

THE INFLUENCE OF WORK ABILITY, JOB TRAINING, AND TEAMWORK ON EMPLOYEE PERFORMANCE AT PT. SEMEN TONASA, PANGKEP REGENCY

Elsa Fitri Nurhidayah, Muhammad Rusydi, M. Yusuf Alfian Rendra Anggoro
Program Pascasarjana, Magister Manajemen, Universitas Muhammadiyah Makassar,
Indonesia
Email: elsafitrinurhidayah@gmail.com, rusydi@unismuh.ac.id,
rendraanggoro@unismuh.ac.id

ABSTRACT

This research aims to determine and analyze the influence of work ability on employee performance, job training on employee performance, and teamwork on employee performance at PT. Semen Tonasa Pangkep Regency. The data collection technique used in the research is related to surveys by distributing questionnaires and documentation studies. The sample used in this research was 110 respondents. The data analysis method used is multiple linear regression analysis which is processed with the help of SPSS 24 software. The results of this research show that work ability has a positive and significant effect on employee performance, job training has a positive and significant effect on employee performance, teamwork has a positive and significant effect on employee performance at PT. Semen Tonasa Pangkep Regency.

KEYWORDS Work Ability, Job Training, Teamwork and Employee Performance



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INTRODUCTION

Human resources have an important role for every company, because human resources are the implementers of company policies and operational activities. Noe (2006) states that human resources (HR) have an important role in determining the survival, effectiveness and competitiveness of the company. Given the important role of human resources in a company, if the company does not manage human resources properly, the company's goals will be hampered (Solikhah & Amelia, 2022).

Management is the process of planning, organizing, directing, and supervising the efforts of organizational members and the use of other organizational resources in order to achieve predetermined organizational goals

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(Handoko, 2014). For companies, management can increase effectiveness and efficiency in achieving goals, optimize resource utilization, create a conducive work environment, improve product and service quality, strengthen image and reputation, and increase competitiveness and growth.

The work ability of an employee greatly affects his performance in the organization which will be taken into consideration by a supervisor or manager in giving an assessment. Employee work ability is necessary for the company, because every job has requirements and a series of specific abilities to carry out work effectively and efficiently. Employees who do work need to be adjusted to their work abilities.

Job training can be interpreted as a whole activity to provide, obtain, improve, and develop work competence, productivity, discipline, attitudes, and work ethic at the level of PT Semen Tonasa skills and certain expertise in accordance with the level and qualifications of positions or jobs. Training also cannot be ignored, especially in entering this era of increasingly fierce competition.

In this regard, we realize that training is fundamental for employees because the training and education carried out is expected to develop employees according to their competence and can use their expertise in accordance with technological changes. In addition, employees are expected to be more oriented towards company development, improving the performance of the employees themselves and for career development, so that training is expected to improve employee performance.

Ongoing training of employees will have a positive impact on the organization, especially when moving from the old system to the new system, where employees can use their skills in accordance with existing changes. Based on this training, the performance of an employee increases and can be assessed because it will affect the resulting performance.

In addition, *teamwork* is a necessity in realizing work success. Teamwork will be a driving force that has energy and for individuals who are members of the *teamwork*. Without good cooperation, brilliant ideas will not emerge.

The establishment of good interpersonal communication will make the team very comfortable. This will certainly make conflicts that occur can be resolved quickly, and employees will feel more comfortable with their work environment. This comfort will make employees motivated, so they are more eager to come on time and enthusiastic about completing their work with predetermined targets. In addition, if employees already feel comfortable in the company, there will be no more desire to shift responsibilities to each other, do not respect each other, and will dedicate themselves fully to the company. Increased employee *teamwork* will also affect the level of individualism of employees, so that company conditions return to normal and company goals can be achieved optimally. In addition, employees who have high *teamwork* capabilities will also have an attachment to company regulations, and will exert their efforts to do their best for the company.

Employees are the only asset that cannot be duplicated and plagiarized by other humans because in essence each person is a unique creature created by the creator with different characteristics. Therefore, employees must always be maintained and developed in order to provide optimal output for the company (Oemar, 2017).

In order to achieve organizational goals, employees need skills, training and teamwork in working to be more diligent. The importance of employees as assets in the organization, it is necessary to pay more serious attention to the tasks performed by considering the *soft skills* and *hard skills* of employees so that organizational goals are achieved (Winardi (2011). The ability of individual employees and the training and motivation provided by the company to its employees will have a positive impact on carrying out their work.

The ability and job training of an employee greatly affects his performance in the company, which is what a supervisor or manager considers in giving an assessment. The work ability in question is where when carrying out the work activity process, an employee is able to show the quality of human resources owned by the team by making a maximum contribution to the company where he works. Conversely, with low ability, training, and teamwork, employees or not fully supported by the company will have a negative impact in carrying out their duties, such as having no enthusiasm for work, giving up easily, having difficulty completing their work, and not being able to achieve organizational goals optimally. Ability is something that is owned by individuals to carry out the tasks or work assigned to them (Wijono, 2012).

Improving employee performance will bring progress for the company to survive in an unstable business environment competition, therefore efforts to improve employee performance are the most serious management challenge because the success of achieving goals and the survival of the company depends on the quality of human resource performance in it.

A number of previous studies have investigated the influence of various factors on employee performance in various organizational contexts. For example, Apriliani & Sriathi's research (2019) found that empowerment and teamwork have a positive and significant effect on work productivity at Spa Santrian Bali. Likewise, research conducted by Wuwungan et al. (2020), Ginting et al. (2020), and Astuti et al. (2021), which show that work ability, motivation, training, and teamwork have a significant influence on employee performance. These findings make an important contribution to the understanding of the factors that influence employee performance in various organizations.

The results of the study still found employees who have not been able to complete the work properly, so that the work that has been set according to the target set by the leadership has not been completed properly. This condition will have an impact on performance at PT Semen Tonasa Every employee should have the ability to work in accordance with their respective education and must also be in accordance with the tasks assigned by the leadership so that they will feel easier in completing tasks and can improve their work performance.

The purpose of this study was to analyze the effect of work ability, job training, and teamwork on employee performance at PT Semen Tonasa. The results of this study are expected to provide theoretical benefits for the company in implementing good practices related to ability, training, and teamwork that can improve employee performance. Practically, this research will contribute to the development of science by enriching human resource management theories related to ability and job training. In addition, for researchers, this research will provide a

deeper understanding of the importance of skills and job training in improving employee performance.

RESEARCH METHODS

This research is a quantitative study that uses concrete data to test phenomena related to job skills, job training, and teamwork on employee performance at PT Semen Tonasa. Sugiyono (2018) explains that quantitative research uses statistics as a data testing tool to produce valid conclusions. This research aims to develop a mathematical model related to the phenomenon. The research location was conducted at PT Semen Tonasa, Pangkep Regency, South Sulawesi, for two months in 2024. Primary and secondary data were used in this study. The population consisted of 150 production employees, with a sample of 110 people selected using the Slovin method. Data collection methods included observation, use of questionnaires, and documentation. Data analysis uses quantitative descriptive analysis techniques and variable instrument tests such as validity tests, reliability tests, and classical assumption tests. The multiple linear regression analysis method was used to test the relationship between the independent variables (work ability, job training, and teamwork) and the dependent variable (employee performance). Partial test (t test) is used to test the individual effect of each independent variable on the dependent variable.

RESULTS AND DISCUSSION

A. Descriptive Analysis of Quantitative Research

Descriptive statistical analysis by interpreting the results of the average value of each indicator of the research variable which is intended to provide an overview of what indicators build the concept of the research model as a whole, the basis, interpretation of the average value used in this study include:

Table 1. Basis for Interpretation of Item Scores in Research Variables

No.	Score Value	Interpretation
1	1,00 - 1,79	Bad/not important
2	1,80 - 2,59	Less
3	2,60 - 3,39	Simply
4	3.40 - 4,19	Good/important
5	4,20 - 5,00	Very good

Source: Modified from Schafer, Jr (2004)

The description in the descriptive statistical analysis of each variable is described as follows:

a. Work Ability (X1)

The Work Ability variable is measured by three indicators, namely, skills / potential, education, and tenure of the three indicators, all of which are developed into three statement items. Respondents' perceptions of work ability can be seen in the following table:

Table 2. Workability Analysis

Indicator	Respondent Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X1.1	0	0	0	0	1	0,90	61	55,5	48	43,6	4,43
X1.2	1	0,9	0	0	3	2,72	52	47,3	54	49,1	4,44
X1.3	1	0,9	3	2,72	1	0,9	62	56,4	43	39,1	4,30
	Proficiency or Potential										4,39
X1.4	1	0,9	2	1,8	10	9,1	52	47,3	45	40,9	4,25
X1.5	1	0,9	4	3,6	11	10	57	51,8	37	33,6	4,14
X1.6	0	0	3	2,7	9	8,2	54	49,1	44	40,0	4,26
	Education										4,21
X1.7	1	0,9	0	0	3	2,7	63	53,3	43	39,1	4,43
X1.8	0	0	2	1,8	2	1,8	55	50,0	51	46,4	4,34
X1.9	1	0,9	0	0	9	8,2	63	57,3	37	33,6	4,23
	Length of Service										4,33
	Mean Work Ability Variable										4,31

Source: Data Processing Results from SPSS Version 24

Based on table 2 above, it can be seen that the perception of the Work Ability variable, respondents gave good scores, this can be seen from the average value of 4.31. The indicator that has the highest average value of the Work Ability variable is Proficiency or potential with an average value of 4.39. Respondents understand that analysis to improve work ability is needed with an assessment based on the influence of the tasks given by employees and actions at PT. Semen Tonasa Pangkep Regency.

b. Job Training (X2)

The Job Training variable is measured by five indicators, namely the type of training, training objectives, materials, methods, employee qualifications, the five indicators are all developed into three statements. Respondents' perceptions of job training can be seen in the following table:

Table 3. Job Training Analysis

Indicator	Respondent Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X2.1	0	0	0	0	1	0,9	59	53,6	50	45,5	4,45
X2.2	0	0	0	0	0	0	50	58,2	46	41,8	4,42
X2.3	0	0	1	0,9	5	4,5	65	59,1	39	35,5	4,29
	Type of Training										4,38
X2.4	0	0	0	0	2	1,8	63	57,3	45	40,9	4,39

X2.5	0	0	0	0	2	1,8	60	54,5	48	43,6	4,42
X2.6	0	0	2	1,8	5	4,5	63	57,3	40	36,4	4,28
Training Objectives											4,29
X2.7	2	1,8	5	1,8	5	4,5	58	52,7	45	40,9	4,31
X2.8	0	0	0	0	5	4,5	60	54,5	45	40,9	4,36
X2.9	1	0,9	0	0	5	4,5	71	64,5	33	30,0	4,23
Training Materials											4,30
X2.10	0	0	0	0	4	3,6	65	59,1	41	37,3	4,34
X2.11	0	0	0	0	10	9,1	63	57,3	37	33,6	4,51
X1.12	0	0	0	0	4	3,6	70	63,3	36	32,7	4,29
Training Methods											4,38
X2.13	0	0	1	0,9	1	0,9	72	65,5	36	32,7	4,30
X2.14	0	0	3	2,7	2	1,8	69	62,7	36	32,7	4,25
X2.15	0	0	1	0,9	4	3,6	67	60,9	38	33,6	4,28
Employee Qualifications											42,7
Mean Job Training Variable (X2)											4,31

Source: Data Processing Results from SPSS Version 24

Based on table 3 above, it can be seen that the perception of the Job Training variable, respondents gave good scores, this can be seen from the average value of 4.31. The indicator that has the highest average value of the Job Training variable is the type of training and training method with an average value of 4.38. Respondents understand that analysis for job training is needed to increase productivity at PT Semen Tonasa Pangkep Regency.

c. Teamwork (X3)

Teamwork variables are measured by four indicators, namely responsibility, mutual contribution, maximum exertion of abilities, and the ability to cooperate with these four indicators, all of which are developed into three statements. Respondents' perceptions of teamwork can be seen in the following table:

Indicator	Respondent Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X3.1	0	0	0	0	3	2,7	49	44,5	58	52,7	4,50
X3.2	0	0	1	0,9	1	0,9	62	56,4	46	41,8	4,39
X3.3	0	0	0	0	3	2,7	64	58,2	43	39,1	4,36
Responsibility											4,41
X3.4	0	0	1	0,9	2	1,8	51	46,4	56	50,9	4,47
X3.5	0	0	0	0	1	0,9	63	57,3	46	41,8	4,41
X3.6	1	0,9	0	0	3	2,7	59	53,6	47	42,7	4,37
Contribute to Each Other											4,41

X3.7	1	0,9	0	0	4	3,6	60	54,5	47	40,9	4,35
X3.8	0	0	1	0,9	3	2,7	63	57,3	43	39,1	4,46
X3.9	0	0	1	0,9	3	2,7	62	56,4	44	40,0	4,35
Maximum Exertion of Ability											4,38
X3.10	0	0	0	0	1	0,9	57	51,8	52	47,3	4,46
X3.11	0	0	0	0	5	4,5	63	57,3	42	38,2	4,34
X3.12	0	0	1	0,9	2	1,8	61	55,5	46	41,8	4,38
Collaboration Skills											4,39
Mean Teamwork Variable (X3)											4,39

Source: Data Processing Results from SPSS Version 24

Based on table 4 above, it can be seen that the perception of the Teamwork variable, the respondents gave a good score, this can be seen from the average value of 4.39. The indicator that has the highest average value of the Teamwork variable is responsibility and mutual contribution with an average value of 4.41. Respondents understand that analysis for teamwork is needed to improve the quality of human resources at PT Semen Tonasa Pangkep Regency.

d. Employee Performance (Y)

The Employee Performance variable is measured by three indicators, namely quantity, quality, and timeliness, the three indicators are all developed into three statements. Respondents' perceptions of employee performance can be seen in the following table:

Table 5. Employee Performance Analysis

Indicator	Respondent Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Y1.1	0	0	0	0	4	3,6	62	56,4	44	40,0	4,36
Y1.2	0	0	1	0,9	3	2,7	62	56,4	44	40,0	4,35
Y1.3	0	0	0	0	5	4,5	60	54,5	45	40,9	4,36
Quantity											4,35
Y1.4	0	0	0	0	1	0,9	63	57,3	46	41,8	4,41
Y1.5	0	0	0	0	3	1,8	64	58,2	44	40,0	4,38
Y1.6	1	0,9	0	0	2	1,8	60	54,5	47	42,7	4,38
Quality											4,39
Y1.7	2	1,8	1	0,9	4	3,6	55	50,0	48	43,6	4,33
Y1.8	0	0	1	0,9	2	1,8	67	60,9	40	36,4	4,33
Y1.9	0	0	3	2,7	5	4,5	64	58,2	38	34,5	4,25
Timeliness											4,30
Mean Employee Performance Variable (Y)											4,34

Source: Data Processing Results from SPSS Version 24

Based on table 5 above, it can be seen that the perception of the Employee Performance variable, the respondents gave a good score, this can be seen from the average value of 4.34. The indicator that has the highest average value of the Employee Performance variable is quality with an average value of 4.39. Respondents understand that analysis to obtain improved employee performance is very important for the sustainability of the company, and respondents' answers illustrate that improved employee performance will be obtained if all elements in the work have good relevance at PT Semen Tonasa Pangkep Regency.

B. Validity and Reliability Test

1. Validity test

Before the questionnaire is used as a measuring instrument in research, first conduct a measuring instrument trial using 110 respondents, consisting of independent variables are Work Ability, Job Training and Teamwork. While the dependent variable is Employee Performance at PT Semen Tonasa.

In this study, it is said to be valid if the value of r table in this study for $110 = 0.166$. If $r_{count} > r_{table}$ then the statement is declared valid. For more details, the following is the validity test:

Table 6. Validity Test Results

NO	Variables	Statement Item	Validity		Description
			r_{hitung}	r_{tabel}	
1	Employability	X1.1	0,462	0,166	Valid
		X1.2	0,671	0,166	Valid
		X1.3	0,673	0,166	Valid
		X1.4	0,684	0,166	Valid
		X1.5	0,687	0,166	Valid
		X1.6	0,706	0,166	Valid
		X1.7	0,539	0,166	Valid
		X1.8	0,662	0,166	Valid
		X1.9	0,539	0,166	Valid
2	Job Training	X2.1	0,472	0,166	Valid
		X2.2	0,399	0,166	Valid
		X2.3	0,732	0,166	Valid
		X2.4	0,705	0,166	Valid
		X2.5	0,573	0,166	Valid
		X2.6	0,731	0,166	Valid
		X2.7	0,761	0,166	Valid
		X2.8	0,637	0,166	Valid
		X2.9	0,664	0,166	Valid
		X2.10	0,621	0,166	Valid
		X2.11	0,551	0,166	Valid
		X2.12	0,513	0,166	Valid
		X2.13	0,678	0,166	Valid
		X2.14	0,737	0,166	Valid

		X2.15	0,556	0,166	Valid
3.		X3.1	0,553	0,166	Valid
		X3.2	0,666	0,166	Valid
		X3.3	0,547	0,166	Valid
		X3.4	0,685	0,166	Valid
	Teamwork	X3.5	0,633	0,166	Valid
		X3.6	0,710	0,166	Valid
		X3.7	0,499	0,166	Valid
		X3.8	0,720	0,166	Valid
		X3.9	0,671	0,166	Valid
		X3.10	0,502	0,166	Valid
		X3.11	0,772	0,166	Valid
		X3.12	0,714	0,166	Valid
4.		Y1.1	0,669	0,166	Valid
		Y1.2	0,713	0,166	Valid
		Y1.3	0,784	0,166	Valid
	Employee	Y1.4	0,632	0,166	Valid
	Performance	Y1.5	0,801	0,166	Valid
		Y1.6	0,819	0,166	Valid
		Y1.7	0,726	0,166	Valid
		Y1.8	0,681	0,166	Valid
		Y1.9	0,632	0,166	Valid

Source: Data Processing Results from SPSS Version 24

Based on table 7 above, it shows that all variable items, namely Work Ability, Job Training, Teamwork and Performance are used as variable measurements, because they have an r value that is above the r table, which is 0.176. Based on these results, it can be concluded that all statement items contained in the questionnaire are declared valid.

2. Reliability test

A measuring instrument is said to be reliable or trustworthy if the measuring instrument is stable so that it is reliable and can be used to predict.

The reliability test is carried out by calculating the Cronbach Alpha of each instrument in each variable. The variable is said to be reliable if it provides a *Cronbach Alpha* value > 0.600. The following is a presentation of the data on the reliability test results.

Table 8. Reliability Test Results

NO	Variables	Number of Items	Cronbach's Alpha	Value Standard	Description
1.	Employability	9	0,814	0,60	Reliable
2.	Job Training	15	0,889	0,60	Reliable
3.	Teamwork	12	0,868	0,60	Reliable
4.	Employee Performance	9	0,881	0,60	Reliable

Source: Data Processing Results from SPSS Version 24

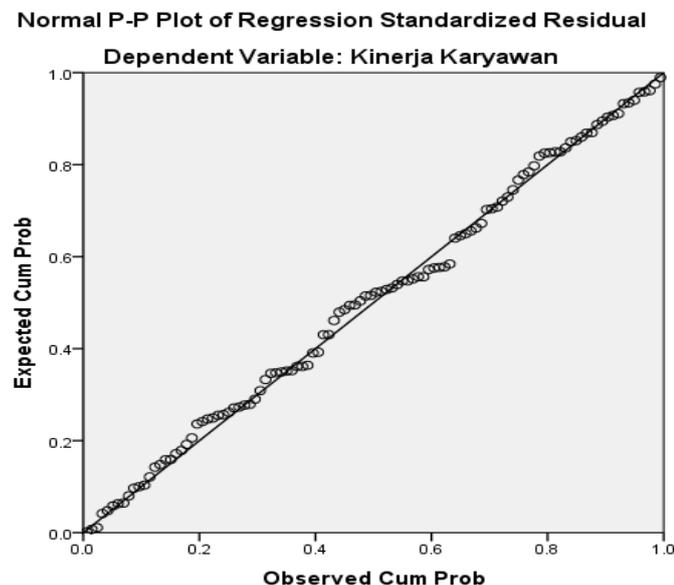
Based on table 8, it can be seen that all variables with a *Cronbach Alpha* value > 0.600 so it can be concluded that overall the items or instruments in this study can be declared reliable or reliable as a data collection tool.

3. Classical Assumption Test

a. Normality test

The normality test in this study was carried out by means of graph analysis. Normality can be detected by looking at the distribution of data (points) on the diagonal axis of the graph or can look at the histogram and residuals, as for the basis for making decisions, among others:

- 1) If the data spreads around the diagonal line or the histogram graph shows a normal distribution pattern, then the regression fulfills the assumption of normality.
- 2) If the data spreads far from the diagonal line and does not follow the direction of the diagonal line or the histogram graph does not show a normal distribution pattern, then the regression model does not fulfill the normality assumption.



Source: Data Processing Results from SPSS Version 24

Figure 4.3 Normality Assumption Testing Results

Based on the p-plot graph in the picture above which shows the spread (points) around the regression line (diagonal) and the distribution of data points in the direction following the diagonal line, it can be concluded that the regression model is suitable for use because it fulfills the assumption of normality.

4. Multicollinearity test

The multicollinearity test is needed to obtain the true correlation, which is purely not influenced by other variables that may have an effect.

Table 4.12 Multicollinearity Test

Independent Variables	Collinearity Statistics	
	Tolerance	VIF
Employability	0.874	1.144
Job Training	0.925	1.081
Teamwork	0.914	1.094

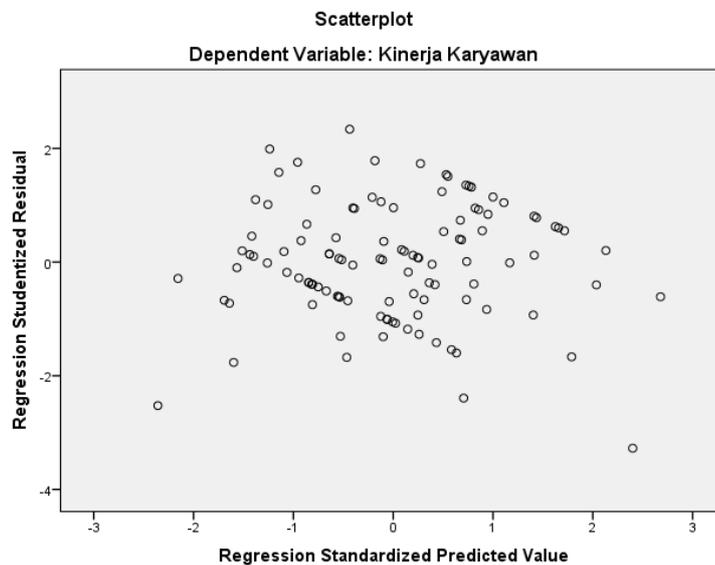
Dependent Variable: Employee Performance

Source: Data Processing Results from SPSS Version 24

Based on table 4.12 above, from the results of the *variance inflation factor* (VIF) test on the SPSS 24 output results, the *coefficient* table, each independent variable VIF from <10.000, namely for the Work Ability variable 1.144, the Job Training variable 1.081 and the Teamwork variable 1.094, it can be concluded that there is no multicollinearity. While the Tolerance value > 0.10, namely for the Work Ability variable 0.874, Job Training 0.925. And Teamwork 0.914. So it can be concluded that the multiple linear regression model cannot be multicollinearity between the dependent variable and the other independent variables so that it can be used in this study.

5. Heteroscedasticity test

The heteroscedasticity test aims to test whether in the regression the variance of the residuals of one observation is not different from another. In the heteroscedasticity test, the errors that occur are not random but show a systematic relationship according to the size of one or more variables. The points formed must spread randomly, spread both above and below zero on the Y axis. if this condition is met then there is no heteroscedasticity and the



regression model is suitable for use. The results of the heteroscedasticity test using the *scatteplot* graph are as follows:

Figure 4.4 Heteroscedasticity Test Results

Source: Data Processing Results from SPSS Version 24

Based on the table above, the *scatterplot* graph can be seen that the points spread randomly, and are scattered above and below zero on the Y axis. it can be stated that there is no heteroscedasticity in the regression model.

2. Hypothesis Testing

1. Multiple Linear Regression

The results of the SPSS 24 analysis can be interpreted by examining important values in linear regression, namely the coefficient of determination. The analysis used to prove the hypothesis proposed using multiple linear regression analysis models used to explain whether the independent variables Work Ability (X1), Job Training (X2), and Teamwork (X3) affect the dependent variable (Y), namely Employee Performance by testing the meaningfulness of the regression coefficient.

Table 4.13 Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	70.341	4.117		17.084	.000
	X1	,364	.065	,445	5.574	.000
	X2	,100	.049	,157	2.018	.046
	X3	,201	.059	,267	3.418	.001

a. Dependent Variable: Y

Source: Data Processing Results from SPSS Version 24

Based on the multiple linear regression test in the table above, the results obtained are entered into the following equation:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where:

Y = Employee Performance

X1 = Work Ability

X2 = Job Training

X3 = Teamwork

b0 = Constant

b1, b2, b3 = Regression Coefficient

e = Standard Error

So that the multiple linear regression equation is obtained as follows:

$$Y = 70,042 + 0,362 X_1 + 0,298 X_2 + 0,199 X_3$$

a. $\beta_1 = 0,362$

The coefficient value of variable X1 is positive and has a significant effect on variable Y. this can be seen and the coefficient value of X1 is 0.362 and the significance shows a smaller number of 0.000 than $\alpha = 0.05$. Based on the data that has been tested, it can be concluded that any increase in the Work Ability variable has a positive and significant effect on Employee Performance.

b. $\beta_2 = 0,298$

The coefficient value of variable X1 is positive and has a significant effect on variable Y. This can be seen and the coefficient value of X1 is 0.298 and the significance shows a smaller number of 0.005 than $\alpha = 0.05$. Based on the data that has been tested, it can be concluded that any increase in the Job Training variable has a positive and significant effect on Employee Performance.

c. $\beta_2 = 0,199$

The coefficient value of variable X1 is positive and has a significant effect on variable Y. this can be seen and the coefficient value of X1 is 0.199 and the significance shows a smaller number of 0.002 than $\alpha = 0.05$. Based on the data that has been tested, it can be concluded that any increase in the Teamwork variable has a positive and significant effect on Employee Performance.

2. Partial Test (T Test)

The t test is an analysis to determine the significance of the regression coefficient while testing the proposed hypothesis. The t test is used to test the significant relationship between the Work Ability variable (X1), Job Training (X2), Teamwork (X3) and the Employee Performance variable (Y). The t test results can be seen in the following table:

**Table 4.14 T Test Results
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	70.341	4.117		17.084	.000
Employability	.364	.065	.445	5.574	.000
Job Training	.100	.049	.157	2.018	.046
Teamwork	.201	.059	.267	3.418	.001

a. Dependent Variable: Employee Performance

Source: Data Processing Results from SPSS Version 24

Based on table 4.15 above, it shows the effect of each independent variable individually on the dependent variable is as follows:

a. The Effect of Work Ability Variables (X1) on

Employee Performance

Significant test of work ability variables on employee performance, the results obtained p value = **0.000** is smaller than the standard value of **0.005** while the t table value = **0.166** and the calculated t value of **5.574** from these results it can be concluded that the work ability variable affects employee performance at PT Semen Tonasa Pangkep Regency.

b. Effect of Job Training Variable (X2) on Employee Performance

Significant test of work ability variables on employee performance, the results obtained p value = **0.046** is smaller than the standard value of **0.005** while the t table value = **0.166** and the calculated t value of **2.018** from these results it can be concluded that the work ability variable affects employee performance at PT Semen Tonasa Pangkep Regency.

c. The Effect of Teamwork Variables (X3) on Employee Performance

Significant test of work ability variables on employee performance, the results obtained p value = **0.001** is smaller than the standard value of **0.005** while the t table value = **0.166** and the calculated t value of **3.418** from these results it can be concluded that the Teamwork variable affects employee performance at PT Semen Tonasa Pangkep Regency.

C. Discussion

This discussion focuses on the decisions resulting from hypothesis testing, as an attempt to answer the formulation of research problems. The results of the analysis of hypothesis testing are described as follows:

1. The Effect of Work Ability on Employee Performance

Based on the results of the SPSS 24 analysis, it can be seen that the work ability variable (X1) has a positive and significant effect on employee performance. The results of this study are in line with research conducted by Dina (2020), that work ability has a positive effect on employee performance.

This means that the high value of work ability can affect the improvement of employee performance more optimally, in other words, if PT Semen Tonasa Pangkep Regency improves all aspects that can foster employee work ability, employee performance can also increase.

Based on the results of the SPSS 24 analysis, it is explained that the Significance Test value of work ability on employee performance is positively significant with a value of 0.000 (less than 0.05). This explains that every aspect that is able to create work ability is very beneficial to achieving the goals planned by PT. Semen Tonasa Pangkep Regency, because by increasing employee work ability can increase confidence and complete work tasks easily.

According to (Robbins, 2015). One of the factors that is very important and influences the success of employees in carrying out a job

is work ability. Work ability is the capacity of an individual to do something. Ability is a trait carried from birth that allows a person to complete his duties and the individual's capacity to carry out various tasks in a particular job.

PT Semen Tonasa considers that basically every employee has different work abilities, work abilities will be formed when the office leadership of PT Semen Tonasa provides support so that employees can make a positive contribution and perform better. Work ability has a positive influence on employees in carrying out work activities, so that what the company expects can be achieved well in order to improve performance.

2. Effect of Job Training on Employee Performance

Based on the results of the SPSS 24 analysis, it can be seen that the Job Training variable (X2) has a positive and significant effect on employee performance, it is explained that the Significance Test value of Job Training on employee performance is positively significant with a value of 0.046 (less than 0.05). The positive effect indicates that the relationship between training and employee performance is unidirectional. The results of this study are in line with research conducted by Fudla and Wisnalmawati (2021), that job training affects employee performance. If training is more frequent, then employee performance is also higher. The results of this study indicate that the implementation of PT Semen Tonasa Pangkep Regency training is in the good category.

In this case it can be seen that employee work productivity will increase after attending training. Where PT Semen Tonasa really applies training methods in accordance with the agreed concept so that employees who take part in training can capture and understand the material provided so that the *knowledge of* employees has increased significantly, so it really helps employees to be more productive in carrying out job responsibilities that have been entrusted to them.

Training conducted to its employees is very important for the workforce to work more masterfully and better on their respective jobs. The intended training will provide opportunities for employees to develop expertise at work. Through employee training, employees are expected to be able to carry out their duties and work properly which can help the company achieve the targets or goals that have been set, which can help the company get maximum profit.

3. The Effect of Teamwork on Employee Performance

Based on the results of the SPSS 24 analysis, it can be seen that the Teamwork variable (X3) has a positive and significant effect on employee performance, it is explained that the Significance Test value of Job Training on employee performance is positively significant with a value of 0.002 (less than 0.05). The positive effect shows that teamwork is very influential on employee performance. The results of the study are in line with research conducted by Setia, et al (2021), that teamwork has a

positive and significant effect on employee performance. Teamwork is an activity to work together in the goal of a shared vision and mission, in other words, it is a strong activity in directing and encouraging individuals towards and achieving organizational goals together.

It can be seen that teamwork within an organization affects the increasing performance of employees in a company or organization. Teamwork is very necessary for the progress of employee performance. By working together, team members can support each other. So, the work will be completed quickly and can achieve the desired results.

CONCLUSIONS

Based on the results of research and discussion, it can be concluded that work ability, job training, and teamwork have a positive and significant effect on employee performance at PT Semen Tonasa Pangkep Regency. This is evident from the test value that shows $t_{count} > t_{table}$ and a significant value that is smaller than the α value. Therefore, it is recommended for agencies to use these findings as input in improving the process of work ability, training, and teamwork. Future researchers are expected to use more competitive research measurement tools to minimize errors and limitations in measuring research subjects, and make this research a reference for better research in the future. In addition, agencies are advised to place employees according to their education and skills, and provide interesting and clear training to improve the quality and quantity of employees.

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