

Does Training Improve The Quality of The Workforce? (Study at PT Bintang Saka Enam Delapan)

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Abstract. Employee training programs must be carried out in accordance with the analysis of the scope of work so that employees know the objectives to be carried out. This study aims to examine the effect of training and work discipline in improving employee performance through job satisfaction as an intervening. The novelty in this research is finding the main role of training in improving the quality of the workforce which is reinforced by job satisfaction. This study is limited to workers at PT Bintang Saka Enam Delapan with a sample of 83 people. Data analysis technique using SEM-PLS. Based on the bootstrapping test, the training results have a significant positive effect on performance; work discipline has a significant positive effect on performance; training has a significant positive effect on job satisfaction; work discipline has a significant positive effect on job satisfaction; and job satisfaction have a significant positive effect on performance. Job satisfaction has been shown to partially mediate training and work discipline on performance.

Keywords: Training, Work Discipline, Job Satisfaction and Employee Performance.

1 Introduction

Facing the free competition that occurs, especially with the enactment of the Asean Economic Community (AEC), every company is required to have high competitiveness. Company competition will certainly have an impact on company performance, where employees are the most determining factor for the success of the company's activities. With employees, the company will be able to survive in a competitive environment, especially if it is supported by competent employee performance [1].

Employee management must always be carried out in line with the achievement of company goals, for example by providing training that is expected to increase employee potential according to the wishes of the company or at least close to the standards set by the company. Training according to Rivai[2] is a part of the learning process to acquire and improve skills which includes physical skills, intellectual skills, social skills, and others in a relatively short time with methods that prioritize practice and theory. Training can create an atmosphere that spurs employees to develop themselves to change and affects the improvement of their abilities so that the company's performance is higher.

PT Bintang Saka Enam Eight is one of the companies providing labor services in the field of security that has been trusted to supply security workers in various well-known companies in Indonesia. With a workforce of more than 500 employees, PT Bintang Saka Enam Eight strives to provide the best for its client companies, one of which is by providing decent training and improving work discipline to its workforce. However, from the observations, it is known that there are problems with the quality of manpower at PT Bintang Saka Enam Eight which is shown by the report on the results of the performance assessment of security personnel from the client company as follows:

Table 1. Performance Assessment of Security Personnel from PT Bintang Saka Enam Delapan Periods of the Second Semester of 2021

Moon	PT Sewu Sugar Nusantara (Sunpride)	PT Indo Raya Tenaga	PT Pratama Nirmala
July	90,00	92,25	90,50
August	91,00	91,50	90,25
September	88,50	91,00	89,75
October	89,75	92,50	88,25
November	89,25	89,75	89,50
December	88,75	89,50	87,75

From Table 1, it can be seen that the performance assessment of security personnel from PT Bintang Saka Enam Eight placed at PT Sewu Sugar Nusantara (Sunpride); PT Indo Tambang Raya, and PT Pratama Nirmala experienced results that tended to decline in the second semester of 2021. Although there was an increase in grades, the final results of the performance appraisal at the three sample companies were recorded below the assessment figures at the beginning of the second semester month. This indicates a decrease in the quality of the security workforce supplied by PT Bintang Saka Enam Delapan which can be caused by various factors such as a decrease in employee skills at work which must be improved immediately to maintain the stability of the company's business.

Providing training to employees is expected to help to improve employee performance. Different results are shown by several previous studies that examine the relationship of training to employee performance [3], [4], [5], [6]. From these differences, intervening variables are needed that are able to bridge the relationship between the variables in question. Job satisfaction becomes an intervening variable that bridges the relationship between training and employee performance [7], [8], [9].

2 Research Methods

This research uses a type of quantitative approach that seeks to describe a problem whose results can be generalized [10]. The population in this study was 500 security department workers registered with PT Bintang Saka Enam Delapan. To find the number of samples, the slovin technique was used so that 83 employees were obtained with a tolerance limit of 10%. This study used proportional random sampling technique based on the proportion of each labor placement location from PT Bintang Saka Enam Eight. The data collection in this study was a field study using a questionnaire tool made in the form of closed questions with a 1-10 assessment scale that stated that they strongly disagreed to strongly agree. The analysis technique uses SmartPLS software version 2.0.m3 [11].

3 Result and Discussion

Outer Model Test Results

Outer model testing in this study used algorithm analysis in the PLS application which was carried out 3 times until obtaining an outer loading value that met the requirements of construct reliability and validity. The outer loading values in the three tests are explained below:

Table 2. Outer Loading Results

Indicator	Outer Loading 1	Outer Loading 2	Outer Loading 3	Ket.
PEL1	0,798	0,771	0,795	OK
PEL2	0,326			Drop
PEL3	0,707	0,781	0,799	OK
PEL4	0,613	0,685	0,720	OK
PEL5	0,756	0,766	0,722	OK
PEL6	0,514	0,474		Drop
PEL7	0,412			Drop
DIS1	0,681	0,692	0,701	OK
DIS2	0,717	0,765	0,774	OK
DIS3	0,608	0,618	0,638	OK
DIS4	0,545	0,549		Drop
DIS5	0,775	0,771	0,737	OK
DIS6	0,695	0,723	0,724	OK
DIS7	0,477			Drop
KEP1	0,724	0,724	0,721	OK
KEP2	0,760	0,771	0,770	OK
KEP3	0,799	0,802	0,800	OK
KEP4	0,311			Drop
KEP5	0,757	0,757	0,760	OK
KIN1	0,166			Drop
KIN2	0,723	0,690	0,688	OK
KIN3	0,867	0,896	0,898	OK
KIN4	0,387			Drop
KIN5	0,726	0,691	0,688	OK
KIN6	0,610	0,583	0,582	OK
KIN7	0,866	0,895	0,896	OK

Source: processed data, 2022.

According to Ghozali the indicator is declared valid if it has an outer loading value > 0.5 [12]. Based on the data in Table 3 above, it is known from the number of initial indicators as many as 26 items reduced to 18 items because there are 8 items that must be dropped in the research model, namely PEL2; PEL6; PEL7; DIS4; DIS7; KEP4; KIN1 and KIN4. After spawning the eight items, the final measurement model is obtained as follows:

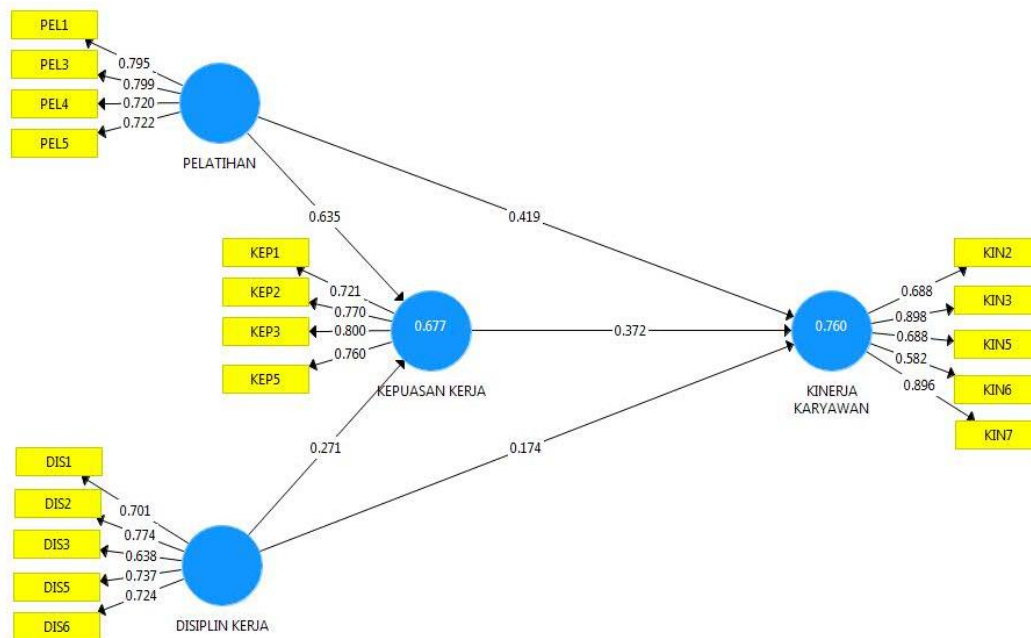


Fig 1. Final Measurement Model
Source: processed data, 2022.

Inner Model Test Results

The results of the inner model test in this study are seen from the path coefficient and R square values which are described as follows:

Table 3. Inner Model Test Results

Hypothesis	Path Coefficient
1 There is a significant influence of training on employee performance	0,419
2 There is a significant influence of work discipline on employee performance	0,174
3 There is a significant effect of training on job satisfaction	0,635
4 There is a significant influence of work discipline on job satisfaction	0,271
5 There is a significant influence of job satisfaction on employee performance	0,372
R square Job satisfaction = 0.677 Employee performance = 0.760	

Source: processed data, 2022.

The path coefficient values of the five hypotheses can be explained:

1. The path coefficient of hypothesis 1 was obtained by 0.419 which shows that there is an influence of 41.9% (0.419 x 100%) between training and employee performance. Better training will make employee performance improve, and vice versa.
2. The path coefficient of hypothesis 2 was obtained by 0.174 which shows that there is an influence of 17.4% (0.174 x 100%) between work discipline and employee performance. Higher work discipline will make employee performance increase, and vice versa.

3. The path coefficient of hypothesis 3 was obtained by 0.635 which shows that there is an influence of 63.5% ($0.635 \times 100\%$) between training and job satisfaction. Better training will make employee job satisfaction increase, and vice versa.
4. The path coefficient of hypothesis 4 was obtained 0.271 which shows that there is an influence of 27.1% ($0.271 \times 100\%$) between work discipline and job satisfaction. Increased work discipline will increase employee job satisfaction, and vice versa.
5. The path coefficient of hypothesis 5 was obtained by 0.372 which shows that there is an influence of 37.2% ($0.372 \times 100\%$) between job satisfaction and employee performance. Increased employee job satisfaction will make employee performance increase, and vice versa.

From Table 4, a value of R square job satisfaction was obtained of 0.677 which means that the ability of training and work discipline in explaining job satisfaction was 67.7% ($0.677 \times 100\%$), while the remaining 32.3% was explained by other variables that were not studied. The R square value of employee performance was obtained at 0.760 which means that the ability to train, work discipline and job satisfaction in explaining employee performance was 76.0% ($0.760 \times 100\%$), while the remaining 24.0% was explained by other variables that were not studied. From this explanation, it can be concluded that the biggest effect both on job satisfaction and employee performance is training.

Hypothesis Testing Results

Hypothesis testing in this study uses a t test, namely by comparing the calculated t value obtained from the bootstrapping test. The t value of the research table was obtained at 1,960 at a signification level of 5%.

Hypothesis 1 obtains a statistical t-value ($4,550 > a \text{ table } t (1,960)$; p value ($0.000 < \text{sig } (0.05)$) which shows that training has a significant effect on employee performance. A positive sign on t statistic indicates that the direction of influence is positive, where the better the training, the better the employee performance. Security employees who attend training consistently will perform better than employees who do not attend training [5], [3]. Thus, Ha1 which states there is a significant influence of training on employee performance is accepted.

Hypothesis 2 obtains a statistical t value ($2,711 > a \text{ table } t (1,960)$; p value ($0.004 < \text{sig } (0.05)$) which shows that work discipline has a significant effect on employee performance. A positive sign on the statistic indicates that the direction of influence is positive, where the higher the work discipline carried out, the better the employee's performance. Employees who are accustomed to discipline at work will produce better performance than those who ignore work discipline [13], [14], [15], [16]. Thus, Ha2 which states there is a significant influence of work discipline on employee performance is accepted.

It is known that hypothesis 3 obtained a statistical t value ($9,400 > t \text{ of the table } (1,960)$; p value ($0.000 < \text{sig } (0.05)$) which shows that training has a significant effect on job satisfaction. A positive sign on t statistic indicates that the direction of influence is positive, where the better the training received, the higher the job satisfaction. This result can be understood that by attending the training, the employee will have additional knowledge related to his work, making it easier for him to work which ultimately provides his own job satisfaction [17]. Thus, Ha3 which states there is a significant influence of training on job satisfaction is accepted.

Hypothesis 4 obtains a statistical t-value ($3,890 > t \text{ of the table } (1,960)$; p value ($0.000 < \text{sig } (0.05)$) which indicates that work discipline has a significant effect on job satisfaction. A positive sign on t statistic indicates that the direction of influence is positive,

where the higher the work discipline, the higher the job satisfaction. Such results can be understood that the employee who is accustomed to discipline in work will fulfill his job satisfaction because all the rules in the work he does voluntarily on the basis of his own consciousness [18], [19], [20]. Thus, Ha4 which states there is a significant influence of work discipline on job satisfaction is accepted.

It is known that hypothesis 5 obtained a statistical t value (4,052) > t of the table (1,960); p value (0.099) > sig (0.05) which indicates job satisfaction has a significant effect on employee performance. A positive sign on the statistic indicates that the direction of the influence is positive, where the higher the job satisfaction, the higher the employee performance. Employees who are satisfied with their work will have better performance [21], [22], [23], [24]. Thus, Ha5 which states that there is a significant influence of job satisfaction on employee performance can be proven.

Mediation Test Results

Based on the results of the indirect effect test, it is known that the coefficient of indirect influence of training on employee performance is 0.236 and the indirect influence of work discipline on employee performance is 0.101. To find out whether job satisfaction can be an intervening variable that mediates the relationship between training and work discipline to employee performance, the VAF value calculation is carried out as follows:

Table 4. Mediation Test Results

Mediation Test 1 The effect of training on employee performance through job satisfaction	Mediation Test 2 The effect of work discipline on employee performance through job satisfaction
Direct influence (a): 0.419 Indirect influence (b): 0.236 Total influence (c): 0.655 VAF (b/c): 0,360	Direct influence (a): 0.174 Indirect influence (b): 0.101 Total influence (c): 0.275 VAF (b/c): 0,367

Source: processed data, 2022.

Intervening variables are stated to have a partial mediation influence if a VAF value is obtained $\geq 25\%$ and fully mediates if a VAF value is obtained $\geq 60\%$. Based on the calculations in Table 5, it can be seen that the mediation test 1 obtained a VAF value of 0.360, which means that the effect of training on employee performance in mediation is partially by job satisfaction of 36% (0.360 x 100%). Meanwhile, the mediation test 2 was seen to obtain a VAF value of 0.367, which means that the influence of work discipline on employee performance in mediation was partially by job satisfaction of 36.7% (0.328 x 100%). These results show that job satisfaction has proven to be an intervening variable that mediates the effect of training and work discipline on employee performance.

4 Conclusions

Based on the results of the research that has been described in the previous chapter, it has been proven that the five research hypotheses are acceptable and job satisfaction is proven to be able to mediate the influence of training and work discipline on employee performance. Companies are advised to be able to provide training consistently to all employees alternately with quality materials and methods, follow technological changes and job needs supported by competent trainers, a proportional number of participants, adequate facilities, sufficient time and training evaluations that are carried out periodically so that employee performance becomes better and meets employee job satisfaction.

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