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**Business Transformation Through Improved Employee  
Performance: An Empirical Study at PT Barlow Tyrie Indonesia**

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**Abstract:** This study examines the influence of training, work safety, and work discipline on employee performance, with job satisfaction serving as a mediating variable at PT Barlow Tyrie Indonesia. In the context of business transformation, enhancing employee performance is a critical success factor for achieving organizational goals and maintaining competitive advantage. Using a quantitative approach, data were collected from 71 production employees through purposive sampling and analyzed using SPSS version 25. The results reveal that training, safety, and discipline significantly impact job satisfaction, which in turn positively affects work productivity. Job satisfaction acts as a mediator between these variables and employee performance. The study highlights the strategic importance of human resource development, workplace safety, and discipline in supporting business transformation. These findings provide actionable insights for managers to prioritize employee well-being and satisfaction, thereby driving innovation, resilience, and sustainable growth. Future research is encouraged to examine additional variables and conduct comparative studies across different industries to deepen the understanding of employee-driven transformation.

**Keywords:** Training; Work Safety; Work Discipline; Job Satisfaction; Work Productivity.

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**A. Introduction**

In today's globalized and rapidly changing business environment, companies must evolve through not only technological innovation but also human capital transformation. Employees are central to the success of any transformation initiative. According to Sinambela (2021), human resource (HR) management encompasses planning, organizing, directing, and controlling HR functions to align organizational and societal objectives.

Work productivity is a key metric of company performance and is influenced by several internal factors, particularly training, work safety, and work discipline. Training enhances competency, safety ensures secure working conditions, and discipline fosters accountability and consistent performance.

PT Barlow Tyrie Indonesia a manufacturer of outdoor furniture is currently facing declining productivity with 58 recorded workplace accidents in 2024, a lack of structured training



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for new hires, and increasing absenteeism. These issues represent significant obstacles to achieving effective business transformation.

This study aims to empirically assess how improvements in training, safety, and discipline can enhance job satisfaction and productivity, and how these employee centered strategies contribute to successful business transformation.

## B. Materials and Methods

### 1. Research Design

This study employed a quantitative approach with a causal design aiming to examine the influence of training, work safety, and work discipline on work productivity both directly and indirectly through job satisfaction.

### 2. Population and Sample

The population in this study consisted of 250 production employees at PT Barlow Tyrie Indonesia. Using purposive sampling, a total of 71 respondents were selected as the sample based on their availability and relevance to the research objectives.

### 3. Data Collection Techniques

Primary data were collected using a structured questionnaire designed with statements measured on a 5 point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questionnaire included items for five variables: training, occupational safety, work discipline, job satisfaction, and work productivity.

### 4. Research Variables and Operational Definitions

The study consisted of three independent variables: training, occupational safety, and work discipline; one intervening variable: job satisfaction; and one dependent variable: work productivity. Each variable was measured through several indicators based on established theories and previous studies. The operational definitions of the variables are summarized in the Table 1.

Table 1. Operational Variables

Variable	Type	Indicators	Scale
Training	Independent	Instructor, training personnel, training materials, training location, training environment, training time	Likert scale (1-5)
Work Safety	Independent	Providing security training, lighting, availability of security equipment, workplace regulations	Likert scale (1-5)
Work Discipline	Independent	Attendance, compliance with work regulations, compliance with work standards, high level of employee vigilance, work ethic	Likert scale (1-5)
Job Satisfaction	Intervening	Efficiency, effectiveness, work quality	Likert scale (1-5)
Work Productivity	Dependent	Job, salary, promotion, supervisory board, workplace	Likert scale (1-5)

### 5. Instrument Validity and Reliability

Instrument testing was conducted prior to data analysis. Validity was tested using Pearson's product moment correlation with all items showing correlation coefficients ( $r$ -count) greater than the critical value of 0.233 indicating that all items were valid. Reliability was tested using Cronbach's alpha where all variables had reliability coefficients above 0.70 confirming that the instruments were reliable.

## 6. Data Analysis Techniques

The data were analyzed using SPSS version 25. The analysis included: Validity and reliability tests, classical assumption tests (normality, multicollinearity, and heteroscedasticity), hypothesis testing, sobel test to test the mediating effect of job satisfaction.

## C. Results and Discussion

### 1. Instrument Testing

#### Validity Test.

The results of the Pearson correlation test showed that all statement items for each variable had r-count values greater than the r-table value of 0.233 (n = 71) indicating that all items were valid and suitable for measuring their respective variables.

#### Reliability Test

The reliability test using Cronbach's Alpha showed that all variables had reliability coefficients above 0.70 indicating that the research instrument was reliable.

Table 2. Reliability Test

Variable	Cronbach's Alpha	Conclusion
Training	0.884	Reliable
Work Safety	0.849	Reliable
Work Discipline	0.882	Reliable
Job Satisfaction	0.736	Reliable
Work Productivity	0.865	Reliable

## 2. Classical Assumption Testing

### Normality Test

The Kolmogorov-Smirnov test for both models showed Asymp. Sig. = 0.200 > 0.05, meaning the data were normally distributed.

### Multicollinearity Test

Tolerance values for all independent variables were above 0.10, and VIF values were below 10, confirming no multicollinearity issues in either model.

### Heteroscedasticity Test

All significance values in the Glejser test were above 0.05, indicating the absence of heteroscedasticity.

## 3. Hypothesis Testing

### Coefficient Determination ( $R^2$ )

Model I: Adjusted  $R^2$  = 0.340  
→ Training, occupational safety, and discipline explain 34% of the variance in job satisfaction.

Model II: Adjusted  $R^2$  = 0.644  
→ Training, occupational safety, discipline, and job satisfaction explain 64.4% of the variance in work productivity.

## 4. Sobel Test

The Sobel test confirms that job satisfaction mediates the influence of the three independent variables on work productivity. This means that well-trained, safe, and disciplined employees feel more satisfied, which in turn enhances their productivity.

Table 3. Sobel Test Result

Pathway	p-value	Result
Training → Job Satisfaction → Productivity	0.02	Accepted
Safety → Job Satisfaction → Productivity	0.04	Accepted
Discipline → Job Satisfaction → Productivity	0.04	Accepted

These findings support the idea that both direct and indirect effects significantly contribute to increasing employee productivity. Employees who receive proper training, work in a safe environment, and maintain high discipline levels tend to report higher job satisfaction, which leads to greater motivation, performance, and productivity. The results are consistent with prior research, such as Wulandari et al. (2024), Innunisa (2019), and Kurniawan et al. (2024), which confirm the critical role of job satisfaction as a mediating factor in the workplace.

5. Strategic Interpretation: Employee Driven Business Transformation

The findings clearly show that employee performance can be significantly improved through training, a safe work environment, and disciplined behavior especially when mediated by job satisfaction. These improvements directly support the transformation of business operations in several ways:

- a. Satisfied employees are more adaptive to organizational change, more motivated to innovate, and more loyal making transformation efforts more sustainable.
- b. Safe and disciplined workplaces establish a professional culture, reducing risk and increasing operational consistency a key pillar for scaling transformation.
- c. Targeted training equips workers with skills relevant to shifting market demands and digital tools, aligning workforce capabilities with transformation goals.

Thus, employee behavior and satisfaction are not merely operational concerns but serve as enablers of strategic transformation. When employees are engaged and aligned with the company's vision, transformation becomes embedded in daily operations, not just policy.

**D. Conclusion and Recommendations**

Based on the results of data analysis and discussion, the following conclusions can be drawn:

1. Training has a positive and significant effect on work productivity at PT Barlow Tyrie Indonesia.
2. Work safety has a positive and significant effect on work productivity at PT Barlow Tyrie Indonesia.
3. Work discipline has a positive and significant effect on work productivity at PT Barlow Tyrie Indonesia.
4. Job satisfaction has a positive and significant effect on work productivity at PT Barlow Tyrie Indonesia.

5. Training has a positive and significant effect on job satisfaction at PT Barlow Tyrie Indonesia.
6. Work safety has a positive and significant effect on job satisfaction at PT Barlow Tyrie Indonesia.
7. Work discipline has a positive and significant effect on job satisfaction at PT Barlow Tyrie Indonesia.
8. Job satisfaction mediates the relationship between training and work productivity at PT Barlow Tyrie Indonesia.
9. Job satisfaction mediates the relationship between work safety and work productivity at PT Barlow Tyrie Indonesia.
10. Job satisfaction mediates the relationship between work discipline and work productivity at PT Barlow Tyrie Indonesia.

These findings affirm that improving employee performance through structured training, a safe work environment, and consistent discipline contributes significantly to overall organizational productivity. More importantly, job satisfaction serves as a vital link that transforms these internal HR practices into measurable business outcomes.

This study emphasizes that sustainable business transformation must begin internally by empowering employees. Job satisfaction is not just a marker of well-being but also a strategic tool for driving innovation, resilience, and continuous improvement. A productive, well-trained, disciplined, and safe workforce enables companies to adapt more easily to market changes, adopt new technologies, and maintain a competitive edge.

Furthermore, this study contributes to the literature on change management and organizational innovation by empirically validating the importance of micro-level employee factors in enabling macro-level business transformation. The findings support Herzberg's Two-Factor Theory, indicating that both hygiene factors (safety, discipline) and

motivators (training, recognition) play essential roles in improving job satisfaction and performance. In sum, human capital is not only a resource but a transformation driver. Investing in employee satisfaction is a strategic decision that enables sustainable growth and organizational renewal in an increasingly competitive and dynamic environment.

Based on the research findings and conclusions, the following recommendations are proposed:

1. For PT Barlow Tyrie Indonesia Management:  
It is recommended to prioritize human capital development as a core strategy in the company's business transformation efforts. Structured training programs, consistent implementation of occupational safety standards, and a fair, transparent discipline system should be integrated into the company's performance management framework. Improving job satisfaction should be seen not merely as an HR target, but as a strategic tool to increase innovation, adaptability, and long-term productivity.
2. For Future Researchers:  
Considering that the coefficient of determination ( $R^2$ ) indicates that other unexplored variables still account for a significant portion of productivity variation, future research should consider including additional factors such as transformational leadership, organizational culture, employee engagement, or digital skills. Comparative studies across different industries may also enrich understanding of how employee behavior contributes to organizational innovation and resilience.

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