

**ROLE EMPLOYEE WORK PRODUCTIVITY: DUCATION,  
JOB TRAINING AND JOB PLACEMENT****Safrida<sup>1\*</sup>, Amirul Syah<sup>2</sup>**<sup>1</sup>Universitas Islam Sumatera Utara<sup>2</sup>Fakultas Ekonomi dan Binsis, Universitas Muhammadiyah Sumatera Utara**\*Email:** [Safrida@fe.uisu.ac.id](mailto:Safrida@fe.uisu.ac.id)**ABSTRACT**

This research aims to determine and analyze the influence of education, training and work placement on employee work productivity at PT employees. Artha Cipta Harmony. This research uses a quantitative approach with an associative type with primary data as a data source obtained from interviews, questionnaires and documentation which are then analyzed using multiple regression analysis, classical assumption tests, hypothesis tests which are processed using SPSS v20 software. The research results show that there is a significant influence of education on employee work productivity at PT. There is a significant influence of training on employee work productivity at PT Artha Cipta Selaras. There is a significant influence of work placement on employee work productivity at PT. There is a significant influence of education, training and work placement on employee work productivity at PT. Artha Cipta Harmony.

**Keywords:** Education, Training, Job Placement, Employee Work Productivity.**INTRODUCTION**

The survival of an organization is determined by the success of its human resources in achieving organizational goals. Exploring existing potential and developing existing resources is the main thing to develop and must be a priority for every company, therefore the goals of every human resource in the organization must be kept in line with organizational goals. Important (Niranjan Banik, Adam Koesoemadinata, Charles Wagner, Charles Inyang, 2013). Human Resources are a vital component for a company, because human resources are the main implementers of managerial and operational activities within the company. Other elements, such as money, machines and capital will not be able to run well without intervention from human resources. According to (Suryani, Cahyono, & Utami, 2020) "Productivity is a comparison between the results of work and the materials, time and energy used in producing goods or services by using existing resources effectively and efficiently, but still maintaining the quality of the goods or services produced." One measure of the success of a company or organization lies in its productivity. If productivity is high or increases, it is declared successful. If it is lower than the standard or decreases, it is said to be not or less successful. Productivity comes from the word production, the word production is often used in terms of making something. Production is the conversion of materials from sources into the results desired by consumers. These results can be in the form of goods or services. The term production is often associated with the term productivity, even though

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the production facilities are active. (Wahyuningsih, 2018). And one way to increase employee work productivity is to provide education, job training and job placement. The target object of productivity assessment is employee knowledge, skills and attitudes. Thus, it is clear that education, job training and job placement have an important role in employee work productivity. Education is an effort to develop potential in humans or what is better called human resources through learning activities, where the aim of education is to humanize humans as a whole. (Mulya & Lengkana, 2020) So education is a dynamic activity in the activities of each individual which influences their physical development, mental, emotional, social and its effects. In other words, education is a dynamic activity that influences all aspects of an individual's personality and life.

Furthermore, training is an activity to improve work abilities through practical knowledge and its application in efforts to achieve goals. Training is also intended to improve mastery of various skills and techniques for carrying out specific, detailed and routine work." According to (Pakpahan, Edi, & Siswidiyanto, 2017) Training is "Part of education. Training is specific, practical, and immediate. Specific means that the training is related to the field of work being carried out. Employee training programs can improve skills, knowledge and experience employee to his work. Activities training done through teaching, education and training activities which include knowledge, skills and expertise. Training activities aim to prepare employees to adapt to their duties. Training provides employees with the opportunity to socialize with their duties and work environment, by Thus, training programs provide opportunities for employees to play a role in the organization. And the last thing to increase employee work productivity is work placement. Job placement is the superior's policy in placing employees in jobs that are based on the employee's competencies. Therefore, work placement must be truly tailored to the abilities, skills and insight of the employees being placed. The placement of employees in certain positions in an organization must be preceded by the implementation of job analysis activities or job description tasks and job requirements. Based on initial observations made by researchers, there are several phenomena regarding work productivity among PT employees. Artha Cipta Selaras means not achieving the expected business targets and because the company lacks anticipation in developing employee skills and in selecting or recruiting new employees, so that the company's productivity targets are not met. Regarding the educational phenomenon, there are still some employees who have minimal education and have not mastered the competencies appropriate to their position. For job training, some employees still do not understand the job training that is being carried out and job training has not been implemented for and by all employees.

### Education

Education is related to efforts to prepare prospective workers needed by an agency or organization so that the emphasis is on cognitive, affective and psychomotor abilities. In humans resources development, values competence an employee/worker can be fertilized through education programs, development or training which oriented on demands work actual with emphasis on development skills, knowledge and abilities which in a way significant will can provide in-depth standards for the systems and work processes implemented (Sunaryo, 2016). Education with its various programs has an important role in the process of obtaining

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and improving the quality of individual professional abilities. Through education, a person is prepared to have the provisions to be ready to know, recognize and develop systematic thinking methods in order to be able to solve problems that will be faced in life in the future (Sunaryo, 2016). (Nababan, Tawas, & Uhing, 2016) states that education is related to increasing general knowledge and understanding of the work environment overall. (Ningrum, Sunuharyo, & Hakam, 2013) Education is the totality of human interactions for complete human development, and education is a continuous process that is always developing. Education is related to general improvement and understanding of the human environment as a whole and the process of developing knowledge, skills, thoughts, disposition, character and so on. (Pakpahan et al., 2017).

### **Training**

In general, companies see the importance of employee education and training, namely to keep pace with the company's own development or answer technological challenges. In the business world where competition is increasingly sharp, companies need to manage their training programs so that the company can survive or even develop. Good training will produce employees who work more effectively and productively so that their work performance increases. (Lodjo, 2014). According to this training needs analysis, it is a systematic effort to collect information on performance problems in the organization and to correct performance deficiencies. Training is an effort related to improving the abilities or skills of employees who are already occupying a particular job or task. (Marjaya & Pasaribu, 2019). Employee training programs can improve employees' skills, knowledge and experience regarding their work. Training activities are carried out through teaching, education and training activities which include knowledge, skills and expertise material. (Mujiatun, 2013). (Tanjung, 2018) Training is a process of teaching certain knowledge and skills as well as attitudes so that employees become more skilled and able to carry out their responsibilities better, in accordance with standards. Training is one effort to improve the quality of human resources in the world of work. Employees, both new and already working, need attend training because job demands can change due to changes in the work environment, strategy, and so on. (Agusta & Sutanto, 2013). States that training is an activity to improve employee abilities by increasing knowledge of operational skills in carrying out a job. (Irawati, 2018).

### **Job Placement**

Job placement is the process of placing the right people in the right place. However, before the placement process is carried out, the first thing to do is carry out a selection process. According to (Sumanti, Rumawas, & Mukuan, 2018), placement is one of the most important functions in human resource management, whether or not someone is placed in a particular position appropriately depends on the placement, if the placement function is not carried out well then it will automatically have fatal consequences for achievement of organizational goals. Employee placement is matching or comparing their qualifications with job requirements, and at the same time assigning tasks and jobs to prospective employees to carry out. (Muaja, Adolfina, & Dotulong, 2017). According to (Runtuwene, Tewel, & Mintardjo, 2016) work placement is the process of assigning/filling a position or

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reassigning to a new task/position or different position. (Runtunuwu, Joyce, & Dotulung, 2017) defines placement as the process of assigning tasks and work to workers who pass the selection to be carried out according to the scope that has been determined, and are able to take responsibility for all risks and possibilities that occur due to the tasks and work, authority and responsibility. According to (Muntu, Lengkong, & Kawet, 2017) Placement is "the process of filling a position or reassigning an employee to a new task or position or a different position".

### Employee Work Productivity

Work productivity basically includes a mental attitude that is always present Today's outlook on life must be better than yesterday and tomorrow must be better than today. Such an attitude will encourage a person not to quickly become satisfied, but to develop themselves and increase their work abilities in a way that always seeks improvements and improvements. (Siswadi, 2016) (Istiqomah, 2020) In measuring the productivity of the work carried out by an employee, it will be possible to see how much contribution they get from the implementation of the work carried out, so that this measurement will be visible from the final results of the work obtained. Work productivity can be used as a benchmark in achieving the success of a company in achieving its expected goals, if all existing potential can be utilized effectively maximum. According to (Yogi, 2022) Without productivity at work, a worker cannot fulfill his obligations as indicated by norms or even go beyond principles because his intentions and inspiration at work are not fulfilled. Productivity is the ratio between the volume of output to the amount of input used. Another definition states something similar, namely the ratio between output from work and input from resources used in the process of creating prosperity (Asmara, 2019).

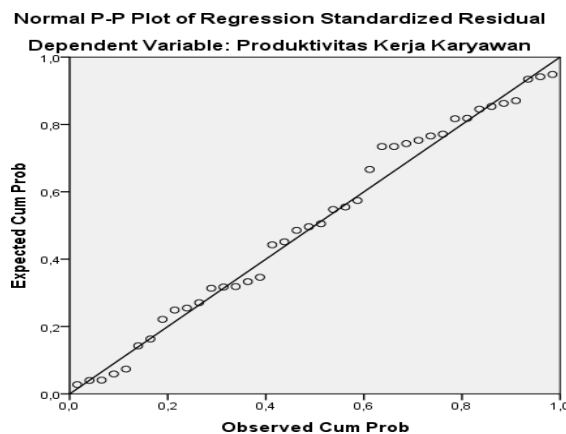
### METHOD

Based on the type of problem being investigated, the place and time carried out as well as the techniques and tools used in the research, the research approach used in this research is to use an associative approach. Associative research according to (Sugiyono, 2019 p. 36) is "research that aims to determine the relationship between two or more variables". The population in this study was all 40 employees. The technique used in this research is a saturated sampling technique, namely a sample determination technique when all members of the population are used as samples. Thus, the sample in this study was 40 permanent employees of PT. Artha Cipta Selaras. The data collection methods used in this research are questionnaires, interviews, documentation. The analysis technique used in this research is quantitative data analysis, namely testing and analyzing data by calculating numbers. Data analysis techniques in quantitative research use statistics. Then draw conclusions from the test using the Classical Assumption Test, Normality Test, Multicollinearity Test, Heteroscedasticity Test, Multiple Linear Regression, Hypothesis, Partial Test (t test), Simultaneous Test (F Test), Coefficient of Determination

### RESULTS

#### Data Normality Test

In this research, the data analysis technique used is multiple linear regression analysis and uses tools in the form of the SPSS computer software program. SPSS (Statistical Package for Social Sciences) is a computer program used to analyze data with statistical analysis, the SPSS used in this research is SPSS version 20. The data analysis techniques used in this research are as follows:



**Figure 1: Normality test with Normal PP Plot Graph**

Based on the normal probability plot graph above, it can be seen that the data image shows a good pattern and the data is spread around the diagonal line and follows the direction of the diagonal line, so the normal probability plot graph is normally distributed.

#### Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between the independent variables. Multicollinearity testing was carried out by looking at the VIF between independent variables. The following are the results of the multicollinearity test:

**Table 1. Multicollinearity**

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized t Coefficients	Sig.	Collinearity Statistics	
	B	Std. Error Beta			Toleranc	VIF
(Constant)	2,834	1,965	1,442	,158		
education 1 (X1)	,381	,142	,246	2,688	,011	,153 6,518
Training (X2)	,783	,096	,745	8,137	,000	,153 6,518

a. Dependent Variable: Productivity (Y)

Source: Questionnaire data processed by SPSS version 20

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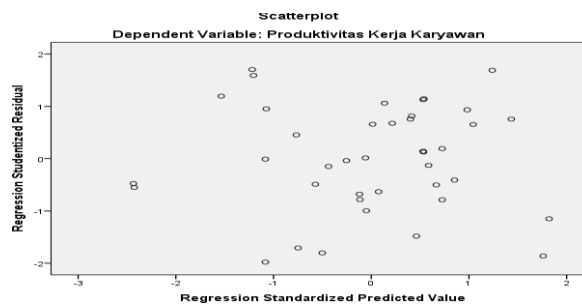
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Because the tolerance value obtained for each variable is greater than 0.10 and the VIF value obtained for each variable is smaller than 10, this means that the competency and work placement variable data are free from symptoms of multicollinearity.

### Heteroscedasticity Test

The heteroscedasticity test was carried out using graphic analysis. A good regression model is one that is homoscedastic or does not have heteroscedasticity. The results of the heteroscedasticity test analysis using a scatterplot graph are shown in the following figure:



**Figure 2. Heteroscedasticity Test with Scatterplot Graphs**

Source: Questionnaire data processed by SPSS version 20

In Figure 2, the scatterplot graph can be seen that the results of the scatterplot graph show that the data is distributed randomly and does not form a particular pattern. The data is spread both above and below the number 0 on the Y axis. This shows that there is no heteroscedasticity.

### Multiple Linear Regression Method

To see the results of multiple linear regression analysis, see the following table

This :

**Table 2. Multiple Linear Regression**

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	3,310	1,864		1,776	,084
Education	,296	,138	,191	2,135	,040
1					
Training	,338	,209	,322	1,621	,114
Placement	,610	,258	,481	2,367	,023

a. Dependent Variable: Productivity

Source: Questionnaire data processed by SPSS version 20

Based on table2. Above, the multiple linear regression equation model is obtained as follows:

$$Y = 3.310 + 0.296 X_1 + 0.338 X_2 + 0.610 + e$$



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Where :

1. The constant value is 3.310 if the variables education (X1), training (X2) and work placement (X3) are considered zero, then Employee Work Productivity (Y) in the company is 3.310.
2. The education coefficient (X1) value of 0.296 states that if competence increases by 100%, then employee work productivity (Y) will experience an increase of 29.6%.
3. The training coefficient value (X2) of 0.338 states that if competency increases by 100%, employee work productivity (Y) will increase by 33.8%.
4. The job placement coefficient (X2) value of 0.610 states that if the job placement level increases by 100%, then employee work productivity (Y) will increase by 61%.

### Hypothesis testing with t test

#### Partial t test

t test used For knowing the influence of independent variables on partial dependent variable. The test results with the t test are as follows:

**Table 3. t test**

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	3,310	1,864		1,776	,084
Education	,296	,138	,191	2,135	,040
1					
Training	,338	,209	,322	1,621	,114
Placement	,610	,258	,481	2,367	,023

a. Dependent Variable: Productivity

Source: Questionnaire data processed by SPSS version 20

#### 1. First Hypothesis Testing with t Test (H1)

Based on table 3, it is known that the sig. for the influence of

#### 2. Second Hypothesis Testing with t Test (H2)

Based on table 3, it is known that the sig. for the influence of

#### 3. First Hypothesis Testing with t Test (H3)

Based on table 3, it is known that the sig. for the influence of

### Partial F Test

The F-test is used to test whether the independent variables jointly influence the dependent variable. The results of simultaneous hypothesis testing are as follows:

**Table 4. F test**

#### ANOVA<sup>a</sup>

Model	Sum of Squares	ofDf	Mean Square	F	Sig.
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Regression	920,471	3	306,824	279,606 ,000 <sup>b</sup>
1 Residual	39,504	36	1,097	
Total	959,975	39		

- a. Dependent Variable: Productivity  
 b. Predictors: (Constant), Placement, Education, Training

**Source: Questionnaire data processed by SPSS version 20**

In table 4 of the F-test, the Fcount value is 279.606 with a significant value of 0.000 on the Ftable with a confidence level of 0.95 with a significance of 0.05, with an Ftable value of 3.245, the Ftable value is  $279.606 > Ftable 3.245$  with a significant value of  $0.000 < 0.05$  which shows that the variables competency (X1), training (X2) and work placement (X3) simultaneously influence Employee Work Productivity (Y) at PT. Artha Cipta Harmony.

### Coefficient of Determination

The coefficient of determination is used to find out whether there is an influence between the independent variable and the dependent variable, namely by squaring the coefficient found.

**Table 5. Model Summary**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	,979a	,959	,955	1.04754

- a. Predictors: (Constant), Placement, Education, Training

**Source: Processed questionnaire data**

Based on table 5, it is known that the R Square value is 0.955, which means that the influence of variables X1, X2 and X3 simultaneously on variable Y is 95.5%.

Based on table 4.13 above, it can be seen that the R Square value is 0.344, indicating that the correlation or relationship between competency and work placement on employee work productivity has a relationship level, namely:

$$D = R^2 \times 100\%$$

$$D = 0.959 \times 100\%$$

$$D = 95.9\%$$

This means stating that employee work productivity is 95.9% influenced by competency and work placement. Meanwhile, the remaining 4.1% is influenced by other variables not examined in this research, for example wages, motivation and other variables. In Table 4.13 above, the level of relationship between variables. The dependent variable is employee work productivity (Y) with the independent variables namely education (X1), training (X2) and work placement (X3) together showing an R value of 0.959 or 95.9% with a very strong relationship level as can be seen in table 4.13 below.

### DISCUSSION

From the research results, it can be seen that all independent variables (education, training and work placement) have a direct influence on the dependent variable (employee



work productivity). In more detail the results of the analysis and testing can be explained as follows:

**The Influence of Education on Employee Work Productivity**

The research results obtained regarding the influence of education on employee work productivity at PT. Artha Cipta Harmony. The calculated t value for the education variable on employee work productivity is 2.135 and the t table with  $\alpha = 5\%$  is known to be 1.687. Thus  $2.135 > 1.687$  at the 95% confidence level means that  $H_0$  is rejected and  $H_a$  is accepted. Based on the research results, it can be concluded that there is a partial influence of education on employee work productivity at PT. Artha Cipta Harmony. The results of this research indicate that education has an influence on employee work productivity. This research is in line with research conducted by (Sinulingga, 2014), (Setihada, 2014), and (Mapparenta, 2011). However, there are several researchers who are inconsistent or have no influence between education on employee work productivity, namely according to (Dotulong et al., 2016), (Sasana, 2013), and (Wahono et al., 2014).

**The Effect of Job Training on Work Productivity**

The research results obtained regarding the effect of job training on employee work productivity at PT. Artha Cipta Harmony. The calculated t value for the job training variable on employee work productivity is 1.621 and the t table is  $\alpha = 5\%$  is known to be 1.687. Thus,  $1.621 < 1.687$  at the 95% confidence level means that  $H_0$  is accepted and  $H_a$  is rejected. Based on the research results, it can be concluded that partially there is no effect of job training on employee work productivity at PT. Artha Cipta Harmony. The results of this research indicate that there is no effect between job training on employee work productivity. This research is not in line with research conducted (Sibarani, 2015), (Komarudin, 2018), (Cholis, 2013), (Siswadi, 2016) and (Safitri, 2017). However, there are several researchers who are in line with the results of this research according to (Gaddafi, 2016) and (Jiwa et al., 2018).

**The Effect of Job Training on Work Productivity**

The research results obtained regarding the effect of job training on employee work productivity at PT. Artha Cipta Harmony. The calculated t value for the job training variable on work productivity is 2.367 and the t table with  $\alpha = 5\%$  is known to be 1.687. Thus  $2.367 < 1.687$  at the 95% confidence level means that  $H_0$  is accepted and  $H_a$  is rejected. Based on the research results, it can be concluded that partially there is no effect of job training on employee work productivity at PT. Artha Cipta Harmony. The results of this research show that there is an influence between job training on employee work productivity. This research is not in line with previous research carried out (Sibarani, 2015), (Komarudin, 2018), (Cholis, 2013), (Siswadi, 2016) and (Safitri, 2017). However, there are several researchers who are in line with the results of this research according to (Gaddafi, 2016) and (Jiwa et al., 2018).

**The Simultaneous Influence of Education, Job Training and Job Placement on Work Productivity**

The research results obtained regarding the influence of education and work training on employee work productivity at PT. Artha Cipta Harmony. The calculated F value for the education and work training variables on employee work productivity is 279.606 and the t table with  $\alpha = 5\%$  is known to be 3.245. Thus  $279.606 > 3.245$  at the 95% confidence level means that  $H_0$  is rejected and  $H_a$  is accepted. Based on the research results, it can be concluded that there is a simultaneous influence of education, job training and job placement on employee work productivity at PT. Artha Cipta Harmony. The results of this research indicate that there is an influence between education, job training and job placement on employee work productivity simultaneously. This research is in line with research conducted by (Rapareni, 2013), (Utomo, 2018) and (Hakimah, 2014).

**CONCLUSION**

Based on the results of research and literature in the previous chapter, the author draws conclusions from research regarding the influence of education and job training on employee work productivity at PT. Artha Cipta Selaras. Based on the results of the analysis carried out by researchers, the education variable (X1) influences the work productivity variable. Based on the results of the analysis carried out by researchers, the Job Training variable (X2) has no effect on the work productivity variable. Based on the results of the analysis carried out by researchers, the Work Placement variable (X3) influences the work productivity variable. Based on the results of the analysis carried out by researchers, the education variable (X1), job training variable (X2) and job placement (X3) simultaneously influence the work productivity variable.

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