

## IMPROVING EMPLOYEE PERFORMANCE OF MANUFACTURING COMPANIES IN CIREBON REGENCY THROUGH TRAINING AND JOB PLACEMENT FACTORS



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### Abstract

The purpose of this study is to examine and ascertain how employee performance, placement, and training affect manufacturing firms. This study employs quantitative methodologies, gathering data via surveys and interviews. The study's population consisted of 177 respondents who worked for manufacturing companies. The Slovin formula was used to calculate the study's sample, which had a 5% margin of error. So, the respondents obtained 123. The findings demonstrated that these factors significantly affect worker performance. Thus, the study's findings support the significance of these elements in raising overall worker performance. This demonstrates that employee performance in manufacturing organizations is significantly influenced by training and placement.

**Keywords:** Training, Placement, Employee Performance

## INTRODUCTION

This manufacturing company focuses on the production of various automotive parts catering to both local and international markets. The company aims to deliver high-quality, cost-effective, and timely products to meet customer demands.

To meet customer demand, as a crucial component of attaining business success, a corporation must guarantee the availability of skilled people resources. In a number of ways, human resources contribute strategically to the attainment of business success, so that it becomes the main determinant in the sustainability and competitiveness of the company. Improving. It is crucial for any company's objective to improve employee performance through various techniques to attain the desired progress. Employee performance encompasses accountability in performing their jobs and indicates the quality and quantity of work completed (Syahputra & Nainggolan, 2022)

According to researchers, optimal performance requires a balance between quality of work, quantity of results, and awareness of responsibility. Therefore, companies must take the lead in implementing human resource management strategies that are oriented towards improving employee competencies, so that they can produce the expected quality of work. Employees in these manufacturing companies require exceptional skills to complete work on time and to a high standard. It is important to take strategic actions to achieve the desired performance.

Considering the findings of the manufacturing company's HRD interviews, it is stated that work achievements after training have not fully achieved the desired targets. Despite improvements in some aspects, employee performance still shows instability in achieving targets optimally. Employee performance levels have not been consistent and still require further improvement to match the standards set by the company.

To achieve the expected standards, companies need to take the right steps. One of them is to organize training for employees so that they can be more effective in carrying out their responsibilities.

Prior research indicates that employee training is crucial for enhancing proficiency and productivity. According to (Awaliyah et al., 2024), companies that implement competency-based training programs experience increased production efficiency. This phenomenon is also reinforced by research conducted by (Christina et al., 2023), which found that companies with regular training have lower production error rates than companies without adequate training.

The process of training helps staff members gain the information and abilities needed to perform their jobs and obligations more effectively. By providing information that can be directly used by workers, training programs increase efficiency and help companies achieve their goals (Gustiana et al., 2022). Training is critical to improving employee performance, particularly in the production department of manufacturing companies, according to the researcher's preliminary findings.

The researcher concluded that better results are achieved when the training approach is tailored to the needs of each employee. This manufacturing company conducts training activities for employees who lack expertise at work. The goal is of course to improve employee performance so that the products produced are of better quality. This manufacturing company conducts 2 types of training for its employees, first training for new

employees and second training for employees who have been running but still found errors in the implementation of their responsibilities.

In an effort to implement training, companies are expected to conduct effective training, which aligns with the training's ultimate objective or the needs of the employees (Prahara et al, 2025). In addition, for the training to run smoothly, there needs to be communication between the company structure and the trainer to ensure that the training does not deviate from the company's objectives. In order for employees to properly utilize the abilities they receive during training in the real world of work, strategic measures such as placing them in the right place should follow the training. As a result, training can be more directly linked to achieving organizational goals when placement and training are well coordinated.

Agency leaders make placement decisions when deciding whether an employee will remain in a particular position or job based on the employee's skills, qualifications, and experience (Waruwu & Tiagita, 2019).

The researcher claims that in terms of developing human resource capabilities, job placement is a game-changer for companies. The expectation is that performance will improve as a result of investing in human capital development.

This assertion is corroborated by studies carried out by (Gunawan, 2020) showing that employees who are placed according to their expertise are able to complete tasks faster and have a higher level of job satisfaction. These results indicate that, in addition to training, proper placement is a key factor in creating a productive work environment.

Researchers concluded that employees who receive adequate training and are given the right placement according to their competence will improve performance. Optimal performance can be achieved through a synergistic relationship between training, placement, and employee actions. Proper training helps improve employees' skills and knowledge, while placements that match their competencies ensure they can carry out tasks efficiently. This combination of quality training and strategic placement allows employees to give their best contribution, thus positively impacting the overall performance of the organization.

In line with the findings of research conducted by (Usman & Setiawan, 2020), employee performance is significantly impacted by training and placement. Therefore, companies need to ensure that the training program is sustainable and the employee placement process is carried out in accordance with their expertise. This step aims to optimize employee performance and support the achievement of organizational goals more effectively.

## **REVIEW OF LITERATURE**

### **Training**

Training is the process by which a person needs to understand and recognize the task to be performed, especially if the task is new or unfamiliar to them (Muhtadin & Agus, 2020).

Training is a process that aims to develop employees' knowledge, skills, and behavior in order to align their competencies with organizational standards and needs (Syahputra & Nainggolan, 2022).

Training indicators in (Herlina et al., 2022) They are: 1) Instructors, or experienced workers who lead the training 2) Participants, or those who are tasked with learning new skills, 3) Management, scripts, work psychology, work communication, discipline and work

ethics, leadership, and work reporting are some examples of training materials, 4) Objectives, or what is to be achieved or created as a result of the training, 5) Methods, a set of procedures to achieve the objectives, and 6) Goals, a set of objectives for the trainees' actions during the training.

Improving employees' understanding, ability, knowledge, and behavior to meet the demands and expectations of the company is the essence of training, according to the experts mentioned above. Training includes several important indicators, namely instructors as those who provide training, participants as employees who take part in training, materials that cover various important aspects of the job, goals to be achieved, training methods used to obtain optimal results, and goals that refer to the expected behavior of participants. Thus, training is a crucial element in efforts to develop employee competencies and improve organizational performance.

### **Placement**

Placement is a strategic process in placing individuals in positions that are in accordance with their competencies and qualifications (Husin, 2020). In line with this, (Zamrie & Daviq, 2020) added that employee placement is not just placing an individual in a position, but must also consider the suitability between the qualifications of the employee and the competencies, needs, and requirements set for the position or task to be carried out.

According to (Sofi rahmawati Anjani et al., 2023) The process of assigning potential workers to the appropriate role is known as job placement, where the fit between the individual and the job may have an impact on the caliber of the work generated.

Furthermore, according to (Husin, 2020) There are several factors that should be considered when placing employees, including: 1) Education is an absolute must for all staff members. There are a wide variety of educational opportunities out there, but specialized certifications are required for certain jobs, including: 2) Job knowledge, which is the foundation of all job knowledge; 3) Job skills, which refer to the set of competencies required for employees to optimally perform their duties, including mental skills, physical skills, and social skills; 4) Work experience, specifically the relevant work experience possessed by an employee. This includes the type of work to be completed and the duration of time to carry out the work; 5) The age factor is very important in terms of employee placement to prevent a decrease in work productivity. This includes the suitability of the employee's age to the demands and characteristics of the position to be occupied.

The researcher draws the conclusion that employee placement is a strategic process that considers an individual's position and qualifications and how it relates to the tasks they perform based on expert statements. Employee placement involves a number of important indicators, including education, which serves as a minimum requirement and can be supplemented by additional training; job knowledge, which includes the fundamental understanding to perform tasks reasonably; job skills, which include mental, physical, and social aptitude to support job performance; work experience, which includes the length and type of work performed; and age, which is considered to ensure work productivity is appropriate for the position. In order to maximize employee performance and accomplish corporate objectives, proper placement is crucial.

### **Employee Performance**

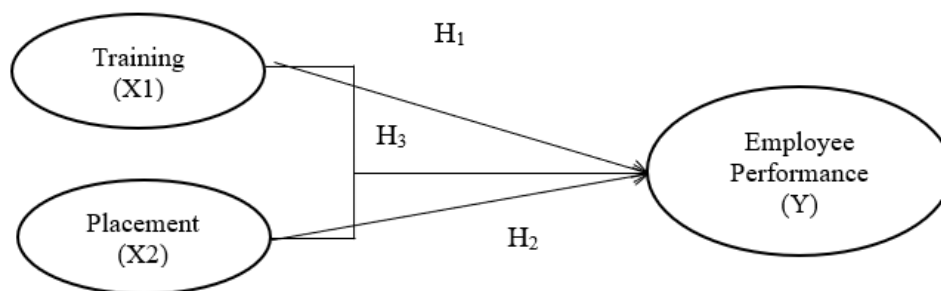
An employee's performance is determined by how well they accomplish their assigned tasks (Setiawan & Bagia, 2021). Similarly, (Siahaan & Bahri, 2019) Defining performance is the final output that reflects the quality and amount of labor done by a worker when assigned specific duties and responsibilities. Further, (Muhtadin & Agus, 2020) states that performance is related to whether or not a job is done, where the level of an employee's contribution to the company is influenced by how well he performs in the company.

The performance dimensions of this study are: (1) work results, (2) work behavior (process), and (3) personal traits derived from the views expressed by (Setiawan & Bagia, 2021). According to (Setiawan & Bagia, 2021) there are 3 indicators of employee performance, namely (1) Work results which include the quality of employee output, the quantity of work produced, and the level of efficiency in carrying out the tasks assigned by the company, (2) Behavior or work processes include employee discipline, such as compliance with the work code of ethics, compliance with smoking restrictions during working hours, and the application of neat dress standards. In addition, employees are expected to participate by launching projects that will help the business operate better and keep customers loyal. (3) Personal attitude includes a high level of self-confidence in employees, accountability for the duties performed, and the ability to cooperate with both the company and coworkers.

According to the experts mentioned above, according to experts, employees' job performance is influenced by the quantity and caliber of tasks they are given, along with the tasks themselves. Performance is not only concerned with the end result, but also includes behavior during the work process and personal characteristics of the individual. The level of an employee's contribution to the organization is influenced by the effectiveness of his performance in carrying out predetermined tasks. The dimensions of performance include three main aspects, namely work results, which include the quality, quantity, and efficiency of employees in completing tasks; work behavior, which involves discipline, initiative, and loyalty to the company; and personal attitudes, which include confidence, responsibility, and cooperation skills. These three dimensions are important indicators in assessing the extent to which employee performance can support overall organizational goals.

### Conceptual Framework

This description provides a solid basis for explaining and visualizing the impact of training and placement on employee performance.



**Figure 1**  
**Research Paradigm**

The figure above shows a conceptual framework that explains the relationship between the related variables, X1 (Training) and X2 (Placement), and Y (Employee Performance). Employee productivity can increase as a result of a well-executed training and

placement program. The researcher in this study has put up the following theories, based on the concepts discussed above and the findings of earlier empirical studies:

H1: Training has a positive and significant effect on employee performance.

H2: Placement has a positive and significant effect on employee performance.

H3: Training and placement simultaneously have a positive effect on employee performance.

## **RESEARCH METHOD**

The purpose of quantitative research is to test hypotheses by examining the correlation between various variables. The instruments used serve to measure these variables, producing numerical data that can be analyzed through systematic statistical methods (Amrudin., et al, 2022). Quantitative research methods are applied to analyze specific populations or samples through random sampling techniques. In order to evaluate previously developed hypotheses, data is gathered using pre-established research instruments and analyzed quantitatively. Therefore, quantitative research has a structured procedure, supported by a comprehensive literature review, and a clearly formulated hypothesis (Yulaidin, 2024). Analyzing the relationship between variables is the goal of the quantitative approach; this goal is achieved through the discussion of theories and previously discussed issues, as well as the researcher's own hypotheses. Journal articles and other related reports on the topic under study were screened to gather the information used in this research. The two primary forms of information that were gathered were primary and secondary data. The purpose of primary data collection was to obtain information directly from individuals actively involved in the research, whereas secondary data was obtained from publications like reports, news articles, and scientific articles relevant to the topic. This survey had 177 respondents in total, all of whom worked for manufacturing companies. The sample size was calculated using the Slovin formula with a 5% margin of error. The final result was 123 respondents.

## **RESULTS AND DISCUSSION**

### **Validity Test**

A validity test can be used to assess the questionnaire's reliability. The correlation between the total score and the score for each question is computed in this test, with a p-value of 0.05 serving as the significance criterion. However, the question is useless if it fails to meet this condition. The following table contains the validity test results, which are based on the feasibility report of the pilot test of the training variable instrument:

**Table 1**  
**Validity Test**

Question Number	R count (X1)	R count (X2)	R count (Y)	R Table	Description
1	0,500	0,622	0,703	0,177	Valid
2	0,642	0,586	0,604	0,177	Valid
3	0,639	0,609	0,686	0,177	Valid
4	0,764	0,570	0,700	0,177	Valid
5	0,746	0,438	0,710	0,177	Valid
6	0,718	0,620	0,681	0,177	Valid
7	0,704	0,674	0,637	0,177	Valid
8	0,631	0,705	0,683	0,177	Valid
9	-	0,676	0,536	0,177	Valid
10	-	0,768	0,544	0,177	Valid
11	-	0,769	0,644	0,177	Valid

Source: Output Results SPSS 22 for Windows

The overall value of  $r\text{-count} > r\text{-table}$  (0.177) is determined using the table information. These results indicate that all items of the training, placement, and performance variable instruments used in the study are valid.

#### Reliability Test

When two pairs of questions and answers are measured with the same instrument, robustness testing can determine how consistent the results are. The significance test for each instrument in a given variable, Cronbach's alpha ( $\alpha$ ), is used to determine robustness. When the tool's Cronbach's alpha value is greater than 0.6, it is considered dependable.

**Table 2**  
**Reliability Test Results**

Cronbach's Alpha	N of Items
,924	30

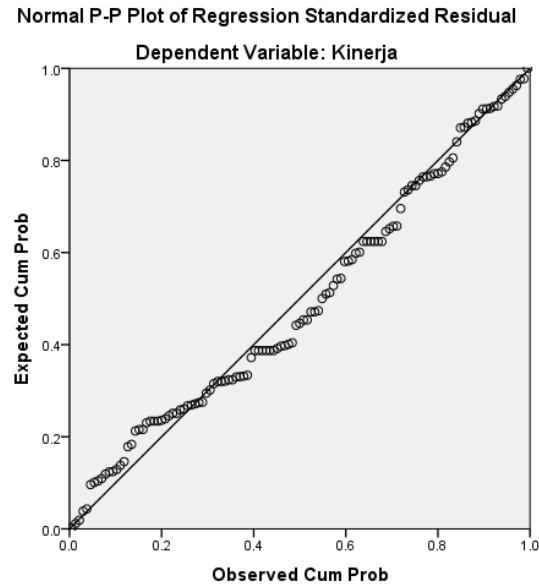
Source: Output Results SPSS 22 for Windows

The reliability test result, as shown in the table above, is 0.924, more than the 0.6 limit value. This indicates that the variables used in this study have an adequate level of reliability. If each variable's Cronbach's Alpha value is greater than 0.6, it means that the research instrument consistently measures the intended construct, which indicates internal consistency. This research instrument is suitable and relevant for collecting accurate data and achieving research objectives due to its high reliability (Cronbach's Alpha = 0.924).

#### Classical Assumption Test

##### Normality Test

Verifying that the residual values follow a normal distribution is essential for evaluating the usual distribution of residuals or confounding variables in a regression model. The reason behind this is that the residuals are considered to have a normal distribution when using the T-test and F-test. Statistical tests may be considered inaccurate if this assumption is not met.



Source: Output Results SPSS 22 for Windows

**Figure 2**  
**Normality Test Results**

The following is an image showing how the data points on the p-plot are distributed, which can be seen scattered around the diagonal line. The regression analysis's findings suggest that the data are normally distributed.

**Multicollinearity Test**

To determine whether or not the regression model's independent variables are related, the multiple collinearity assumption test is used. When the correlation between the independent variables is near 0.5, the regression model is said to be multicollinearity-free. In addition, the presence of multicollinearity is examined using the tolerance value and VIF. If the tolerance and VIF values are less than 10, then the model is free from multicollinearity.

**Table 3**  
**Multicollinearity Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	8,172	3,162		2,584	,011		
Training	,516	,095	,382	5,413	,000	,747	1,338
Placement	,459	,068	,475	6,731	,000	,747	1,338

a. Dependent Variable: performance

Source: Output Results SPSS 22 for Windows

The VIF values of the training and placement variables are  $1.338 < 10$  according to the table data. Multicollinearity is not present in the data, as indicated by the tolerance value of  $0.747 > 0.1$ .

**Hypothesis Test**  
**T Test**

Utilized to determine how much the independent variable influences the dependent variable. A variable is considered insignificant if its error frequency is higher than 5%, or 0.05.

**Table 4**  
**T Test Results**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,172	3,162		2,584	,011
Training	,516	,095	,382	5,413	,000
Placement	,459	,068	,475	6,731	,000

a. Dependent Variable: Employee Performance

Source: Output Results SPSS 22 For windows

The training variable on employee performance has t count = 5.413 and t table = 1.658, with t count  $5.413 \geq 1.658$  and a significance value of  $0.000 \leq 0.05$ , according to the T test findings in the above table, Ho is rejected and Ha is accepted, which means that training (X1) has a positive and significant effect on employee performance (Y).

T count = 6.731 and t table = 1.658 are the outcomes of the placement on employee performance; t count  $6.731 \geq 1.658$  has a significant value of  $0.000 \leq 0.05$ , so Ho is rejected and Ha is accepted, which means that placement (X2) has a positive and significant effect on employee performance (Y).

**F Test**

One can isolate the influence of each independent variable on the dependent variable's value by understanding how changes in the values of all independent variables affect the dependent variable's value. For this reason, a F test ought to be performed. To determine if a statistically significant difference exists between population members regarding a specific variable, one can use the F test, which is also called ANOVA. A variable is considered to have no significant importance if its error frequency exceeds 5% or 0.05.

**Tabel 5**  
**F Test Results**  
**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1366,233	2	683,116	74,424	.000 <sup>b</sup>
Residual	1101,442	120	9,179		
Total	2467,675	122			

a. Dependent Variable: Performance

b. Predictors: (Constant), Placement, Training

Source: Output Results SPSS 22 for Windows

Notable is the computed F value of 74.424 at a significance level of 0.000. They all point to a significant overall regression model, because the significance value is less than the 0.05 cutoff. The model's independent variables have a significant impact on the dependent variable, to reiterate. This lends credence to the idea that Training and Placement play an important role in improving Performance in this setting, as the correlation between the three variables is statistically and pragmatically substantial.

According to the stated research findings, the training variable on employee performance yields a t value of 5.413, according to the T test analysis in the table, while the t table is 1.658. At a significance level of  $0.000 < 0.05$ ,  $H_0$  is rejected and  $H_a$  is approved since t count (5.413) exceeds t table (1.658), which means that training (X1) has a positive and significant effect on employee performance (Y). This finding is supported by the results of research conducted by (Gunawan, A., 2020) which shows that training (X1) partially has a positive and significant effect on performance.

Despite the fact that training has been shown to improve employee performance, there are several aspects that still need attention to improve its effectiveness. The lowest indicator in the training evaluation shows that the training program has not fully helped employees achieve the desired results and develop better work behavior. Therefore, companies need to create more organized training courses that are pertinent to the demands of the workplace. In this company, both On The Job Training and Off The Job Training are acceptable forms of training.

Furthermore, the analysis's findings about how placement affects worker performance reveal that the t value is 6.731 and the t table is 1.658. Because t count (6,731)  $\geq$  t table (1,658) with a significance level of  $0.000 \leq 0.05$ ,  $H_0$  is rejected and  $H_a$  is accepted, which means that placement (X2) has a positive and significant effect on employee performance (Y). This is reinforced by the research findings obtained from (Syafitri, F., & Wiwin, G., 2023) which state that job placement (X2) has a positive and significant effect on employee performance (Y).

This result demonstrates that while staff placement improves performance, there are still certain aspects that need attention to improve its effectiveness. The lowest indicator in the placement evaluation is the suitability of age to the needs of the job position. Therefore, companies need to ensure that employee placements are not only based on qualifications and competencies, but also consider the age factor to match the demands of the job. This will

help increase productivity and reduce the potential mismatch between employee capacity and workload.

According to the findings of data analysis conducted with SPSS software version 22, simultaneous testing of training (X1) and placement (X2) variables on employee performance (Y) through the F test shows that both variables have a significant role in improving employee performance. The analysis results in the table show a positive and significant influence between the training (X1) and placement (X2) variables on employee performance (Y), with a calculated F value of 74.424 which is greater than the F table (3.07) and a significance level of 0.000 which is less than the probability of 0.05 ( $0.000 < 0.05$ ). Thus, the regression model used indicates that training (X1) and placement (X2) simultaneously affect employee performance (Y), so it can be concluded that both variables have a significant contribution in improving employee performance. This is consistent with studies that have been done (Zamrie & Daviq, C., 2020) It claims that performance is positively and significantly impacted by some training and placement factors.

## CONCLUSION

Employee performance is influenced by job placement and training, according to research results focused on manufacturing companies. Workplace quality and efficiency can be improved through human resource development programs that focus on training and placement. Training makes a significant contribution by improving employees' skills and competencies, while strategic placement ensures employees work according to their expertise and qualifications. These two elements work together to provide a synergy that raises the organization's total productivity.

However, this study has limitations on the narrow range of variables considered. Future studies are anticipated to examine additional facets, such as corporate culture, work motivation, and work environment, to gain a deeper understanding of the elements that affect employee performance.

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