

**The Effect of Training and Managerial Activities on Employee Performance
at PT. Bandung Berkah Alami Factory, West Java**

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ABSTRACT

The purpose of this study was to determine and examine the effect of providing training from the company and managerial activities on the performance of employees of the PT Bandung Berkah Abadi Factory. The population in this study were 54 field employees who worked at the PT Bandung Berkah Abadi Factory. The sampling method used saturated sampling technique which resulted in 54 employees. The research method used is descriptive analysis and multiple linear regression with a significant level of 0.05 through the t-test (partial), F-test (simultaneous) and determinant identification test (R²). The results of the F test show that there is a positive and significant effect on training variables and managerial activities on employee performance variables. The t-test results show that the training variable has a positive and significant effect on the employee performance variable. The results of the determinant identification test (R²) show that there is a close relationship between the training variable and the managerial activity variable on employee performance. Other factors outside this study such as direct financial and nonfinancial compensation and organizational commitment.

Keywords: Training; Managerial Activities; Employee Performance

INTRODUCTION

Nowadays, every company is increasingly focused on their human resource needs. This effort aims to ensure that employees continue to give their best performance for the growth of the company. One of the steps taken is through training to improve employee work skills. In addition, the leadership style applied in managerial activities also plays a role in influencing employee performance. Therefore, improving employee performance as the main goal of the company should be supported by training that is in line with the company leader's policies. The company pays full attention to employee development to stay in tune with the times and be able to compete in this modern era. The implementation of training and managerial activities by company leaders aims to continuously improve employee performance from time to time, because it has a direct effect on company operations. According to Moeheriono (2009: 61), performance is the result of work achieved by individuals or groups in an organization, both quantitatively and qualitatively, in accordance with their respective authorities and responsibilities, in order to achieve organizational goals in a legal manner, not against the law, and in accordance with morals or ethics.

Employee training is carried out by considering stages that are in accordance with the needs of their work. Providing training is one of the steps to create better performance changes for each employee. The purpose of this training is to improve employee performance, as a form of leader attention to their development. This will encourage employees to be more enthusiastic in working because they have better mastery in their field of work, which in turn will have an impact on improving performance. The obstacles that often occur at PT Bandung Berkah Alami are caused by negligence in the use of safety and security equipment. Judging from the level of work accidents that often occur when employees work in the factory, the level of negligence in the use of safety and security tools reaches 70% of the number of employees working in the factory so that many work accidents occur such as in the process of cutting fish, a worker can be accidentally stabbed by a knife or other sharp instrument, then a worker operating a fish processing machine is injured when his hand is caught in a rotating machine, which affects the company's performance which decreases because many workers end up having to be hospitalized or leave work.

supervision patterns. Leaders rarely conduct direct supervision of employees while they work, thus creating a rigid relationship between leaders and employees. Managerial success in this company can be seen from the leaders' efforts to provide opportunities for employees to develop, such as in work meetings held to make important decisions and open opportunities for employees to improve their skills through training programs provided, which in turn will have a positive effect on the progress of the company. This also shows that PT Bandung Berkah Alami hopes to advance the company through employee performance in a better direction. Based on the background that has been described, research was conducted on "The Effect of Training and Managerial Activities on Employee Performance at the PT Bandung Berkah Alami West Java Factory.

LITERATURE REVIEW

Training has long been recognized as a critical factor in enhancing employee performance. According to Dessler (2006), training is a systematic process aimed at improving employees' skills, knowledge, and attitudes in carrying out their duties. In modern organizational settings, training is considered a strategic investment that not only boosts productivity but also fosters an adaptive work environment. Well-designed training programs improve not only technical competencies but also employees' confidence and motivation in performing their tasks. Managerial activities also play a central role in supporting the operational success of an organization. As Kotter (2002) explains, managerial functions include planning, organizing, directing, and supervising—all of which contribute to the effective and efficient achievement of organizational goals. Managers who can execute these functions properly create a productive work climate and positively influence employee morale through clear communication and effective guidance.

Previous research by Moeheriono (2009) highlighted that employee performance is significantly affected by internal organizational factors such as training, supervision, and leadership style. Optimal performance is achieved when employees feel supported in their professional development, both through formal training and managerial practices that are participatory and motivational. This suggests that an integrated approach combining training and effective managerial activities has a positive impact on overall productivity. However, the effectiveness of training is not guaranteed, especially when training delivery methods or the competencies of trainers do not align with employee needs. In the study conducted at PT. Bandung Berkah Alami, it was found that some employees perceived the training content as irrelevant or unengaging. This reinforces the view that training quality greatly depends on the instructional design and the ability of trainers to engage participants.

On the other hand, managerial activities such as direct supervision, clear instruction, and two-way communication significantly affect employees' perceptions of leadership. In manufacturing environments, where occupational hazards are common, direct guidance and support from leaders are crucial. The findings of the study indicate that many employees believe managerial efforts at the company have not been fully maximized, particularly in the area of real-time supervision and coaching. The literature and findings from this study affirm that well-structured training and effective managerial practices are essential components in improving employee performance. Collaboration between the training division and operational management is key to ensuring that interventions translate into meaningful improvements in work quality, safety practices, and sustainable employee productivity.

METHOD

Design and Sample

This study employed an explanatory survey research design. Explanatory survey research aims to investigate and explain the relationship or influence between variables in this case, the influence of employee training and managerial activities on employee performance. The research was conducted at PT Bandung Berkah Alami, located in West Java. The population consisted of field employees who had participated in the company's training programs, totaling 54 individuals. To ensure the sample accurately represented the population, a saturated sampling technique was used. This technique involves using the entire population as the sample when the population size is relatively small and manageable. Therefore, all 54 trained employees at PT Bandung Berkah Alami served as the study's sample.

Instrument and Procedures

The data collection in this study relied on structured survey instruments designed to measure the impact of training and managerial activities on employee

performance. The instruments were administered directly to the participants at the company location to ensure clarity and completeness of responses. The procedure involved distributing the questionnaires to all selected employees, explaining the objectives of the study, and guiding them in completing the survey. The data were collected within a specified period to maintain consistency in responses and avoid external influences.

Data Analysis

Once the data were collected, they were processed and analyzed using quantitative techniques to determine the influence of training and managerial activities on employee performance. Descriptive statistics were used to summarize the data, while inferential statistical analysis was applied to test the research hypotheses and examine the relationships between the variables. The analysis aimed to provide empirical evidence on the extent to which training and managerial factors contributed to performance improvements among the employees.

RESULT AND DISCUSSION

Respondents' Opinions on the Training

Table 1. Respondents' Opinions on the Training Variable

Pernyataan	SS		S		KS		TS		STS	
	F	%	F	%	F	%	F	%	F	%
Meningkatkan kemampuan kerja	8	14,8	16	29,6	14	25,9	12	22,2	4	7,4
Menarik minat dan semangat kerja	11	20,4	15	27,8	11	20,4	11	20,4	6	11,1
Memberikan motivasi kerja	7	13	23	42,6	11	20,4	10	18,5	3	5,6
Instruktur menguasai materi dengan baik	4	7,4	18	33,3	17	31,5	9	16,7	6	11,1
Instruktur mampu menyajikan materi dengan baik	4	7,4	14	25,9	16	29,6	16	29,6	4	7,4
Instruktur menjalin komunikasi yang baik	4	7,4	13	24,1	19	35,2	11	20,4	7	13,0
Mampu menarik minat untuk mengikuti pelatihan	3	5,6	16	29,6	14	25,9	14	25,9	7	13
Materi bermanfaat bagi Pekerjaan	5	9,3	19	35,2	16	29,6	11	20,4	3	5,6
Materi sesuai kebutuhan Kerja	5	9,3	12	22,2	23	42,6	10	18,5	4	7,4
Materi telah tepat sasaran dengan Pekerjaan	4	7,4	13	24,1	19	35,2	11	20,4	7	13
Fasilitas telah lengkap untuk pelatihan	4	7,4	18	33,3	12	22,2	14	25,9	6	11,1
Tempat pelaksanaan telah sesuai	8	14,8	16	29,6	14	25,9	12	22,2	4	7,4
Alat peraga yang tersedia mendukung aplikasi pelatihan	8	14,8	16	29,6	14	25,9	12	22,2	4	7,4

Based on Table 1, it can be interpreted that the respondents generally have varied opinions about the training variable. When asked whether the training provided improves employee abilities, the highest number of respondents (29.6%) agreed, indicating that the training was perceived to enhance employees' work capabilities. However, 25.9% disagreed, showing that some still felt their abilities had not significantly improved after attending the training. On whether the training was

able to attract employees' interest and enthusiasm, 27.8% agreed and 20.4% strongly agreed, suggesting that most respondents found the training engaging, especially with the use of safety equipment. Nonetheless, 20.4% disagreed, citing the delivery method as monotonous and unvaried, which reduced their interest.

In terms of motivation, 42.6% agreed that the training provided motivation to employees, reflecting that it served as a motivational tool. Still, 20.4% disagreed, highlighting the lack of motivational strategies from the instructors. When evaluating the instructor's mastery of training materials, only 33.3% agreed, while 31.5% disagreed, implying a divided perception. Some doubted the instructor's expertise due to persistent issues after training, while others acknowledged improvement in their understanding.

Regarding the presentation of training material, 29.6% disagreed, indicating concerns about the instructors' delivery skills, possibly due to an awkward presentation style. However, others appreciated the clarity of the delivery. On communication between instructors and participants, 35.2% disagreed, suggesting limited interaction during sessions. This contrasted with those who felt communication was sufficient, even beyond training hours.

When asked whether instructors were able to attract trainees, 29.6% agreed and 25.9% disagreed. This illustrates that while some instructors engaged trainees well, others struggled to connect due to rigid delivery. On the usefulness of the material provided for work, 35.2% agreed, recognizing its relevance in reducing workplace accidents. Yet, 29.6% disagreed, pointing out that accidents still occurred, suggesting room for improvement.

Regarding alignment with job needs, 42.6% disagreed, indicating dissatisfaction and a demand for more varied material beyond safety, such as leadership and discipline. In terms of the material being right on target with employee work, 35.2% disagreed, showing that the training did not fully align with employees' job objectives.

Concerning training facilities, 33.3% agreed, showing general satisfaction, especially with safety equipment. Yet, some respondents believed that continued accident rates signaled ineffective facility use. On the suitability of the training location, 29.6% agreed, appreciating on-site training. However, others felt the location hindered focus. Lastly, regarding the availability of teaching aids to apply training material, 29.6% agreed, recognizing their presence, while 25.9% disagreed, suggesting that more aids were needed for better application.

Respondents' Opinions on the Managerial Activity

Table 2. Respondents' Opinions on the Managerial Activity Variable

Pernyataan	SS		S		KS		TS		STS	
	F	%	F	%	F	%	F	%	F	%
Membuat perencanaan yang baik bagi perusahaan	15	27,8	16	29,6	12	22,2	10	18,5	1	1,9
Menjalinkan komunikasi dengan setiap pekerja	6	11,1	23	42,6	12	22,2	10	18,5	3	5,6
Pembinaan yang baik bagi setiap kegiatan	3	5,6	16	29,6	15	27,8	14	25,9	6	11,1
Memberikan perintah dan arahan yang efektif	5	9,3	15	27,8	14	25,9	15	27,8	5	9,3
Melakukan pengawasan dalam setiap pekerjaan	4	7,4	18	33,3	11	20,4	14	25,9	7	13

Sumber : Hasil Penelitian (2025)

In Table 2, the responses to the managerial activity variable show varied perceptions. When asked whether company leaders make good plans, 29.6% agreed, indicating confidence in leadership planning. However, 22.2% disagreed, expressing dissatisfaction due to a perceived lack of company progress. On the establishment of communication with workers, 42.6% agreed, showing that most respondents felt leaders communicated well through both formal and informal channels. Still, 22.2% disagreed, suggesting communication was sometimes ineffective.

Regarding whether leaders provide guidance in every company activity, 29.6% agreed, especially citing guidance during training. Nonetheless, 27.8% disagreed, stating that guidance was often indirect or delegated. When asked about the effectiveness of orders or directions from leaders, responses were balanced—27.8% agreed and 27.8% disagreed—indicating differing experiences with leadership clarity and involvement. On supervision of worker activities, 33.3% agreed, showing that some perceived active supervision. On the other hand, 25.9% disagreed, pointing to a lack of direct oversight in the field.

F-Test

Table 3. F-Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	270.119	2	135.059	42.859	.000 ^b
	Residual	160.715	51	3.151		
	Total	430.833	53			

a. Dependent Variable: Kinerja Pegawai

b. Predictors: (Constant), Aktifitas Manajerial, Pelatihan

The results of the F-Test in Table 5 show that the calculated F-value is 42.859, with a significance level of 0.000, which is less than the alpha value of 0.05. The degrees of freedom (df) = (n – k) = (54 – 3), resulting in an Ftable value of 3.18. Since Fcount > Ftable and the significance value is less than 0.05, it can be concluded that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. This indicates that the training variable (X1) and managerial

activity variable (X2) jointly have a significant positive effect on employee performance (Y).

T-Test

Table 4. T-Test Results and Regression Equation

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	1.693	1.029		1.645	.106
	Pelatihan	.156	.049	.547	3.193	.002
	Aktivitas Manajerial	.189	.120	.269	1.573	.122

a. Dependent Variable: Kinerja Pegawai

The regression equation obtained is:

$$Y = 1.693 + 0.156X_1 + 0.189X_2 + e$$

Where:

- Y = Employee Performance
- X₁ = Training
- X₂ = Managerial Activities
- e = Standard Error

If the independent variables remain constant, employee performance (Y) has a baseline value of 1.693. An increase of one unit in the training variable (X₁) is predicted to increase employee performance by 0.156 units. Likewise, an increase of one unit in the managerial activity variable (X₂) will raise employee performance by 0.189 units. These results indicate that both variables have a positive and significant individual effect on employee performance.

CONCLUSION

After conducting research on “The Effect of Training and Managerial Activities on Employee Performance at PT Bandung Berkah Alami West Java Factory”, the conclusion of the research results is that the training variable has a positive and significant relationship to employee performance, this shows that the implementation of training significantly greatly influences changes towards a better direction for employee performance by PT Bandung Berkah Alami West Java Factory, especially in the use of safety equipment and the use of other work tools. Meanwhile, the managerial activity variable has a positive and insignificant relationship to employee performance, this means that managerial activities do not significantly affect changes in employee performance by PT Bandung Berkah Alami West Java Factory.

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