

The Effect of Training and Work Placement on Employee Performance at PT. Cement Baturaja Palembang

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Abstrak

Sumber daya manusia memiliki peran penting bagi perusahaan, karena sumber daya manusia merupakan kombinasi antara tenaga, fisik, ide, bakat, pengetahuan, kreatifitas dan keterampilan yang dibutuhkan untuk menggerakkan perusahaan. Kinerja seorang karyawan merupakan awal yang penting bagi terciptanya kinerja perusahaan. Penelitian ini bertujuan untuk mengetahui seberapa besar pengaruh Pelatihan (X1) dan Penempatan Kerja (X2) baik secara simultan maupun parsial terhadap Kinerja Karyawan (Y) pada PT. Semen Baturaja Palembang. Teknik pengumpulan data menggunakan kuisioner, sampel dalam penelitian ini karyawan PT. Semen Baturaja Palembang sebanyak 64 karyawan, teknik analisis yang digunakan dalam penelitian ini adalah SPSS. Hasil penelitian ini menunjukkan bahwa Pelatihan (X1) dan Penempatan (X2) baik secara simultan maupun parsial berpengaruh positif dan signifikan terhadap Kinerja Karyawan (Y) pada PT. Semen Baturaja Palembang.

Kata Kunci: *pelatihan; penempatan kerja; kinerja karyawan.*

Abstract

Human resources have an important role for the company, because human resources are a combination of energy, physical, ideas, talents, knowledge, creativity and skills needed to drive the company. An employee's performance is an important starting point for creating company performance. This study aims to determine how much influence Training (X1) and Work Placement (X2) both simultaneously and partially have on Employee Performance (Y) at PT. Semen Baturaja Palembang. The data collection technique uses a questionnaire, the sample in this study is employees of PT. Semen Baturaja Palembang has 64 employees, the analysis technique used in this research is SPSS. The results of this study indicate that Training (X1) and Placement (X2) both simultaneously and partially have a positive and significant effect on Employee Performance (Y) at PT. Semen Baturaja Palembang.

Keywords: *training; work placement; employee performance.*

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INTRODUCTION

Human resources (HR) are the most valuable assets in a company. HR does not only refer to the number of employees in the company, but also includes the knowledge, skills, experience and potential possessed by these individuals (Harahap et al., 2020). In an organizational context, HR plays a central role in achieving company goals, because they design, manage and carry out daily operations (Farmani et al., 2021). Effective HR management is the key to maximizing company productivity, innovation and growth (Sari, 2018). Therefore, companies that are able to manage and develop human resources well will have a significant competitive advantage in an ever-changing and competitive business world.

Human resources (HR) in a company has a close relationship with training, job placement, and employee performance. Training is a mechanism used by companies to increase HR knowledge and skills (Megawati & Wiramihardja, 2019). By providing appropriate training, companies can develop employee potential, improve competency, and help them achieve better performance (Rahmawati et al., 2020). However, effective training will only produce optimal results if it is followed by proper job placement. Appropriate work placements will enable employees to apply the knowledge and skills they acquire through training in their daily work context (Ilhamsyah & Maliah, 2020). The result is an increase in employee performance, where employees can make a maximum contribution to achieving company goals (Irvan, 2018; Setyadi et al., 2023). The relationship between training, job placement, and employee performance is interrelated, because effective training can improve employee skills, and the right job placement can utilize these skills to achieve better performance (AM et al., 2022). Therefore, wise HR management will integrate relevant training with appropriate job placements to achieve optimal levels of employee performance in supporting the company's growth and success.

This research receives high urgency because employee performance is an important factor in achieving competitive advantage in the competitive cement industry. In the era of globalization and intense competition, companies such as PT. Semen Baturaja Palembang must ensure that its employees have the qualities and skills necessary to meet increasingly complex work demands. Therefore, this research will help companies improve the effectiveness of their human resources. In the context of theoretical and empirical gaps, there is a knowledge gap between existing theory and its application in PT. Semen Baturaja Palembang. Although many theories support the importance of training and job placement in improving employee performance, there have been no studies that specifically examine the relationship in this cement company. Apart from that, there has been no empirical research that explores the factors that influence training, job placement and employee performance at PT. Semen Baturaja Palembang comprehensively.

Several previous studies have investigated the relationship between training, job placement and employee performance in various sectors (Kim et al., 2016; Lu et al., 2019; Mercurio, 2015). However, to the best of our knowledge, there has been no research that explicitly explores this topic in the cement industry, especially in PT. Semen Baturaja Palembang. Therefore, this research will be a valuable contribution to the scientific literature by providing a deeper understanding of how training and job placement can influence employee performance in this sector.

Thus, the novelty of this research is its focus on the PT context. Semen Baturaja Palembang and a more in-depth investigation of the influence of training and job placement on employee performance in the context of the cement industry. It is hoped that the contribution of this research can provide practical guidance for company management in improving the performance of their employees. The aim of this research is to provide a better understanding of the factors that influence employee performance at PT. Semen Baturaja Palembang and provide recommendations that can increase the effectiveness of training and job placement in this company.

Framework

The framework of thinking is the relationship between the variables studied and is a requirement for overcoming research problems and formulating hypotheses in the form of flowcharts complete with explanations. Then, the framework of thinking in this research can be explained as follows.

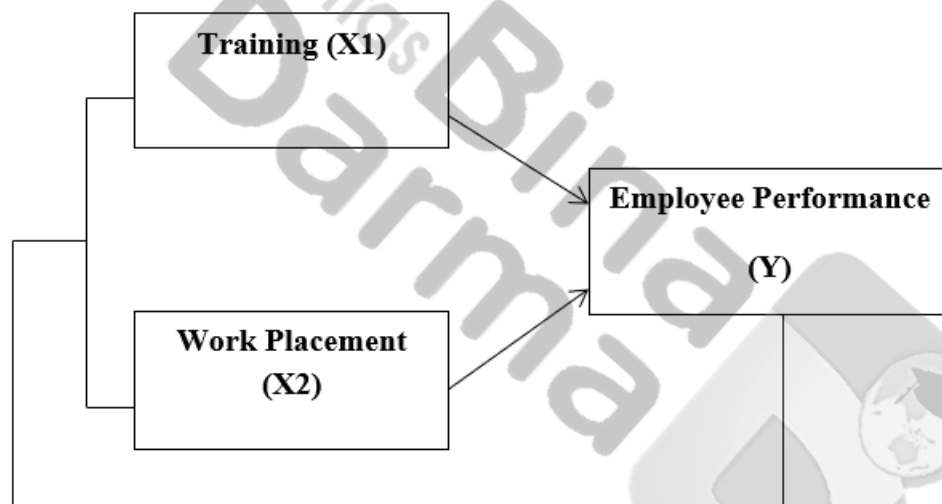


Figure 1. Thinking Framework

METHOD

This research uses a cross-sectional survey design or sample survey research design. This design was chosen because it allows information collection to be carried out once (Creswell & Clark, 2011). This research was conducted at PT. Semen Baturaja Palembang as the research object, which is located on Jl. Abikusno Cokrosuyoso Kertapati Palembang. The population in this study were employees of PT. Semen Baturaja Palembang, amounting to 153 employees. The population in this study were employees of PT. Semen Baturaja Palembang, numbering 153 employees. Sampling in this research used a saturated sampling technique. According to Setyadi (2022), if the population or research objects are less than 100 then all are taken, but if it is more than 100 then 10-15% of the existing population is taken. The number of employees who will be used as samples for this research is 61 employees. The construct variable table can be seen in more detail below.

Table 1. Operational Definition of Exogenous Variables

No	Variable	Definition	Indicators
1.	Training (X1)	The initial training and orientation program for new employees aims to help them adapt and provide information about	1. Training Objectives 2. Training Materials 3. Training Methods 4. Instructor/Trainer 5. Participant Qualifications

		the company, position, and work group.	
2.	Work Placement (X2)	Manage the placement of employees according to their abilities, skills, and competencies to improve job execution.	<ol style="list-style-type: none"> 1. Ability 2. Skills 3. Expertise 4. Required education 5. Alternative education
3.	Employee performance (Y)	Periodic assessment of the operational effectiveness of the organization, organizational departments and employees based on pre-defined objectives, standards, and criteria.	<ol style="list-style-type: none"> 1. Quality 2. Quantity 3. Punctuality 4. Independence 5. Work commitment

The data analysis technique used is multiple linear regression analysis. Before carrying out regression analysis, the first step is to test the classical assumptions on the data to be used. First, a data normality test is carried out with the aim of ensuring that the residual distribution in the regression model has characteristics that are close to a normal distribution. The results of the data normality test will determine whether the model meets the assumptions of a normal distribution or not (Mujaddid & Nugroho, 2019). Next, a multicollinearity test was carried out to evaluate the existence of a significant linear relationship between two or more independent variables in the model (Tentama et al., 2019). This test is important to ensure that there are no multicollinearity problems that could affect the analysis results.

Apart from that, a heteroscedasticity test was also carried out to test the uniformity of the variance of the residuals in the regression model. This non-uniformity of variance can affect the accuracy of predictions and estimates, so it is important to identify and overcome these problems if found (Brata et al., 2017). Finally, in hypothesis testing, the F test is used to test the significance of the overall influence of all independent variables on the dependent variable (Harb et al., 2020). The results of the F test will determine whether the overall model has significance or not. In addition, the t test is used to test the partial influence of each independent variable on the dependent variable (Pabbajah et al., 2019). The results of the t test will provide information about the significance of the influence of individual independent variables on the dependent variable.

RESULTS AND DISCUSSION

Classic assumption test

The data used in constructing the regression model must meet the assumption that the data comes from a normally distributed population. The normality assumption basically states that in a regression model, the dependent variable (Y) and the independent variable (X) are normally distributed. Test results are displayed in normality histograms and P-plots. The normality test can be presented using the P-Plot data graph as follows.

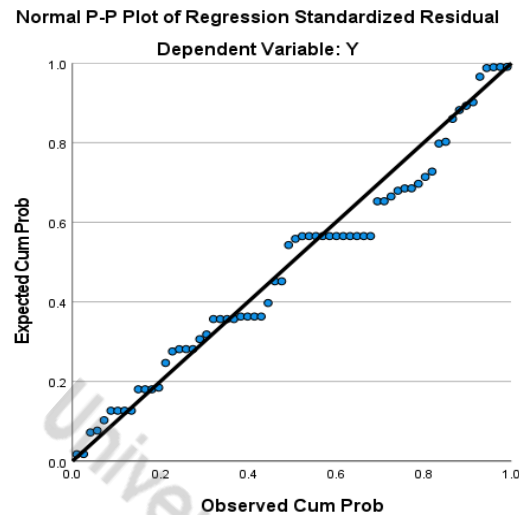


Figure 2. Data Normality Test

Source: SPSS data processing 27, 2023.

Based on Table 2, the results of the data normality test show that the significance value is $0.200 > 0.05$. Therefore, it can be concluded that the residual values are normally distributed. Next, a Multicollinearity Test was performed. Multicollinearity test was conducted to see whether or not there is a high correlation between independent variables in a multiple linear regression model. In this research, measurements were carried out with the help of SPSS 29 and looked at the tolerance and VIF (Variance Inflation Factor) values. The basis for making a multicollinearity test decision is if the tolerance value is > 0.01 , it means that there is no multicollinearity in the regression model. If the VIF value is < 10.00 , it means that there is no multicollinearity in the regression model. On the other hand, if the tolerance value is < 0.01 or the VIF value is > 10.00 , it indicates that there is multicollinearity in the regression model. The multicollinearity test results can be seen in the multicollinearity test table.

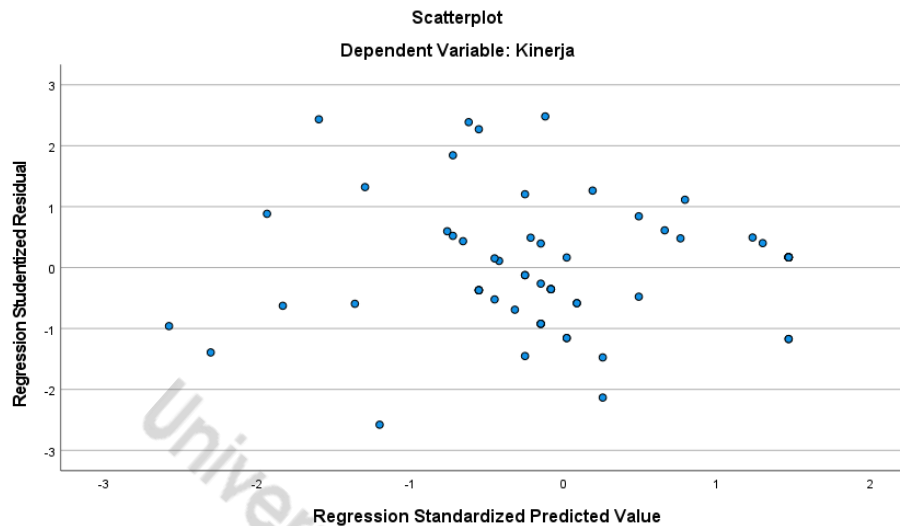
Table 3. Multicollinearity Test

Constant	Tolerance	VIF
X1	.591	1.691
X2	.591	1.691

Source: SPSS data processing 27. 2023

The results of the multicollinearity test in table 3 are carried out by looking at the VIF value. The results of the analysis show that the VIF values of the two independent research variables are 1.691 and $1.691 < 10$. This means that these results conclude that there is no multicollinearity in the regression model.

Next, a Heteroscedasticity Test is carried out, namely testing the situation where there is an imbalance in the variation of the residuals in the regression model. A good regression model requires that there is no heteroscedasticity problems (Arief, 2020). Heteroscedasticity can cause predictions or estimates to be inefficient and the coefficient of determination will be very high. To detect the presence of heteroscedasticity, look at the pattern of the dots on the regression scatterplot. If the dots are scattered in an unclear pattern above and below the 0 line on the Y axis, then there is no heteroscedasticity problem.



Gambar 3. Uji Heterokedastisitas

Source: SPSS data processing 27. 2023.

A good regression problem model is one that does not have a heteroscedasticity problem, that is, if the points on the scatterplot graph are spread randomly without forming a specific pattern such as triangles, nines, regular circles, and so on (Mulyanto and Wulandari, 2014). The results of the heteroscedasticity test in this study, as shown in the figure above, show that the points (data) are scattered randomly, do not form a clear pattern, and are scattered both above and below the number 0 on the Y axis. So it can be concluded that there is no heteroscedasticity in the regression model, so the regression model is suitable for use.

Multiple Linear Regression Test

Multiple linear regression is used to determine the influence or linear relationship between two or more independent variables with one dependent variable. In this study, multiple linear regression analysis was performed to analyze the relationship between Job Training (X1) and Work Placement (X2) on Employee Performance (Y). This analysis was carried out using SPSS 27 software, resulting in the following results:

Table 4. Results of Multiple Linear Regression Analysis

Model		Unstandar- dized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(constant)	3.814	1.686		2.262	.027
	Pelatihan	.350	.086	.400	4.081	.000
	Penempatan kerja	.487	.097	.493	5.033	.000

Source: SPSS data processing 27. 2023

Based on Table 4, the regression model used can be stated as follows:

$$Y = 3.814 + 0.350 * \text{Training} + 0.487 * \text{Job Matching} + e$$

There are calculation results using SPSS 27, the value of Training (X1) on employee performance (Y) is 0.350, and the value of Placement (X2) on employee performance (Y) is 0.487. The value 3.814 is obtained from column B in the Constants row, the value 0.350 is obtained from column B in the Training row, and the value 0.487 is obtained from column B in the Placement row. The interpretation of the

regression equation model is as follows: a decrease of one unit in the Training variable score (X1) will cause employee performance (Y) to increase by 0.350 units, and each increase in the Placement variable score (X2) will increase performance by 0.487 units in the direction the same, with a constant of 3.814. This means that training and placement have a positive influence on employee performance.

TEST F (Simultaneous)

The F test is used to measure variables that influence training and placement on the performance of PT employees. Semen Baturaja Palembang together (Simultaneous).

Table 5. F test results (simultaneous test)

Sum of Squares	Df	Mean square	F	Sig
270.438	2	135.219	57.713	.000 ^b
142.921	61	2.343		
413.359	63			

Source: SPSS data processing 27. 2023

Based on the results of Table 6, it can be seen that the F value is 57,713 with a significance level of 0.000, which is smaller than an alpha of 0.05 ($0.000 < 0.05$). This means that together, job training and job placement variables affect employee performance. So it can be concluded that H3 is accepted, which means job training and job placement together have a positive and simultaneous effect on the performance of employees of PT. Semen Baturaja Palembang.

T Test (Partial)

Hypothesis testing is done with each independent variable (X) on the dependent variable (Y). This test is carried out with a significance level of 0.05 or with a 95% confidence level according to the test criteria.

Table 6. T Test Results (Perial Test)

Model	T	Sig.
(constant)	2.262	.027
Training	4.081	.000
Work placement	5.033	.000

Source: SPSS data processing 27. 2023

Table 7 shows that the job training variable shows a t count of 4.081 with a significance level of $0.000 < 0.05$. This result indicates that the null hypothesis (Ho) is rejected and the alternative hypothesis (H1) is accepted, because the calculated t value is greater than the t table ($4.081 > 1.999$). This means that job training has a positive and significant impact on the performance of employees of PT. Semen Baturaja Palembang. Meanwhile, the job placement variable has a t-count of 5.033 with a significance level of $0.000 < 0.05$. This finding indicates that Ho is rejected and H2 is accepted, because the calculated t value is also greater than t table ($5.033 > 1.999$). Thus, work placement has a positive and significant influence on the performance of employees of PT. Semen Baturaja Palembang. These results illustrate that both job training and job placement have a significant role in improving the performance of company employees.

Determination Coefficient Test

The coefficient of determination is used to determine and measure the fit of the regression line in the form of representing the observation data group. The results can be seen in the table below.

Table 7. Test Results for the Coefficient of Determination (R²)

R	R square	Adjusted R Square	Std. Error of the Estimate
.627	.809 ^a	.654	.643

Based on testing the coefficient of determination in Table 5, it shows that the independent variable is able to explain the dependent variable by 65.4%, while the remaining 34.6% is explained by other variables not included in this research, such as compensation, leadership, work discipline, work ability, motivation, working conditions, and cooperation. These results indicate that there are still other independent variables that affect employee performance apart from those that have been studied.

Discussion

Effect of Training on Employee Performance

Training is one of the determining factors for employee performance, because training is a process of teaching workers the skills needed to carry out their work, where employee training provides practical knowledge and experience in the world of company work to increase work productivity in achieving the desired goals of the company organization (Indrayani, 2020). Training is very important because it can affect employee performance. Based on the test results, it is known that job training has a significant positive effect on employee performance, meaning that increasing training will be followed by increasing employee performance. These results are in accordance with research conducted by Sari (2018) which concluded that job training has a significant positive effect on employee performance. From the theoretical explanation, it shows that job training at PT. Semen Baturaja Palembang has a significant positive influence, so that the better the job training, the better the employee performance. This shows that the job training provided by PT. Semen Baturaja Palembang has been good to its employees. This is proven by the results of the t test analysis which shows the calculated t value is 4,081 with a significance level of 0.00.

The Effect of Job Placement on Employee Performance

Job placement is the process of placing employees in jobs that suit their skills so that they work effectively based on job analysis information (Fathoni et al., 2021). Based on the test results, it is known that work placement has a significant positive effect on employee performance. This means that an increase in employee placement will be followed by an increase in employee performance. These results are in accordance with research conducted by Herlina et al. (2022), placement is a policy taken by the head of an agency or personnel department to determine whether an employee remains or is not placed in a certain position or post based on consideration of certain expertise, skills and qualifications. Furthermore, in the research of Sukmawati et al. (2020) that employee work placement is a follow-up to selection, namely placing prospective employees who are accepted (passing the selection) in positions or jobs that are needed and at the same time delegating authority to that person. So from the theoretical explanation it shows that the work placement of PT. Semen Baturaja Palembang has a significant positive influence, the better the job placement, the better the employee performance. This shows that the work placements given to employees of PT. Semen Baturaja Palembang is good. Evidenced by the results of the t-test analysis which shows a calculated t-value of 5.033 with a significance level of 0.00.

The Effect of Simultaneous Training and Job Placement on Employee Performance

Employee performance can be improved through increased job training and job placement, because with training, employees will gain new knowledge about the work they are doing and can easily complete all tasks. Meanwhile, work placement at PT. Semen Baturaja Palembang in its employees aims to ensure that the placement is in accordance with their background and abilities, so that it can support a better work process. Based on the test results, it is evident that the independent variables (job training and job placement) have a significant positive effect on the dependent variable (employee performance). This means that increased job training and job placement at PT. Semen Baturaja Palembang will be followed by a significant increase in employee performance. These results are consistent with research conducted by Siregar (2021), which concluded that training and placement have a positive effect on employee performance.

CONCLUSION

Based on the results of the research that has been done, it can be concluded that job training and job placement have a significant positive effect on employee performance at PT. Semen Baturaja Palembang. These findings indicate that the company's efforts to improve the quality of job training and placement of employees in positions that match their backgrounds and abilities can effectively improve employee performance in the organization. Nonetheless, this study has several limitations, especially in terms of the sample size used and the focus on only one dependent variable, namely employee performance. Therefore, for further research, it is suggested to use a larger sample and consider other relevant dependent variables, such as job satisfaction or employee loyalty. Recommendations for future research could include studies of the impact of job training and placement on various aspects of the organization, analysis of the types of training and placement that are most effective, and a longitudinal approach to tracking impact over a longer period of time. Cross-sectoral research can also provide additional insight into best practices in job training and job placement that can be applied across different types of organisations. As such, this research makes an important contribution in understanding the role of job training and job placement in improving employee performance, while identifying research areas that need further exploration.

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