

**Workability Mediates Job Training on Employee Performance
(Empiric Study of PT RKN Forge Indonesia, Karawang District)**

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ABSTRACT

Employee performance is influenced by several things, including the incompetence of employees, which certainly hurts the company. Company efforts in improving performance can be made with job training. This research was conducted to see and determine the effect of job training on work performance which is mediated by the workability of employees. Data analysis used path analysis for verification tests and scale-range analysis to test descriptively, describe all exogenous and endogenous variables and verify hypotheses and the extent of their effects. The sample of respondents in this study is saturated, taking all 77 employees as respondents. This study uses Statistical Product and Service Solutions using path analysis. The test results that have been carried out prove that employee performance and abilities are in the excellent category and job training is in the category according to needs. Meanwhile, employee performance is influenced by training either directly or indirectly by mediating workability. Thus, proper job training will improve workability so that it has a good effect on employee performance.

Keywords: Job Training, Workability, Employee Performance

INTRODUCTION

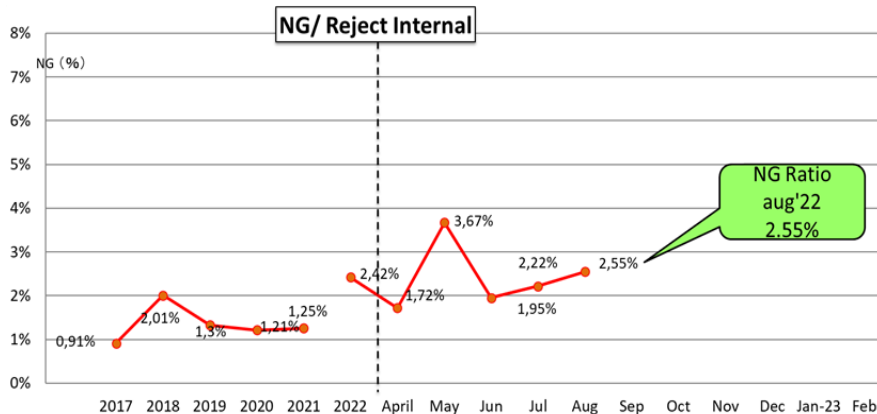
Many companies lose their business and even close or go bankrupt caused of competition or intense competition. Competition in the business world is increasingly felt because of the free market. For a company to be competitive, it needs to improve in several ways. The most significant update is in human resources. The central spear in running a business in a company is quality human resources (Rismayadi, 2014).

Employees' training, maintenance and career development determine the quality of human resources that can compete. Every company hopes that the training that has been carried out will bring satisfactory results, but some employees still make products that need to be revised

(Reject)(Suherman, 2019).

Companies engaged in manufacturing through forging or forging as a production process are PT. RKN FORGE Indonesia. The goods produced are safety parts & non-safety parts for cars, buses and trucks. The number of employees, 77 (as of Dec 2022), was founded in March 2012. In the production process, there are rejected goods. Rejected goods occur due to several factors, including machinery and labour, due to the need to understand operational work standards (SOP).

The results of PT.RKN FORGE's report data for the production process do not match the Reject target from management, which is 0.8% every month. In completing the tasks demanded by the company, workability is needed.



Sumber : PT. RKN Forge Indonesia, 2022

Figure 1. Goods NG PT. RKN FORGE Indonesia

Based on Figure 1, it can be seen that rejected or NG goods have increased from 2017 to 2022. In August 2022, the NG ratio was very high, namely 2.55%. The results of an interview conducted on October 18 2022, with one of the production employees gave answers related to the causes of Reject goods, including machines and production process

errors carried out by employees. The report results in Figure 1.1 show that the target or standard of 0.8% NG or rejected goods has never been realized.

At PT RKN FORGE Indonesia, training has been provided to all employees according to the needs of their respective fields. The results of an interview conducted on October

18, 2022, with one of the production employees, for NG goods are suspected to be due to a lack of employee work ability. PT. RKN FORGE Indonesia.

One way to improve employee work skills is to prepare training. By holding the training, all employees will become experienced, functional, and able to carry out their duties properly. Training conducted for employees is a way of transferring skills and experience so that employees become superior employees and can complete the burdens and responsibilities given. Holding training aims to improve work excellence, performance, and work skills.

This research is based on the findings in previous research, and the researcher found that there were research results that created gaps in the research (research gap) where the results of previous studies could have been more consistent. According to (Sumardana, 2022), training substantially affects the performance of Ubud Hotel The Royal Pita Maha Bali employees. Meanwhile, according to (Tanjung, 2020) Partially, training has little impact on employee performance. This study aims to determine the impact of job training on performance mediated by work skills at PT.RKN FORGE, Karawang Regency

LITERATURE REVIEW

1. WORK TRAINING

According to (Kasmir, 2016), training is a technique for employees to increase their knowledge, abilities, insights, and personality. Training will make employee behaviour on

organizational expectations, such as the level of insight, ability and expertise following their respective fields of work.

According to (Wibowo, 2019), training is a variety of individual activities to broaden skills and insights in a structured way to become competent employees in their fields. *Training* is a maintenance technique that empowers employees to work according to regulations.

According to (Mangkunegara, 2017) Training is a short learning method that applies planned and orderly provisions where employees deepen insights and skills for specific targets.

Based on Nitisemito (Ratnasari, 2013.) the following is a job training perspective:

- a. Training Materials
 - Training materials are delivered in a structured and gradual manner.
 - Technical delivery of material following training targets.
 - It can arouse the ambition and enthusiasm of the participants.
- b. Training techniques
 - Training techniques are carried out within the company or workplace.
 - Done in the workplace to get training on new jobs or knowledge
 - Off-the-job training methods and techniques are carried out outside the company, such as particular simulations by professional

trainers.

c. Trainer skills

- Training fostered by professional trainers
- The company organizes training outside the company by competent institutions.
- Direct coaching by the supervisor.

2. WORKABILITY

Thoha (2014, p. 154) argues that "ability is a condition that shows part of the skills that have to do with knowledge and skills that can be obtained from learning, training or training and insight.

According to Wursanto (2013), skill (ability) is individual skills (skills, competencies) when solving a problem. Individuals who are not competent in solving a problem are not competent in finding out the problem that is happening. A lack of expertise will make the individual incompetent.

According to Kasmir (2016), workability is individual expertise in handling a job. They are included in training and previous work experience.

(Nurhaedah et al., 2018)

Argues that work skills refer to several indicators, including:

- a. Intellectual ability is the mental ability to think based on knowledge
- b. Physical ability: physical expertise in individuals to support physical work.
- c. Emotional ability: the ability to manage and familiarize yourself with job changes and deal with stress at work.

Definition Workability is individuals' skills, talents, and

work abilities. This ability is obtained from job training to solve or overcome work problems and is expected to improve performance.

3. PERFORMANCE

According to (Jufrizen, 2018), performance is the result of individual work that is realized according to their field in the company's nature in a tangible and measurable form.

According to (Mangkunegara, 2017), performance is excellent, and the amount of capacity achieved by individuals follows the commitments the company targets.

According to (Sudaryo, et.al, 2018), performance is the most crucial effort in achieving a goal. The maximum achievement of goals results from good group or individual work. Conversely, failure to acquire or achieve predetermined goals is also the result of a group or individual performance that could be more optimal.

There are five performance measurements including (Bangun, 2012):

- a. Quantity of work, the indicator shows the amount of work done by individuals or groups as a standard of work requirements.
- b. Teamwork skills, some jobs require teamwork.
- c. Attendance is the type of work that requires the arrival of employees according to the time applied in the company.
- d. Timeliness, several other types of work depending on the timeliness of the previous job.

Based on this understanding

of performance, it can be synthesized that performance results from individual and organizational work completing work according to the quantity and quality targets set.

RESEARCH METHODOLOGY

This study uses a quantitative verification descriptive research method. Primary data in the form of observations, interviews, questionnaires and secondary data is a data collection technique in this study. According to Arikunto (2012,

p. 104), the sample can be taken as a whole if the total population is less than 100 using a saturated sample. So this study took all employees, totalling 77 employees at PT. RKN FORGE Indonesia because the number is less than 100. The error rate is 5% using the Slovin formula.

This study describes descriptive verification using path analysis. In this study, to verify or test the effect of the direct and indirect relationship between variable X (training) on endogenous variables (performance) is path analysis. (path analysis).

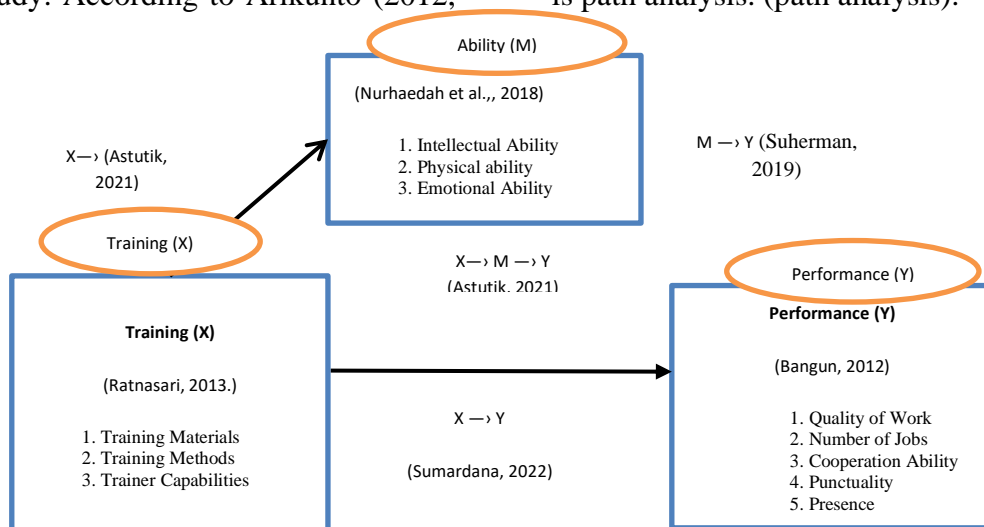


Figure 2. conceptual framework
 Source: Data Processing 2023

1. There is an effect of job training on workability at PT.RKN FORGE Karawang Regency
2. There is an effect of workability on employee performance at PT.RKN FORGE Karawang Regency
3. There is an effect of job training on employee performance at PT.RKN FORGE Karawang Regency
4. There is an effect of job training on employee performance which is mediated by workability at PT. RKN FORGE Karawang Regency

RESULT

1. Descriptive Analysis

Variable conditions by analyzing the questionnaire data table using the scale range analysis is a descriptive analysis applied in this study. The following is a descriptive analysis of the research carried out.

a. Job Training Descriptive Analysis

The following results are a descriptive description based on the answers to the training from the results of the

questionnaire data table below:

Table 1. Descriptive Work Training

Component	Dimensions	Statement	Value quantity	Category
Work Training	Technical Training	Direct training	311	accordance
		Training outside the organization	314	accordance
	Trainer Ability	Field qualification	350	accordance
		Over matter	333	accordance
		Actively interact	332	accordance
	Material	Fit for purpose	338	accordance
		Systematic	327	accordance
		Increase Motivation	322	accordance
	Average			328

Source: Data Processing 2023

In the table above, all indicators for job training are in the agreed category. It can be seen that the average category value shows a value of 328, which is on the agreed scale, which means that the training is in the appropriate category. However, there is the lowest score at 311, which indicates training methods carried out within the company.

Meanwhile, the highest score is 350, which indicates the trainer's ability to follow the field.

b. Work Ability Descriptive Analysis

The following results are descriptions based on answers to work skills from the results of the questionnaire data table below:

Table 2. Descriptive Work Ability

Component	Dimensions	Statement	Value quantity	Category
Work Ability	Intellectual Skills	Understand SOP	344	Good
		Have initiative	303	Good
		Communication	343	Good
	Physical Ability	Have Skills	337	Good
		Cooperation	342	Good
		Ability Stamina	343	Good
	Emotional Ability	Work under pressure	306	Good
		Resolve conflicts	312	Good
		Manage emotions	325	Good
	Average			328

Source: Data Processing 2023

In the table above, all indicators for job training in the agreed category can be seen for the average category value of 328 on the agreed scale. Agree, which means that workability is good, but there is still the lowest score at 303, which indicates employee initiative. While the highest score is 344, which is an

indicator of understanding operational standards.

c. Employee Performance Descriptive Analysis

The following results are description descriptions based on answers to performance from the results of the questionnaire data table as follows:

Table 3. Descriptive employee performance

Component	Dimensions	Statement	Value quantity	Category
Emoloyee Performance	Quality of Work	quality targets	335	Good
	Number of Jobs	Skilled and capable	330	Good
	Cooperation ability	Achieve the target	323	Good
	Punctuality	Work with the team	342	Good
	Quality of Work	Communication	336	Good
	Number of Jobs	Responsibility	334	Good
	Cooperation ability	Finish the job in a timely manner	342	Good
Average			333	Good

Source: Data Processing 2023

In table three, all performance indicators are in the agreed category; this can be seen in the average value, which shows a value of 333 on a predetermined scale. This value explains that the employee's performance is good, but there is a lowest score of 322 which is an indicator of timely completion of work. Then the highest score is at a score of 342, which indicates working with a team and employees come with the time

that is applied.

2. Verification Analysis

This study uses verification analysis with path analysis. (path analysis).

a. Validitas & Reabilitas Test

Data validity for each variable can be seen in the Kaiser Meyer Olkin (KMO) value. If the number is more than 0.5, then the data is correct. Following are the results of testing the validity and reliability of each variable:

Table 4. Validity and Reliability Results (Instrument Test)

Component	KMO Value	Description	Variabel	Cronbach's Alpha	Description
Work Training	0,839	Valid	Work Training	0,85	Reliabel
Work Ability	0,836	Valid	Work Ability	0,84	Reliabel
Emoloyee Performance	0,811	Valid	Emoloyee Performance	0,92	Reliabel

Source: Data Processing 2023

The test results can be seen in the table above shows the value of KMO training is $0.839 > (0.05)$ Workability $0.836 > 0.05$ and employee performance $0.811 > 0.05$. KMO value > 0.05 , it can be concluded that all variables are valid.

Wiratna Sujarweni (2014) argues that the questionnaire is reliable if Cronbach's Alpha

score exceeds 0.6. Table 4 declared the research questionnaire reliable because it showed that Cronbach's Alpha value was above 0.06.

b. Normality test

Data is stated to be generally distributed if the significance value or probability value (Asymp. Sig) is more than 0.05. Normality test using Kolmogrov Smirnov:

Table 5. Normality Test Results
 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		77
Normal Parameters ^{a,b}	Mean	0
	Std. Deviation	2.11239778
Most Extreme Differences	Absolute	0.092
	Positive	0.092
	Negative	-0.081
Test Statistic		0.092
Asymp. Sig. (2-tailed)		.167 ^c

a. Test distribution is Normal.
 b. Calculated from data.
 Source: Data Processing 2023

The results of the Normality Test concluded that the residual scores were normally distributed because the significance value was $0.167 > 0.05$.

Table 6. Model 1 Path Analysis Test Results Direct Testing of Training on Performance
 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.331	2.506		2.926	0.005
1 Pelatihan Kerja	0.799	0.073	0.784	10.953	0

a. Dependent Variable: Kinerja
 Source: Data Processing 2023

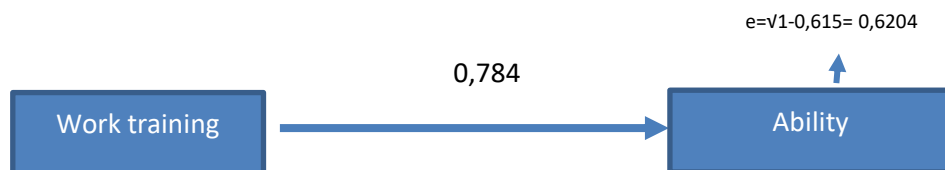


Figure 3. Results of Path Analysis Test Model 1 X against Y
 Source: Data Processing 2023

In the picture above the path analysis we get is: $Y = 0.784 X + 0.620$. It can be seen that there is a direct effect of training (X) on performance (Y) of 0.784. Regarding the effect of job training on employee performance can be seen in the table below:

Table 7. Determinant Coefficient Analysis Results R²

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784 ^a	0.615	0.61	2.49791

a. Predictors: (Constant), Pelatihan Kerja
 Source: Data Processing 2023

Based on table 7 above, it can be explained that the value of R² is 0.615 $e = \sqrt{1 - 0.615} = 0.6204$. Which means the

magnitude of the influence is 61.5% while the influence of other variables is 38.5% or the epsilon coefficient is 0.6204.

Table 8. Path Analysis Test Results 2. Testing directly Job training on ability

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.907	2.622		4.16	0
Pelatihan Kerja	0.805	0.076	0.773	10.546	0

a. Dependent Variable: Kemampuan Kerja
 Source: Data Processing 2023

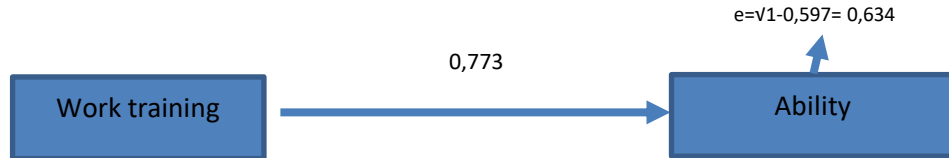


Figure 4. Path Analysis Test Results for Model 2 X against M
 Source: Data Processing 2023

The test results for Figure 4 of the path analysis equation model obtained are: $M = 0.773 X + 0.634$. It can be seen that there is a direct effect of training (X) on employee expertise (M) of 0.773. There is

a significant positive effect of job training on workability. Regarding the partial effect of job training on work skills, it can be seen in the following table.

Tabel 9 Determinant Coefficient Analysis Results R²

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773 ^a	0.597	0.592	2.6136

a. Predictors: (Constant), Pelatihan Kerja
 Source: Data Processing 2023

The test results in table 9 above show that the value of R² is 0.597 $e = \sqrt{1-0.597} = 0.634$. Which means the effect of R

square = 0.597 or 59.7% while the effect of other variables is 40.3% or the epsilon coefficient is 0.634.

Table 10. Direct Testing (Training and Ability to Performance)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.04	2.411		0.85	0.4
1 Pelatihan Kerja	0.41	0.1	0.401	4.1	0
Kemampuan Kerja	0.49	0.096	0.496	5.07	0

a. Dependent Variable: Kinerja
 Source: Data Processing 2023

In table 10, based on the analysis results above, the equation can be obtained $Y = 0.401X + 0.496M + 0.534$. If job training and workability are

developed, employee performance will increase. So job training and work skills significantly positively affect employee performance. The

effect of job training and workability on employee

performance can be seen in the table below:

Table 11. Determinant Coefficient Analysis Results R²

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845 ^a	0.714	0.707	2.16668

Source: Data Processing 2023

Based on table 11 above, it can be seen that the R² value is 0.714, which means that employee performance through this study is influenced by job training and job skills by

71.4%. The training path equation (X) and expertise (M) on performance (Y) can be arranged with the diagram below:

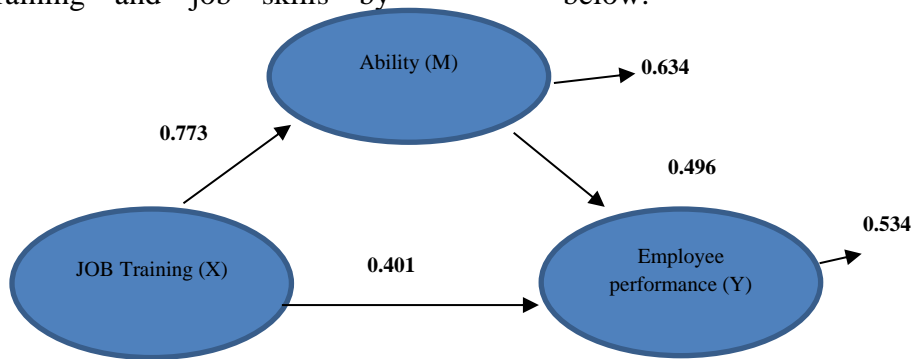


Figure 6. Job Training Path Diagram (X), Work Skills (M) on Performance (Y)

Source: Data Processing 2023

Table 12 Magnitude of Partial Effect and Total Effect

Model	Path coefficient	Determinant coefficient	Influence total
X → M (direct influence)	0,773	0,773 x 0,773 = 0,597	59,7%
M → Y (direct influence)	0,496	0,496x0,496 = 0,246	24,6%
X → Y (direct influence)	0,401	0,401x0,401 = 0,160	16%
X → Y (indirect influence)	0,773x0,496 = 0,383	0,383 x0,383 = 0,146	14,6%
X → Y (total influence)	0,401+0,383= 0,784	0,784 x0,784 = 0,61,4	61,4%

Source: Data Processing 2023

Research hypothesis

- Job training directly and significantly affects workability as indicated by a sig value of 0, 0.000 <0.05 based on table 8 path analysis test results.
- Workability has a direct and significant effect on employee performance as indicated by a sig value of 0.000 <.0.05 based on table 10 path analysis test results.
- Job training directly and

significantly affects employee performance, as evidenced by a sig value of 0.000 <0.05 based on table 10: testing job training and work skills on employee performance.

- The effect of job training on employee performance mediated by work skills can be seen from the results of the Sobel test. To prove how the effect of job training on employee performance with

job skills as an intervening variable. It can be proven by the Sobel test below:

DISCUSSION

1. Descriptive Training, Employee Capability and Performance

The results of the study show that the job training variable is good. However, there are still some obstacles, namely the training method, which is unpleasant because it has the lowest score. The ability to work is already good, but some abilities need improvement, such as working under pressure and lack of own initiative. The lowest score evidences the low ability. Finally, employee performance has contributed well, but some work is considered less than optimal, such as achieving targets and completing work not on time. Performance is still low, as evidenced by the lowest score results.

2. Effect of Training on Ability

Based on the hypothesis test results, the training variable (X) has a significant positive effect on work skills (M). The magnitude of the effect of job training on workability is 59.7%, which means that job training can improve job skills according to needs. This research follows research conducted by Astutik et al. entitled "The effect of job training on employee performance mediated by workability at CV Mega Lestari Plasindo" research results show X has a direct, positive, significant effect on M.

3. Effect of Ability on Employee Performance

According to the results of the hypothesis test, the ability variable has a significant effect on employee performance. The magnitude of the effect of workability on performance is 24.6%. Even though workability only contributes so, workability is one factor influencing employee performance. This research follows Suherman's (2019) research entitled "Analysis of Job Training on Job Capability and Employee Performance at PT. XYZ Karawang (PPIC Division Study P4C Department). Demonstrating work expertise has a significant effect on employee performance.

4. The Effect of Training on Employee Performance

Based on the variable (X) hypothesis test results, it has a significant positive effect on (Y). (X) has a direct effect on (Y) without going through (M) work by 16%. In contrast, the workability variable of 61.5% is the effect of job training on employee performance without involving the variable (M). This research is conducted by (Sumardana, 2022) entitled "The Influence of Competence, Training and Motivation on Employee Performance During the Covid-19 Period Hotel The Royal Pita Maha Ubud", The results of the study prove that job training has a significant direct effect on employee performance.

5. The Effect of Training on Employee Performance Through Work Ability as an Intervening Variable

Based on the results of hypothesis testing that the variable M mediates the effect of X on Y. The effect job training indirectly affects performance through work skills, has a contribution of 14.6%. In comparison, the effect of total workability as a mediation on the effect of training on performance is 61.4%. So thus, the mediation of work skills in job training on performance means partial or partial mediation. This research is per research conducted (Astutik, 2021) entitled "The Influence of Job Training on Employee Performance Mediated by Workability at CV Mega Lestari Plasindo Jombang", which shows the result that workability can mediate the effect of training on employee performance.

CONCLUSION

Workability and employee performance are in a suitable category, while job training is in the appropriate category at PT RKN FORGE, Karawang Regency. It can be concluded that training (X) directly and significantly affects the ability of employees (M) at PT RKN FORGE, Karawang Regency. Workability (M) directly affects employee performance (Y) at PT RKN FORGE Indonesia, Karawang Regency. The direct effect of training (X) significantly affects work performance (Y) at PT RKN FORGE, Karawang Regency. Workability can mediate training on performance significantly with the

partial mediation category.

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