

The Effect of Work Capacity and Training in Improving Employee Performance at PT Indofood Cbp Sukses Makmur Tbk

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Abstract

This study aims to analyze the influence of work ability and training on employee performance at PT Indofood CBP Sukses Makmur Tbk.

This study was conducted in Jakarta using quantitative methods. The sampling technique used was saturation sampling, involving 100 respondents. Primary data was collected through questionnaires and analyzed using SPSS software version 22.0.

The analysis results indicate that work ability and training partially have a positive and significant effect on employee performance. Furthermore, work ability also had a positive and significant effect on training.

Keywords: Work Ability; Training; Employee Performance.

INTRODUCTION

Human resources (HR) are crucial assets that determine the success of a company. In the era of global competition, competent and professional HR is a major factor in achieving organizational goals. Without quality HR, even modern technology cannot produce optimal performance. One of the main indicators of a company's success is employee performance, which is the result of an individual's work in carrying out their duties according to their responsibilities. Good performance reflects the effectiveness of the company, while a decline in performance can hinder the achievement of targets and reduce productivity.

At PT Indofood CBP Sukses Makmur Tbk, employee work capabilities are one of the important factors that influence performance. These capabilities are a combination of talent, skills, and knowledge that a person possesses to complete work effectively. However, there are still issues related to a lack of adequate training, especially in terms of operating modern production equipment. As a result, there are operational errors, decreased productivity, and the potential for increased work risks.

Based on performance training data from 2020 to 2024, the average employee performance score was in the "fair" category with a score of 68.89, although it had increased to the "good" category in 2022–2023. However, there was a decline again in 2024 with a score of 67.20. This fluctuation shows that the training provided has not been consistent and effective. In fact, training plays an important role in improving the quality of human resources, as it focuses on mastering practical skills in a short period of time and direct application in the workplace.

Well-structured training helps employees to:

1. Improve technical skills in operating machinery and production equipment.
2. Adapt to developments in industrial technology.
3. Reduce work errors and increase efficiency and productivity.
4. Boost confidence and work motivation.

Conversely, a lack of training causes employees to struggle to meet production targets and reduces the quality of their work. This has a direct impact on the company's overall performance. Therefore, Indofood needs to evaluate and strengthen its training programs, ensuring that every employee has access to relevant, high-quality, and sustainable training.

Through targeted training improvements, the company can improve employee work skills, enhance individual and team performance, and strengthen Indofood's competitive position in the food and beverage industry. This study is expected to provide concrete recommendations for Indofood's

management in designing more effective training programs to optimize human resource potential and achieve maximum organizational goals.

Based on the above description, the researcher chose to conduct research with the title "**The Influence of Work Skills and Training in Improving Employee Performance at PT Indofood CBP Sukses Makmur TB**

1. Work Ability (X1)

Work ability is an individual's capacity to perform various work tasks that include intellectual, emotional, and physical aspects (Novinia et al., 2022; Fauzi, 2021). This ability is formed from a combination of internal factors such as skill and sincerity, as well as external factors such as experience and work environment (Widyandari et al., 2022).

According to Moenir in Pattarani et al. (2021), work ability is divided into three main types:

1. Technical Skills – the ability to master work processes, procedures, and equipment to achieve high productivity.
2. Human Skills – the ability to communicate and work together effectively in a team.
3. Conceptual Skills – the ability to understand, analyze, and formulate solutions to organizational problems.

Meanwhile, Wahyuni (2021) mentions four main indicators of work ability, namely knowledge, skills, experience, and work capacity. These four aspects are interrelated in shaping competent employees who are ready to face job demands effectively and efficiently.

1. Training (X2)

Training is a systematic and targeted process carried out by companies to improve the knowledge, skills, and behavior of employees in line with organizational goals (Fahrozi et al., 2022; Dessler, 2023; Mangkunegara, 2017 in Utami & Kharismasyah, 2022). Training focuses on improving work capabilities so that employees can perform their duties more effectively and efficiently.

According to Lestari et al. (2023), the main objectives of training include improving performance, accelerating the work learning process, updating skills in line with technological advances, preparing for job promotions, solving organizational problems, personal development, and instilling a company orientation.

The benefits of training include helping employees acquire new skills, adapting to company needs, demonstrating the company's commitment to human resource development, empowering employees to contribute more, and providing new insights related to work.

According to Ananto (2023), training indicators cover four main aspects, namely:

1. Instructors – including educational level and mastery of the material.
2. Participants – includes enthusiasm in participating in training and an appropriate selection process.
3. Materials – must be in line with the training objectives and relevant to the participants' needs.
4. Objectives – focused on improving skills and work capabilities

Overall, training (X2) can be summarized as a strategic and continuous process that plays an important role in improving employee competence, productivity, and readiness to face work challenges, as well as supporting the achievement of organizational goals.

2. Employee Performance (Y)

Employee performance is the result of the work process carried out by individuals in accordance with their responsibilities and roles in the company (Pratama & Handayani, 2022). Performance reflects the extent to which an employee is able to complete tasks and achieve the results expected by the organization (Abbas & Sagsan, 2020). A good level of performance will have a positive impact on productivity and the achievement of the company's overall objectives.

According to Mangkunegara (2021), employee performance is influenced by three main factors:

1. Ability Factor, which includes potential ability (IQ) and actual ability in the form of knowledge and work skills.

2. Motivation Factor, which is the internal drive that motivates employees to achieve organizational goals.
 3. Individual Attributes, which include demographic characteristics (age, gender), competencies (talent, intelligence, skills), and psychological characteristics (values, attitudes, personality).
- According to Mangkunegara in Robith (2022), employee performance indicators include four

main aspects:

1. Work quality, which is the quality of work results based on accuracy and precision.
2. Work quantity, which is the amount and speed of work completed.
3. Cooperation, which is the ability to collaborate and contribute within a team.
4. Responsibility, which is the awareness and commitment to carrying out roles and obligations.

Overall, employee performance (Y) can be summarized as work results measured through quality, quantity, cooperation, and responsibility, which are influenced by individual abilities, motivation, and attributes. Optimal performance is a key factor in a company's success in achieving its goals and maintaining its competitive advantage. The conceptual framework of this study explains the relationship between the independent variables, namely Work Ability (X1) and Training (X2), and the dependent variable Employee Performance (Y).

1. Work Ability has a significant effect on employee performance because it reflects an individual's capacity to perform tasks based on competence, experience, and sincerity (Widyandari et al., 2022). Work ability consists of intellectual, physical, and knowledge skills that directly determine the effectiveness of job performance.
2. Training plays an important role in improving employee abilities and behavior to suit organizational goals (Fahrozi et al., 2022). Through training that is focused and relevant to job requirements, employees can master new skills, adapt to technological developments, and increase work productivity.
3. Simultaneously, Work Ability and Training influence Employee Performance. Optimal performance describes the extent to which employees are able to complete their tasks and responsibilities effectively (Abbas & Sagsan, 2020). Employees who have high abilities and receive good training tend to show improvements in quality, quantity, cooperation, and work responsibility.

Overall, the relationship between variables in this conceptual framework indicates that improvements in work ability and effective training will directly impact employee performance, ultimately supporting the achievement of overall organizational goals.

1. Setiani and Syamsuri (2021) – PT. Cahaya Kawi Ultrapolyintraco Medan

This study is entitled "The Effect of Training and Work Motivation on Employee Performance." Its main objective is to determine the extent to which training and motivation influence improvements in employee performance.

The research results show that: Training (X1) has a positive and significant effect on employee performance (calculated t 2.002 > table t 1.660).

Work motivation (X2) also has a positive and significant effect (calculated t 16.229 > table t 1.660).

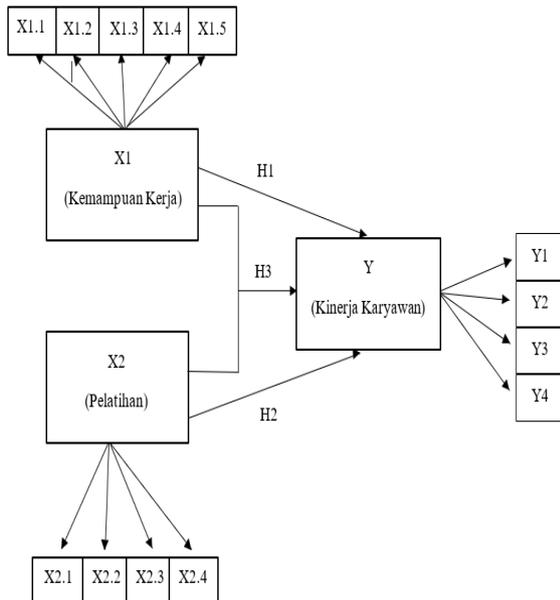
Simultaneously, both variables have a significant effect on performance (F count 144.47 > F table 3.09). The R^2 value is 0.735 (73.5%), indicating that training and work motivation explain most of the variation in employee performance, while the remaining 26.5% is influenced by other factors not examined in this study.

2. Sugianta Ovinus Ginting, Pioner Pelawi, and Vivi Syahrani (2020) – PT. Dami Mas Sejahtera Kampar Riau

This study is titled "The Influence of Ability, Training, Work Motivation, and Work Discipline on Employee Performance." This study was conducted to analyze the extent to which these four variables influence employee performance.

The results of the study show that: Simultaneously, ability, training, work motivation, and work discipline have a significant effect on performance (calculated $F 17.080 > \text{table } F 2.54; \text{sig. } 0.000 < 0.05$).

The Adjusted R^2 value is 0.526 (52.6%), which means that the four variables explain 52.6% of the variation in employee performance, while the remaining 47.4% is influenced by other factors outside the scope of this study.



Gambar 3.2 Hipotesis Penelitian

H1: It is hypothesized that there is an influence between the Work Ability variable and the Employee Performance variable at PT Indofood CBP Sukses Makmur Tbk.

H2: It is hypothesized that there is an influence between the Training variable and the Employee Performance variable at PT Indofood CBP Sukses Makmur Tbk.

H3: It is hypothesized that there is a simultaneous influence between the Work Ability variable and the Training variable on the Employee Performance variable at PT Indofood CBP Sukses Makmur Tbk.

METHOD

According to Sugiyono (2008), a sample is a part of a population that has certain characteristics that represent the entire population. In this study, data from 100 employees of the operational division of PT Indofood CBP Sukses Makmur Tbk was used, all of whom were made respondents in the study.

Based on Sugiyono's theory (2018), the method used is saturation sampling, which is a sampling technique where all members of the population are used as samples. This technique is often used when the population size is relatively small, so that researchers can use the entire population as a sample, also known as a census.

In general, Sugiyono (2017) divides sampling techniques into two main categories:

Probability Sampling, which is a technique that gives equal opportunity for each member of the population to be selected as a sample (e.g., simple random sampling or cluster sampling).

Non-Probability Sampling, which is a technique that does not give equal opportunity to every member of the population to be selected. Examples include purposive, quota, accidental, snowball, and saturation sampling.

In this study, the author used *Non-Probability Sampling* with the saturation sampling method, because all members of the population (100 operational employees of) were used as research samples. This technique ensures that the entire population is fully represented in the research analysis.

All instruments contained in the data were first tested for validity and reliability. Testing with measuring instruments that meet the requirements of validity and *reliability* aims to facilitate data calculation and has a very high level of accuracy to produce accountable conclusions.

A questionnaire depends on the quality of the data used in the testing. Research data will be useless if the instruments used to collect research data do not have a high level of *validity*. The testing and measurement show the consistency and accuracy of the data collected.

RESULTS AND DISCUSSION

This study is entitled "The Effect of Work Ability and Training on Employee Performance at PT Indofood Sukses Makmur Tbk."

The research subjects were 100 employees from the operations division who responded to a questionnaire. The sampling method used *non-probability sampling with saturation sampling* technique.

The results of the study show: Work ability has a positive and significant effect on employee performance (calculated $t = 11.511 > \text{table } t = 1.984$).

Training also has a positive and significant effect on employee performance (calculated $t = 7.010 > \text{table } t = 1.984$).

Simultaneously, work ability and training have a significant effect on performance ($F \text{ count } 73.819 > F \text{ table } 3.090$) with $R^2 = 0.603$, meaning that both variables explain 60.3% of the variation in employee performance.

The work ability variable has the most dominant influence compared to training.

In conclusion, the better the work ability and the more effective the training provided, the higher the performance of Indofood employees. The company is advised to continue to improve employee competence and training on an ongoing basis so that productivity and work quality remain optimal. The analysis results show that work ability and training have a positive and significant effect on employee performance at PT Indofood Sukses Makmur Tbk.

1. Work ability includes good knowledge of their duties and skills relevant to their jobs, which tend to enable them to perform their duties well. Work ability is also an important factor that can affect an employee's performance, including the knowledge, skills, and experience possessed by an individual. When an employee has strong work ability, they tend to be able to carry out tasks more efficiently and effectively. This can contribute positively to the overall performance of employees at PT. Indofood Sukses Makmur Tbk.
2. Training is any effort to improve an employee's performance in a particular job that is their responsibility or a job that is related to their work. Training provides employees with the opportunity to develop
3. new skills and increase their knowledge in certain areas. When employees have better skills and deeper knowledge, they tend to be more effective in carrying out their tasks. Training can have a positive impact on employee performance as it can help employees improve their skills, knowledge, and abilities. With the right training, employees can become more productive, efficient, and better able to handle their tasks. In addition, training can also increase employee motivation and job satisfaction, as they feel valued and have the opportunity to develop.
4. Simultaneously, work skills and training play a major role in shaping optimal employee performance. The combination of the two makes employees more competent, qualified, and results-oriented. Therefore, companies need to continue to develop training and strengthen work skills as part of their human resource management strategy.

The limitations of this study lie in the time required for implementation and data collection, as the researchers needed more time to distribute questionnaires and conduct interviews with respondents, thereby limiting the scope of the study.

CONCLUSION

The results of the study indicate that work skills and training have a positive and significant effect on employee performance at PT Indofood Sukses Makmur Tbk. Improvements in work skills, including employee knowledge and skills, have been proven to improve overall performance. Similarly, effective training helps employees develop their competence, motivation, and work productivity.

Simultaneously, these two factors are important elements in supporting the achievement of company goals. Therefore, the company needs to continue to improve the quality of training and strengthen employee work abilities through proper program planning and evaluation.

The recommendations from this study include:

1. Future researchers are encouraged to investigate other factors that also influence performance, such as motivation, work environment, or leadership.
2. For companies, the results of this study can serve as input for improving human resources, particularly by:
3. Providing more targeted and needs-based training,
4. Improving the selection process for training participants,
5. And continuously monitoring and improving employee performance to achieve optimal work targets.

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