



THE ROLE OF JOB TRAINING IN IMPROVING THE PERFORMANCE OF ATBM WEAVING EMPLOYEES PT. ASAPUTEX TEGAL CITY

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ABSTRACT

This study aimed to determine the effect of job training on the competency and performance of ATBM weaving employees of PT Asaputex Tegal City. The population in this study were all employees of PT Asaputex Tegal City, totaling 105 employees. The sampling technique used in this study is the census technique. The quantitative research method used is the Structural Equation Model (SEM) using AMOS 26 software. The results show that 1) Job training has an indirect effect on the performance of employees of PT Asaputex Kota Tegal through competency as mediation, and 2) Work training has a direct effect on the performance of employees of PT Asaputex Tegal City.

Keywords: Job Training; Competency; Employee Performance

INTRODUCTION

Every company certainly has a goal or target/achievement that must be met within a certain period (Ardiana et al., 2021). It will be easy to achieve if the company has qualified resources (Kurniatama & Waryanto, 2022). Companies have several resources to help achieve their goals, such as vision, mission, corporate culture, availability of equipment and products, communication methods, and leadership styles, with human resources itself being one of the most critical factors in achieving business goals (Yusnandar et al., 2020). Organizations need quality and competent human resources to achieve their goals (Ratu et al., 2020). Human resources who have superior competence and qualifications will lead to good performance.

Humaira et al. (2020) define performance as everything a person creates or achieves through hard work. Meanwhile, according to Ardiana et al. (2021), a person's performance is completing an activity or activities with full responsibility and in line with expectations. When a person performs well, the workload for the organization is completed correctly, which increases productivity. Performance in an organization is very important because, with it, business goals and orientation can be realized (Riyanto et al., 2022).

PT Asaputex Kota Tegal is a company whose primary product is woven sarongs. The rapid development experienced by the company is inseparable from the human resources owned by PT. Asaputex Jaya to support the production process. Optimal performance is one form of thing that supports the company's progress. If workers' performance is not good, the company will be challenging to develop. PT. Asaputex Jaya produces various kinds of woven sarongs under the brand name "Kurma Tree," and this company has two production processes, namely ATM (Machine Weaving Tools) and ATBM (Non-Machine Weaving Tools). Some of the problems faced by PT. Asaputex, namely in terms of quality, the production process of ATBM (Non-Machine Weaving Tools) is still not optimal. It can be seen from the phenomenon of the problems faced by PT Asaputex, namely the number of products in the form of defective sarongs produced by the company still shows a number quite high above the predetermined proportion of 2% (maximum production defect standards set by the company). It can be seen from the data on PT Asaputex product defects in 2020 in the proportion of defects in 2020 of 2.28%. In 2021 product defects increased by 2.57%, and in 2022 product defects amounted to 2.33%. Based on data, PT Asaputex product defects in the last three years show that product defects still exceed the company's limit of 2%. The impact for the company, if the defective product exceeds the specified limit is the amount of unused and wasted sarong. Making ATBM weaving requires precision and weaving skills.

Based on known data that indicates a lack of accuracy in employees' work, training needs to be carried out to improve the quality of work produced. Training must be carried out according to the level of competence of each employee to improve skills and reduce the possibility of mistakes at work. Employee knowledge and abilities will increase with job-appropriate training, which minimizes defective items that cannot exceed the company's 2% limit. While this training was carried out at PT Asaputex it was conducted twice a year in June and December. However, the training was not optimal because there were still many defects in the production quality.

Training and competence are closely related to employee performance in the company. It is proven that the more often training is conducted for employees, the more employee competence at work will increase, and in this case, the performance results will also increase (Riyanto et al., 2022). However, several previous studies have shown differences in research results between job training and performance. The results of research conducted by Kurniatama & Waryanto (2022) and Riyanto et al. (2022) stated that training improves the performance of MSME employees and the performance of banking companies in improving employee performance. Meanwhile, research conducted by Ningsi et al. (2016) stated that job training for government employees has not a significant impact on performance. Based on the phenomenon

of problems at PT Asaputex and the existing research gaps, it is necessary to conduct in-depth research on the effect of job training on employee performance through competence.

LITERATURE REVIEW

Job Training on Employee Performance

Performance is what a person creates or achieves through their work. Humaira et al. (2020) define performance as an action or activity carried out and perfected by a person following obligations in the field of work and in line with expectations. A well-performing worker will carry out his duties efficiently, increasing business productivity (Pratama & Riana, 2022). Riyanto et al. (2022) mentioned that training must also be provided to senior employees still employed by the organization. It is because training is not only for new employees. Organizations seek to equip their personnel with competencies, such as skills and knowledge related to all their work (Tandaju, 2019).

The organization seeks to ensure employees have the necessary information and skills for each profession through training. Good training will increase employees' knowledge, talents, and skills, which can inspire more effective employee performance. According to research by Damastara & Sitohang (2020), Suprati (2019), and Tandaju (2019), training has a beneficial and visible impact on employee performance.

H1: Job training has a significant positive effect on the performance of PT Asaputex Tegal City employees

Job Training on Employee Competence

Competence is a quality a person possesses that can be used to achieve certain goals effectively and efficiently. It is proportional to knowledge, skills and abilities (Nugraha & Firman, 2020). Competence is another factor determining whether a person can do his job well. According to Ratu et al. (2020), competence is a quality related to how well a person performs when doing his job. Competence allows workers to implement according to business requirements (Pangestuti, 2019). Employees must be flexible to achieve competency standards for their work (Putra et al., 2020). Employee work consistency is directly related to this competency. It turned into a benchmark organization for assessing the competence of its personnel. Employers can better match individuals with suitable positions by knowing their skills (Saluy et al., 2019). The boost in business productivity will depend on how well-allocated personnel are.

Companies must use qualified human resources to run their business (Ardiana et al., 2021). Businesses must manage their human resources, paying special attention to the level of skill and readiness each employee must have. It will make the business run more smoothly in the future. Employee performance will be affected by working in their area of expertise. Research conducted by Damastara & Sitohang (2020), Putra et al. (2020), and Suprati (2019) shows that there is a positive influence between job training on employee competency.

H2: Job training has a significant positive effect on the competence of PT Asaputex Tegal City employees

Competence in Employee Performance

Competence enables an employee to implement following the company's demands. Employees must be able to adjust to meet competency standards according to their field of work (Barus et al., 2020). This competency is closely related to the continuity of employees' work (Nugraha & Firman, 2020). Knowing employees' capabilities will help a company provide the right position for them (Humaira et al., 2020). Placing the right employee position will affect the company's performance improvement (Saluy et al., 2019). Placing employees in the portion they control is one method for assessing employee satisfaction (Saluy et al., 2019). Employee competence is undoubtedly a factor in how well they do their jobs. Competence is a resource needed by

workers to work professionally. Competence is the main factor in determining how well individuals complete their work because it can increase employee morale and allow them to take full responsibility for all tasks and work (Pratama & Riana, 2022). Employees can adapt to meet specific competency standards according to their field of work because of their competence. Research conducted by Damastara & Sitohang (2020), Pratama & Riana (2022), Idrus (2019), and Tandaju (2019) shows that there is a strong influence between competence on employee performance.

H3: Competence has a significant positive effect on the performance of PT Asaputex Tegal City employees

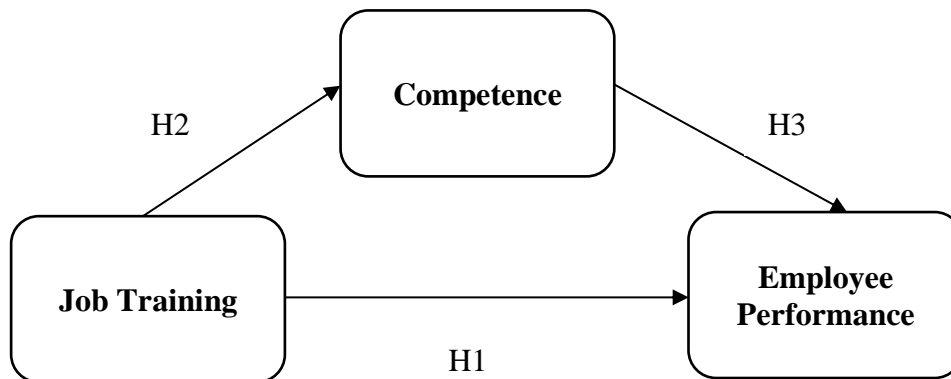


Figure 1. Conceptual Framework

METHODS

This research was conducted in May-June 2022 at PT Asaputex Kota Tegal, which produces ATBM weaving. The population of this study was 350 employees of PT Asaputex Tegal City ATBM weaving. The sampling technique used in this study is the census method, where the entire population in the research object is used as a sample. The data collection technique in this study used a closed research questionnaire for PT Asaputex Tegal City ATBM weaving employees. The amount of data collected and processed was 105 questionnaires. The data analysis technique used is the Structural Equation Model (SEM) using AMOS software version 26. SEM is used in this study because it can analyze data simultaneously (Purwanto et al., 2019).

The demographic of the respondents was dominated by female respondents, with a total of 93 respondents, with a percentage of 89%. Based on the education of the respondents in this study, 52 respondents with a high school education dominated with a percentage of 52%. Based on the tenure of the employees, the respondents in this study were dominated by respondents with 6-10 years of service, with a total of 52 respondents with a percentage of 50%. Based on the age of the respondents, this study was dominated by respondents aged 25-34 years, with a total of 40 respondents, with a percentage of 38%. The demographic of the respondents is demonstrated in Table 1.

Table 1. Respondent Demographics

Variable	Total	%
Gender		
Male	12	11%
Female	93	89%
Education		
Elementary school	8	7%
Junior high school	45	43%
Senior high school	52	50%

Table 1. Continuation

Variable	Total	%
Work Tenure		
<5 years	48	46%
6-10 years	52	50%
>10 years	5	4%
Age		
17-24 years	26	25%
25-34 years	40	38%
35-49 years	39	37%

RESULTS AND DISCUSSION

Validity and Reliability Test

Reliability and validity tests must be conducted to determine whether the instrument or item used is valid and if it is used more than once. The validity test can be seen from the average variance extract (AVE) value > 0.5. The reliability test can be seen from the composite reliability (CR) value, which is > 0.7 (Purwanto et al., 2021). Table 2 shows that the items used in this study are valid and reliable with AVE > 0.5 and CR > 0.7.

Table 2. Reliability and Validity Test

Indicators		Loading Factor	CR	AVE
Job Training				
The instructor explains/delivers the training material well.	X1	0.840	0.832	0.642
I always actively participate in the implementation of the training program.	X2	0.773		
The training method provided by the company follows the job requirements.	X3	0.754		
Training motivates employees to work even better.	X4	0.643		
Competence				
I understand the tasks assigned by the company well.	X5	0.851	0.895	0.683
I have sufficient knowledge about my field of work.	X6	0.893		
I can solve problems that occur at work.	X7	0.892		
Employee Performance				
I always carry out tasks according to the quality desired by the company.	X8	0.872	0.931	0.771
I can complete more work than the company specifies.	X9	0.880		
I always finish work on time.	X10	0.887		
I maximize the good use of organizational resources (labor and raw materials).	X11	0.874		
I have responsibility for the work I do.	X12	0.897		

Confirmatory Factor Analysis (CFA)

This research modelling test shows that the model analyzed has good model criteria. It can be seen in Figure 2 that the Probability value <0.00 is less than 0.05. RMSEA with a value of 0.093 is more than 0.08. CMIN/DF with a value of 1,901 is less than 2. TLI with a value of 0.945 is more than 0.9. CFI with a value of 0.975 is more than 0.9. GFI with a value of 0.876. The full research model is shown in Figure 2.

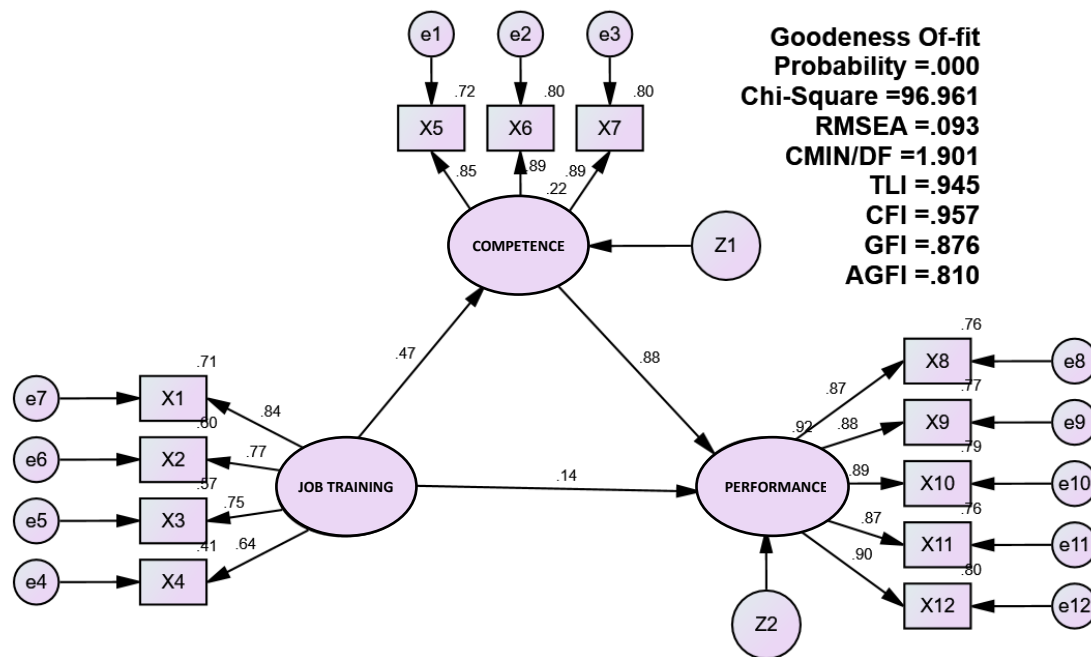


Figure 2. Full Model

Hypothesis testing

Hypothesis testing in this study examined the relationship of latent variables by looking at the CR (critical ratio) value with criteria >1.96 in the regression weight. Acceptance of the proposed hypothesis can be seen from the P-value (probability) with a value <0.05 (Darwin & Umam, 2020). The first hypothesis (H1) states that job training significantly positively affects employee performance at PT Asaputex Tegal City is accepted. It can be seen from the P-value of less than <0.05. The second hypothesis (H2), states that job training has a significant positive effect on the competence of PT Asaputex Tegal City employees, is accepted. It can be seen from the P-value of less than <0.05. The third hypothesis (H3) states that competency significantly positively affects employee performance at PT Asaputex Tegal City is accepted. It can be seen from the P-value of less than <0.05. The research hypothesis test is performed in Table 3.

Table 3. Summary of Hypothesis Testing

Hypothesis	P-value	Standard Coefficient	Result
H1	0.020	0.145	Accepted
H2	0.000	0.476	Accepted
H3	0.000	0.885	Accepted

The path test of this research reveals how much influence a dependent variable has on the independent through mediating/intervening variables. Based on the results of the data analysis, the effect of job training variables on competence is 0.476, and the effect of competence on employee performance is 0.885. According to these results, the effect of job training on employee performance through competence as a mediating variable is $0.476 \times 0.885 = 0.425$. The mediation test in this study was carried out using the Sobel test to determine whether this research variable has a mediating effect (Darwin & Umam, 2020). One variable can mediate between the independent and dependent variables if the value of $z < 1.98$. Based on the Sobel test conducted to see whether competency can mediate job training and employee performance, the z value is 2.33 (>1.98) with a significance of 0.00. It indicates that competence can mediate job training and employee performance as it should.

Job Training on Employee Performance

Based on the data analysis done, it shows that job training has a significant positive effect on employee performance. It shows that job training has a positive impact on improving the performance of employees of PT Asaputex Kendal City. The main factor in job training, namely the delivery of good training, is the main factor in PT Asaputex's employees improving their performance. Because with good training delivery, the transfer of expertise to participants will increase. Of course, with the absorption of expertise in training, the quality of employee work will increase. The results of this study follow the statements of Damastara and Sitohang (2020) and Putra et al. (2020), which state that providing training for employees will improve the quality and results of their work, this is because the provision of training results will increase the skills of the workers themselves. This research aligns with the study of Kurniatama and Waryanto (2022) and Riyanto et al. (2022), which state that job training significantly positively affects employee performance.

Job Training on Competence

Based on the data analysis, it shows that job training has a significant positive effect on competence. Job training has a positive impact on increasing the competence of employees of PT Asaputex Kendal City. The main factor in job training, namely the delivery of good training, is the main factor for PT Asaputex employees in job training to improve competence. It is in line with Nugraha & Firman (2020), who state that employee competency is undoubtedly a factor in how well they do their job. Competence is resource workers need to work professionally, and one of the efforts to improve employee competence is to conduct training. Competence is a major factor in determining how well an individual completes his job because it can increase employee morale and enable them to take full responsibility for all tasks. This research aligns with Saluy et al. (2019) and Idrus (2019) state that job training significantly affects competency.

Competence on Employee Performance

The data analysis shows that job training has a significant positive effect on employee performance. It shows that job training has a positive impact on improving the performance of employees of PT Asaputex Kendal City. The main factor in competence, namely ability in the field of work, is the main factor for PT Asaputex employees in improving their performance. Because by mastering expertise in the field of work, employees will be more confident in improving their performance. It follows the opinion of Pratama & Riana (2022), stating that employees who have the competence to adjust themselves to meet specific standards according to their field of work because their competencies will tend to produce high performance. If employees work according to their competence, they will be happy with the results of their work. This research is in line with research which states Barus et al. (2020), Nugraha and Firman (2020), and Ratu et al. (2020) that job training has a significant positive effect on employee performance.

Job Training on Employee Performance through Competence

Based on the data analysis, it shows that job training has a significant positive effect on employee performance through competency as mediation. It shows that job training has a positive impact on improving the performance of employees of PT Asaputex Kendal City. This study shows that the indirect effect on employee performance is higher than the direct effect of job training on performance without going through competency. It follows the opinion of Nugraha and Firman (2020), which states that job training held by organizations facilitates employees in improving their competencies and skills at work. With qualified competencies, employees will be more confident at work so that the quality of work achieved and produced is

getting better. The results of this study are in line with the statement of Barus et al. (2020), Nugraha and Firman (2020), and Ratu et al. (2020), which state that providing training for employees will increase the quality and results of their work, this is because the provision of training results will improve the skills of the workers themselves. This research is in line with the study of Barus et al. (2020), Nugraha & Firman (2020), and Ratu et al. (2020), which states that job training has a significant positive effect on employee performance through competency mediation.

CONCLUSION

The conclusion of the study, first, job training has a significant positive effect indirectly on performance through competency as mediation at PT Asaputex Tegal City. These results indicate that the training conducted by PT Asaputex has contributed to increasing employee competence with better competence, higher work results, and employee performance achieved. Both job training has a direct effect on employee performance. It proves that more training has a good impact on improving the performance of PT Asaputex Tegal City employees. Based on the results, a conclusion was drawn that job training directly or indirectly affects employee performance.

Practical research suggestions and research results can be considered within the PT Asaputex organization for policy-making in providing better employee training. Suggestions for future research are how to hide the right training in building competencies appropriate to the employee expertise sector. We see that the competence of craft sector employees has not been explored further. The limitation of this research is the lack of exploratory factors that need to be studied more deeply in improving the performance of PT Asaputex Tegal City employees.

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