesiswara31@gmail.com)

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### ABSTRACT

Penelitian ini bertujuan untuk menganalisis pengaruh program pelatihan berbasis digital terhadap kompetensi karyawan di seluruh Cabang Klinik Estetika Threeleanor. Pendekatan penelitian yang digunakan adalah kuantitatif dengan teknik survei. Pengumpulan data dilakukan melalui kuesioner yang disalurkan kepada karyawan Klinik Estetika Threeleanor dan dianalisis menggunakan SPSS. Hasil penelitian menunjukkan bahwa program pelatihan berbasis digital memiliki pengaruh yang signifikan terhadap kompetensi karyawan di seluruh cabang Klinik Estetika Threeleanor. Kemudian dari hasil penelitian, program pelatihan berbasis digital memiliki hubungan yang sangat kuat dengan kompetensi karyawan di seluruh Cabang Klinik Estetika Threeleanor. Temuan ini menunjukkan bahwa pelatihan digital yang dirancang dan dilaksanakan oleh perusahaan secara langsung berkontribusi dalam meningkatkan kapabilitas dan kualitas sumber daya manusia.

*This study aims to analyze the effect of digital-based training programs on employee competency in all Threeleanor Aesthetic Clinic Branches. The research approach used is quantitative with survey techniques. Data collection was carried out through questionnaires distributed to Threeleanor Aesthetic Clinic employees and analyzed using SPSS. The results of the study indicate that digital-based training programs have a significant effect on employee competency in all Threeleanor Aesthetic Clinic branches. Then from the results of the study, the digital-based training program has a very strong relationship with employee competency in all Threeleanor Aesthetic Clinic Branches. These findings indicate that digital training designed and implemented by the company directly contributes to improving the capabilities and quality of human resources.*



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## INTRODUCTION

The rapid development of information technology has significantly changed the landscape of the world of work. Major implications for HR include changes in the skill set required by employees, paradigm shifts in recruitment and training, and technological developments that affect employee performance. Businesses and organizations need to adapt and find ways to manage human resources effectively in the digital era (Asari et al., 2023). The digital era demands that organizations have human resources (HR) who are not only technically competent, but also adaptive to changes in technology and the digital work environment (Azijudin & Daryati, 2025).

Competence does not only cover aspects of technical knowledge and skills, but also includes the ability to think critically, communicate effectively, work in a team, and adapt to changes and technological developments. It is undeniable that technological advances not only have an impact on the creation of new opportunities for employee performance, but are also a challenge in adjusting employee work skills to meet the increasingly complex needs of companies or industries. (Wahyudi et

al., 2023). Human resources are an important asset in supporting the success and sustainability of a company's operations. In the service industry such as beauty clinics, the quality of service provided is highly dependent on the competence of employees who are directly involved with customers. Therefore, improving employee competence is a major focus for organizations to ensure that the services provided are in accordance with customer standards and expectations.

One of the increasingly popular approaches in developing HR competence is through digital-based training programs. Currently, conventional training that requires face-to-face meetings is starting to transform into digital-based training, which allows the delivery of materials to be carried out online through e-learning platforms, video tutorials, webinars, and other digital media. The right and relevant training programs can improve employees' ability to understand work procedures, master technology, and provide services with higher standards. However, not all organizations are able to systematically measure how much impact digital training has on improving these competencies. Employee training and development is a key strategy in a company/industry that is intended so that the organization can continue to keep up with the demands of the times. The use of digital technology properly and optimally for employee training and development is expected to be able to make companies increase their productivity and business efficiency (Rizqi & Kuswinarno, 2024).

Digital-based training programs allow employees to access training materials anytime and anywhere without having to leave their main tasks. In addition, digitalization of training also simplifies the process of monitoring competency development, evaluating results, and personalizing learning content according to individual needs. Employee training programs are needed to improve employee performance and work capabilities, which ultimately support the achievement of the company and organization's vision and mission (Masyruoh et al., 2023). However, the effectiveness of digital training programs still needs to be studied empirically, especially in terms of its influence on improving employee competency. For service companies such as Threeleanor Aesthetic Clinic, which operates in the field of beauty and medical services, employee competency plays a direct role in influencing customer satisfaction and company image.

Most studies on digital-based training have been conducted in large industrial sectors such as banking, higher education, and multinational corporations. In fact, the aesthetic healthcare sector has unique characteristics such as the need for soft skills, personal services, and medical and aesthetic standards. Previous studies have focused on conventional training (face-to-face) or e-learning in general. There are not many studies that specifically assess the effect of structured digital training programs on the dimensions of work competence (knowledge, skills, attitudes) in the context of beauty and aesthetic services. Therefore, this study aims to investigate the effect of Digital-Based Training Programs On Employee Competence In All Threeleanor Aesthetic Clinic Branches, this study seeks to answer the question: how do Digital-Based Training Programs On Employee Competence In All Threeleanor Aesthetic Clinic Branches?

This research is very urgent to be carried out as a basis for strategic decision-making related to digital training investment, improving the quality of human resources, and standardizing competencies between branches at Threeleanor Aesthetic Clinic, as well as filling research gaps on topics that have not been widely studied in similar industries.

## **METHOD**

The research method used is a descriptive method with a quantitative approach. The first method used by the author is a descriptive research method, namely a research method that focuses on existing and actual problems in the form of data, then the data is collected, processed, analyzed, interpreted and then concluded. This research was conducted from February to May 2025, using a quantitative method with a survey approach through the distribution of questionnaires. The data collected were analyzed using an associative descriptive model to test the relationship between the Digital-Based Training Program and Employee Competence in All Threeleanor Aesthetic Clinic Branches.

The sampling technique used in this study, the researcher used a saturated sampling technique because the population was relatively small. So the research sample was 35 respondents in employees at all Threeleanor Aesthetic Clinic branches. Primary data was collected through a questionnaire based on a Likert scale (1–5), where respondents were asked to rate the research variables according to

predefined statements aligned with the measurement indicators. Table 1 below presents the operationalization of variables as a reference for measurement.

Tabel 1. Operationalization of research variables

<b>Variable</b>	<b>Conceptual Definition</b>	<b>Operation Definition</b>	<b>Indicators</b>
Training	Training is an educational process that focuses on improving specific skills, such as using software or understanding certain business procedures.	Digital-based training at all Threleanor Aesthetic Clinic branches.	1. Instructor 2. Participants 3. Material 4. Method 5. Objectives 6. Targets
Employee Competency	ability based on skills and knowledge supported by work attitude and application in carrying out tasks and work in the workplace that refers to the established work requirements	employee capabilities in all branches of Threleanor Aesthetic Clinic. which are based on skills and knowledge supported by work attitudes.	1. Knowledge 2. Skills 3. Attitude

Source: Own compilation

## RESULTS AND DISCUSSION

Validity is a measure that shows the levels of validity or error of an instrument. An instrument is said to be valid if it is able to measure The validity value can be seen in the SPSS output results in the Corrected Item-Total Correlation table.

Tabel 2. Validity Test

<b>Variable</b>	<b>Corelation</b>	<b>R table</b>	<b>Description</b>
Pelatihan	0.355	0.333	Valid
	0.415	0.333	Valid
	0.598	0.333	Valid
	0.839	0.333	Valid
	0.598	0.333	Valid
	0.513	0.333	Valid
	0.544	0.333	Valid
	0.503	0.333	Valid
	0.584	0.333	Valid
	0.555	0.333	Valid
	0.598	0.333	Valid
	0.839	0.333	Valid
	Kompetensi Karyawan	0,551	0.333
0,660		0.333	Valid
0,625		0.333	Valid
0,630		0.333	Valid
0,608		0.333	Valid
	0,670	0.333	Valid

Source: Own compilation

Based on table 2, it can be seen from each statement item that is stated as valid, meaning that r count > r table, which is 0.333. The results of this test indicate that all statement items are stated as suitable for use as research measuring instruments and can be used for further analysis.

Tabel 3. Reliability Test

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Critical value</b>	<b>Description</b>
Pelatihan	0,822	0,600	Reliabel
Kompetensi	0,679	0,600	Reliabel

Source: Own compilation

Based on table 3, the reliability coefficient value of the research instrument obtained for each variable has a Cronbach's Alpha that is greater than the critical value, which means that all variables are declared reliable.

Tabel 4. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
	Unstandardized Residual	
N	35	
Normal Parameters <sup>a,b</sup>	.0000000	.0000000
	1.27586309	4.52248363
Most Extreme Differences	.095	.087
	.081	.057
	-.095	-.087
Test Statistic	.095	
Asymp. Sig. (2-tailed)	.200 <sup>c,d</sup>	

a. Test distribution is Normal.

Source: Own compilation

The results of the normality test using the Kolmogorov-Smirnov test presented in table 4.10 above, it can be seen that the Asymp. Sig value obtained is 0.200 or greater than 0.050. These results indicate that the data used is normally distributed, so that the assumption of data normality is met. Normally distributed means that the number of questionnaires given to each respondent applies proportionally according to the number of subjects in each respondent.

Tabel 5. Hasil Analisis Regresi Linier Sederhana

Model	Coefficients <sup>a</sup>						
	Unstandardized Coefficients		Standardized Coefficients			Correlations	
	B	Std. Error	Beta	t	Sig.	Zero-order	PartialPart
1 (Constant)	1.947	1.763		1.104	.278		
Pelatihan	.425	.051	.822	8.293	.000	.822	.822

a. Dependent Variable: Kompetensi

Source: Own compilation

Based on table 5, the value of the simple linear regression equation of training on employee competency in all Threleanor Aesthetic Clinic branches is known, so the following regression equation can be formed:

$$Y = 1.947 + 0,425 X$$

The coefficients contained in the equation can be interpreted as follows:

1. The constant of 1.947 says that the digital-based training program (X) has a constant value and there is no change. This means that when employees do not have a digital-based training program, their employee competency is 1.947.
2. The regression coefficient of Training (X) is obtained positively at 0.425, which means that the higher the Training, the higher the employee competency in all Threleanor Aesthetic Clinic Branches will be increased by 0.425. In other words, Training contributes to employee performance by 0.425.

Tabel 6. Koefisien Korelasi

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822 <sup>a</sup>	.676	.666	1.29505

a. Predictors: (Constant), Pelatihan

b. Dependent Variable: Kompetensi

Source: Own compilation

Based on table 6, that the correlation coefficient value between training and employee competence is 0.822 which is in the range of 0.800 - 0.999. This data shows that there is a very strong relationship between training and employee competence in all Threeleanor Aesthetic Clinic Branches. Then the determination coefficient value (R Square) of 0.676 shows that Training contributes (influences) by 67.6% to employee competence.

Tabel 7. Hasil Uji Signifikan (Uji-t)

Model	Coefficients <sup>a</sup>		Correlations		
	Unstandardized Coefficients	Standardized Coefficients	Zero-order	Partial	Part
1(Constant)	1.947				
Pelatihan	.425	.822	.822	.822	.822

a. Dependent Variable: Kompetensi

Source: Own compilation

Based on table 7, Based on the table above, for partial hypothesis testing, the calculated t value is compared with the table value, so the following conclusions can be drawn:

$H_0 : \rho=0$ , Digital-based training programs do not affect employee competency in all Threeleanor Aesthetic Clinic branches.

$H_a : \rho \neq 0$ , Digital-based training programs have an impact on employee competency in all Threeleanor Aesthetic Clinic branches

To find out the t table value, the calculation is based on the degrees of freedom  $t = 0.05$ ; (df=n;k) meaning  $t = 0.05$ ; 20 is as follows;

$t_{table} : 1.689$

$t_{count} : 8.293$

From the statistical test calculations above, it can be seen ( $t_{count} > t_{table}$ ) or ( $8.293 > 1.689$ ) and the significance value ( $0.00 < 0.05$ ) means that  $H_0$  is rejected and  $H_a$  is accepted, meaning that the digital-based training program has an effect on employee competence in all Threeleanor Aesthetic Clinic branches.

**Discussion**

Based on the research results in this sub-chapter, it will be discussed in detail and clearly regarding the Influence of Digital-Based Training Programs on Employee Competence in All Threeleanor Aesthetic Clinic Branches. The results of the research from the questionnaire data source using several statement items or questions asked to respondents or employees, indicators of all variables with a total of 18 statements, are as follows:

Digital Based Training Program In All Threeleanor Aesthetic Clinic Branches Based on the calculation results of the six statement items used as measuring tools in measuring the training dimension, an average value of 2.82 was obtained. This value is in the scale range of 2.60 - 3.40, which indicates that digital-based training implemented in all Threeleanor Aesthetic Clinic branches is included in the fairly good category. This indicates that although training has been implemented, there is still room for improvement so that the effectiveness of training can be further improved to support optimal employee competency improvement.

These results indicate that the digital-based training program implemented in all Threeleanor Aesthetic Clinic branches has been running quite effectively, but has not yet reached the good or very good category. In other words, digital training has currently been able to provide a basic contribution to improving employee competency, but still leaves room for improvement in several aspects, such as: Kebutuhan materi dengan kebutuhan kerja harian,

1. Interactivity and involvement of participants during training,
2. Clarity of training objectives,
3. Availability of feedback or post-training evaluation

These findings indicate the importance of optimizing digital training programs, both in terms of material design, delivery methods, and monitoring of training results. Improving the overall quality of training is expected to be more effective in supporting the development of technical, behavioral, and service competencies of all employees, thus having a direct impact on the quality of service and overall clinic competitiveness.

### **Employee Competence in All Threeleanor Aesthetic Clinic Branches**

Based on the calculation results of the six statement items used as a measuring tool to measure the dimensions of employee competence, an average value of 2.74 was obtained. This value is in the scale range of 2.60 - 3.40, which indicates that employee competence in all Threeleanor Aesthetic Clinic branches is included in the fairly good category. This finding indicates that in general employees have an adequate level of competence, but there are still several aspects that need to be improved so that work performance and productivity can be more optimal, such as: Pemahaman terhadap standar prosedur kerja,

1. Ability to adapt to clinical digital technology,
2. Interpersonal communication and customer service,
3. Initiative and problem solving in the workplace.

Thus, these results provide a signal that although employees have the basic competencies needed, continuous development is still needed so that productivity and service quality can be optimally improved. This also emphasizes the importance of more structured training and development programs that are relevant to field work needs.

### **The Influence of Digital-Based Training Programs on Employee Competence in All Threeleanor Aesthetic Clinic Branches**

Based on the calculation results, a correlation coefficient value of 0.822 was obtained between the digital-based training variable and employee competence. This value is in the range of 0.800 - 0.999, which is included in the category of a very strong relationship. This finding indicates that there is a very close relationship between the implementation of digital training and increasing employee competence in all Threeleanor Aesthetic Clinic branches. Furthermore, the coefficient of determination (R Square) value of 0.676 indicates that 67.6% of the variation in employee competence can be explained by the implementation of digital-based training. Meanwhile, the remaining 32.4% is influenced by other factors not examined in this study,

Then Based on the results of statistical calculations, it was obtained that the t-count value was 8.293 and the t-table value was 1.689. Because the t-count value > t-table (8.293 > 1.689), and the significance value was 0.000 < 0.05, it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted. Thus, the test results show that the digital-based training program has a significant impact on employee competency in all Threeleanor Aesthetic Clinic branches.

These results are in line with previous research conducted by (Rizqi & Kuswinarno, 2024) which states that effective training has a positive impact on companies in increasing productivity, loyalty, and team performance. By evaluating training programs on an ongoing basis, companies can ensure that the materials provided remain relevant and in accordance with employee needs. Then a similar study was also conducted by (Masyuroh et al., 2023) which shows that the results of this study are that there is an influence in training to improve employee competence.

These findings show that digital training designed and implemented by companies directly contributes to improving HR capabilities and quality. Effective digital training enables employees to:

1. Access training materials flexibly and continuously,
2. Improve technical knowledge and skills according to industry developments,
3. Strengthen professional and adaptive work attitudes towards technology

## **CONCLUSION**

Based on the analysis results, it can be concluded that digital-based training programs have a positive and significant impact on employee competency across all Threeleanor Aesthetic Clinic branches. The training initiatives implemented, although in the “fairly good” category with an average score of 2.82, have shown a significant contribution to improving employee competency, which is also rated in the “fairly good” category with an average of 2.74.

These findings indicate that the use of digital platforms in employee development has succeeded in facilitating wider access to learning, increasing the dissemination of knowledge, and supporting continuous skill improvement. However, the moderate evaluation scores also reveal that there is still considerable room for improvement, especially in terms of content relevance, delivery methods, and post-training evaluation.

Furthermore, this study underlines the strategic role of digital training in ensuring competency alignment across branches, especially in a service-oriented and client-sensitive industry such as aesthetic healthcare. With proper optimization, digital training can be a major driver of employee performance, service consistency, and ultimately, organizational competitiveness. In short, digital-based training programs are an effective tool for competency development, but must be continuously refined to maximize their impact on individual and organizational performance.

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