

## Research Article

# The Effect of Job Placement, Human Capital, and Teamwork on Employee Performance at PT. Faithfull The Brand Kuta

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**Abstract:** Job placement is a brief and concise summary of the process of placing employees in positions that match their expertise, skills, and knowledge within an organization. Human capital refers to the knowledge, skills, competencies, and attributes of individuals that contribute to economic and social performance. Teamwork is one of the important factors in increasing effectiveness and productivity in an organizational environment. Employee performance is one of the main indicators in determining the success and competitiveness of an organization. This study aims to analyze the effect of job placement, human capital, and teamwork on employee performance at PT. Faithfull The Brand. This study was conducted at PT. Faithfull The Brand. The research population was employees of PT. Faithfull The Brand. The sample in this study was 87 respondents who were determined based on the Slovin formula. The data analysis technique used was multiple linear regression analysis using the SPSS program. The results of testing the hypothesis stated that job placement had a positive and significant effect on employee performance at PT. Faithfull The Brand, human capital had a positive and significant effect on employee performance at PT. Faithfull The Brand, and teamwork had a positive and significant effect on employee performance at PT. Faithfull The Brand.

**Keywords:** Employee Performance; Human Capital; Job Placement; Organizational Effectiveness; Teamwork

## 1. Introduction

A manufacturing company is a company that purchases raw materials, processes them into finished products, and sells them to consumers. Manufacturing operations are not as simple as those of a trading company, as manufacturing companies make the goods they sell themselves. The primary activity in a manufacturing company is production, which involves creating or enhancing the utility of a good or service using existing resources, including labor, equipment or machinery, facilities, materials, and capital.

Indonesia, as a developing nation on its way to industrialization, needs to build a modern quality system across all aspects of life to reliably win competition in the capital market. Achieving this goal requires quality improvements in all aspects. These include materials, labor, effective promotion, and satisfactory service, all of which will attract consumers.

Indonesia's manufacturing industry growth is only 4.89%, while Bali's manufacturing industry growth is 5.63%. As we know, the processing or manufacturing industry plays a crucial role in absorbing labor. Based on these two issues, the government concludes that there is a problem with employee performance in Indonesia. The skills and expertise of Indonesian workers still lag far behind those of foreign workers. The lack of employee training has further lagged behind in the knowledge that should be continually developed to keep up with changing times. This has led to domestic products being displaced by foreign ones. Indonesians tend to prefer foreign products because the quality produced by foreign companies

Received: September 4, 2025

Revised: September 18, 2025

Accepted: November 1, 2025

Published: November 4, 2025

Curr. Ver.: November 4, 2025



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is superior to domestic production. This decline in Indonesian interest in domestic products can lead to a decline in company value, which can incur losses that impact the Indonesian economy (Rojul & Satyanegara, 2022).

**Table 1.** Sales of PT. Faithfull The Brand 2019-2023

No.	Year	Sales (Rp)	Target (Rp)	Percentage (%)
1	2019	1,441,300,000	2,000,000,000	72%
2	2020	1,477,440,000	2,000,000,000	74%
3	2021	3,400,000,000	3,000,000,000	113%
4	2022	4,717,000,000	5,000,000,000	94%
5	2023	6,409,140,000	5,000,000,000	128%

Source: PT. Faithfull The Brand, (2023)

The current phenomenon is that PT. Faithfull The Brand is experiencing a decline in profits from year to year. This decline occurred from 2019 to 2010, and decreased again in 2022. The company owner explained that the reason for the decline in profits may be due to the increasing number of competitors with increasingly sophisticated technology so that the products they create are starting to be displaced. PT. Faithfull The Brand is a garment producing fashion models that was established in 2014. They have created various fashion models ranging from dresses, pants, to bikinis with various shapes and variations. The prices offered are in accordance with the materials used, because PT. Faithfull The Brand is marketing its products internationally. In addition, the owner of PT. Faithfull The Brand also feels that the decline in profits is also caused by employee performance where employees do not have the ability to develop products, so that the products can be modified according to the times to attract public interest again.

Employee performance is the quantity or quality of individual work results within a company to carry out main tasks and functions that are guided by norms, standard operating procedures, criteria and measurements that have been established in the company Budiasa (2021). Employees are human resources owned by the company as the key to the success of the company/organization and are assets that must be maintained, valued, and developed so that their existence can contribute to the success of the organization. No matter how perfect technology is, without humans, it is impossible to achieve organizational goals. The higher the skills possessed by employees, the more they can help create a high-value company. The results of observations conducted at PT. Faithfull The Brand, there are three factors that influence employee performance: job placement, work experience, and teamwork.

Job placements conducted by companies aim to increase work effectiveness and improve employee performance. Employee placement within each company significantly determines the company's future success. Placing new employees means applying employees to specific work positions. Every agency or company must be able to select and determine competent employees to fill vacant positions so that the main duties of those positions can be carried out according to Tohardi (2020). This is in line with research conducted by Siahaan & Bahri (2019), Iskandar (2020), Nurzaman (2020), Murtiyoko (2021), and Afif et al., (2020) which states that job placement has a positive effect on employee performance.

The placement of the number of employees at PT. Faithfull The Brand from 2019-2020 experienced a decline. The company set the number of employees in 2021 at 150 employees. However, in 2022 until now it has decreased to 111 employees. Based on the results of interviews with staff, the things that caused the number of employee placements to decrease were the lack of match between the work assigned to employees and their expertise and skills, the still high level of transfers or mutations experienced by employees and the large number of employees who come and go or the high rate of employee turnover in the company.

Human capital linguistically, human capital is composed of two basic words: human and capital. Capital is defined as a factor of production used to create goods or services without consuming them during the production process (Ritonga, 2019). Based on this definition of capital, humans in human capital are a form of capital, similar to machines and technology. Humans also have roles and responsibilities in all economic activities, such as consumption, production, and transactions. This is in line with research conducted by Amalia et al. (2022),

Sedarmayanti et al. (2022), Darmawan et al. (2021), Oktaviani et al. (2019), and Frimayasa & Lawu (2020), which found that human capital has a positive and significant effect on employee performance.

Based on interviews conducted by researchers at PT. Faithfull The Brand, the human capital phenomenon occurring among PT. Faithfull The Brand's workforce is actually quite good. The company has placed significant emphasis on the importance of human capital. However, in reality, some recruited employees still have an unbalanced human capital balance between education level, competency, skills, and work experience. Consequently, many employees' performance is still suboptimal in achieving the company's targets.

Teamwork it's a necessity for achieving work success. Teamwork is a driving force that energizes and synergizes the individuals involved. Without good cooperation, brilliant ideas won't emerge. As Arifin (2020) stated, collaboration is the synergy of the strengths of several people in achieving a desired goal. Collaboration unites the power of ideas, leading to success. This aligns with research conducted by Safitri et al. (2021), Dira et al. (2020), Uly et al. (2023), and (Octavia & Budiono, 2021) The research results show that teamwork has a positive and significant effect on employee performance. Meanwhile, research conducted by Alviani & Nuvriasari (2022) showed that teamwork had no significant effect on employee performance.

Based on the results of interviews with the director of PT. Faithfull The Brand, the lack of employee teamwork towards the company is evident from the problems that arise. The main problem felt is the decline in employee performance productivity, this occurs in all areas, resulting in the entire company's progress process being slow so that misunderstandings often occur between one party and another. For example, the production department must check once every 2 hours for finished production results, but this is rarely done, employees sometimes make mistakes, whether the shape, size, color, and others do not match the proper order. Then the effect of these problems becomes a barrier to consumers. Because it must be recycled and produced again according to consumer orders. This happens because employees do not have the ability to work together in a team.

If a company places employees in positions they are not experts in, their performance will be suboptimal, resulting in ineffective and inefficient company goals. Employee performance significantly impacts the achievement of company goals. If employees are able to work according to their expertise, their performance will be optimal, and company goals can be achieved.

## **2. Literature Review**

### **Employee performance**

According to Budiasa (2021), performance refers to the outcomes achieved by employees in fulfilling their duties and responsibilities. It reflects the extent to which employees complete their work within a specified period. Moreover, performance must align with the established rules and standards set by the company.

### **Job Placement**

According to Rahani (2019), job placement refers to the process of assigning an individual to a suitable position based on their skills and qualifications. It ensures that employees are matched with roles that align with their abilities and expertise. Effective job placement contributes to optimal performance and organizational success.

### **Human Capital**

According to Paulus (2022), human capital refers to the work ability of human resources, encompassing their knowledge, skills, and expertise. It also includes their level of commitment to contributing productively within the organization. Overall, human capital plays a crucial role in generating economic value for a company.

### **Teamwork**

According to Simanjuntak (2019), teamwork refers to a collective effort performed by members of a team. It involves collaboration, mutual contribution, and the optimal use of individual abilities. Through effective teamwork, members work together to achieve shared organizational goals.

## Research Hypothesis

### *The Influence of Job Placement on Employee Performance*

Job placements conducted by companies aim to enhance work effectiveness and improve overall employee performance. The proper placement of employees within an organization plays a crucial role in determining its long-term success. According to Hasibuan (2020), employee placement is a continuation of the selection process, where accepted candidates are assigned to positions that match their skills and qualifications, thereby delegating specific responsibilities to them.

Previous studies conducted by Siahaan and Bahri (2019), Iskandar (2020), Nurzaman (2020), Murtiyoko (2021), and Afif et al. (2020) revealed that job placement has a positive influence on employee performance. These findings emphasize the importance of aligning employee competencies with job requirements to achieve optimal organizational outcomes. Based on theoretical perspectives and empirical evidence related to job placement, the following hypothesis was formulated for this study: Job placement has a positive effect on employee performance at PT. Faithfull The Brand

### *The Influence of Human Capital on Employee Performance*

Human capital, linguistically, consists of two fundamental words: human and capital. The term capital refers to a production factor used to create goods or services without being consumed in the production process (Ritonga, 2019). Therefore, human capital can be understood as the collection of knowledge, skills, and abilities possessed by individuals that contribute to productivity and organizational success.

Previous studies by Amalia et al. (2022), Sedarmayanti et al. (2022), Darmawan et al. (2021), Oktaviani et al. (2019), and Frimayasa & Lawu (2020) have demonstrated that human capital has a positive and significant influence on employee performance. These findings highlight the importance of investing in employee development and capacity building to enhance overall organizational outcomes. Based on theoretical perspectives and empirical evidence, the hypothesis proposed in this study is that human capital positively affects employee performance at PT. Faithfull The Brand.

### *The Influence of Teamwork on Employee Performance*

Teamwork is essential for achieving success in the workplace. It acts as a driving force that energizes and creates synergy among individuals involved in a task. Without effective collaboration, even the most brilliant ideas may fail to materialize. As stated by Arifin (2020), collaboration represents the synergistic power of several individuals working together to achieve a common goal.

Previous studies conducted by Safitri et al. (2021), Dira et al. (2020), Uly et al. (2023), and Octavia and Budiono (2021) indicate that teamwork has a positive and significant impact on employee performance. These findings emphasize that effective teamwork contributes to improved productivity, communication, and organizational success. Based on both theoretical foundations and empirical evidence, the hypothesis formulated in this study is as follows: H3: Teamwork has a positive effect on employee performance at PT. Faithfull The Brand.

## 3. Research Method

This research was conducted at PT. Faithfull The Brand, located at Gg. Badung No. 50, Seminyak, Kuta District, Badung Regency, Bali 80361. The reason for conducting this research is due to the phenomenon related to employee performance, job placement, human capital, and teamwork. The general population in this research is all permanent employees of PT. Faithfull The Brand, totaling 111 employees. The determination of the number of samples in this research uses the Solvin formula with an error rate of 5%, so that the level of reasonableness of errors in sampling can still be tolerated in this research. From the calculation results, the number of samples in this research is 87 respondents. The type of data used is primary data with a data collection method using a questionnaire distributed to respondents. This research uses a pilot test instrument experiment, validity, reliability, classical assumptions.

## 4. Results and Discussion

### Instrument Test Results

#### Validity Test

All statement items studied had a Pearson Correlation value  $> 0.30$ , thus all statement items of the variables were valid, so they were suitable to be used as research instruments. The Cronbach's Alpha coefficient value is  $> 0.60$ . Thus, all of these instruments are reliable and suitable for use as research instruments.

**Table 2.** Results of the Multiple Linear Regression Equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11,253	3,584		3,140	0,002
Employee Performance	0,274	0,135	0,207	2,024	0,046
Human Capital	0,400	0,170	0,244	2,345	0,021
Teamwork	0,408	0,169	0,252	2,413	0,018
F Statistic: 4,327					
Sig F: 0,007					
R <sup>2</sup> : 0,714					
Adjusted R Square: 0,704					

Source from processed data (2025)

The multiple linear regression equation is as follows:

$$Y = 11.253 + 0.274 X_1 + 0.400 X_2 + 0.408 X_3 + e$$

The multiple linear regression equation shows the direction of each independent variable towards the dependent variable.

**Table 3.** Multiple Correlation Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11,253	3,584		3,140	0,002
Employee Performance	0,274	0,135	0,207	2,024	0,046
Human Capital	0,400	0,170	0,244	2,345	0,021
Teamwork	0,408	0,169	0,252	2,413	0,018

The t-test results for the effect of job placement (X1) on employee performance (Y) at PT. Faithfull The Brand showed a t-value of 2.024 and a significance level of 0.046, which is less than 0.05. This indicates that job placement has a positive and significant effect on employee performance. Therefore, the first hypothesis (H1) is accepted.

The t-test for the influence of human capital (X2) on employee performance (Y) revealed a t-value of 2.345 with a significance level of 0.021, also below 0.05. These results show that human capital positively and significantly affects employee performance. Consequently, the second hypothesis (H2) is accepted.

The t-test examining the effect of teamwork (X3) on employee performance (Y) produced a t-value of 2.413 and a significance level of 0.018, which is less than 0.05. This demonstrates that teamwork has a positive and significant impact on employee performance. Thus, the third hypothesis (H3) is accepted.

#### The Influence of Job Placement on Employee Performance at PT. Faithfull The Brand

The analysis results show that the regression coefficient value of the influence of job placement on employee performance at PT. Faithfull The Brand is 0.274 and the t-test result is 2.024 with a significance value of  $0.046 < 0.05$ . Based on these values, it can be concluded that job placement has a positive and significant effect on employee performance. This means

that if job placement is appropriate, employee performance will increase as indicated by the placement indicators according to education, placement according to knowledge, placement according to skills, placement according to experience, and placement according to age factors.

Job placement encompasses a set of attitudes and values that guide individuals toward achieving specific goals. It involves assigning employees based on their competencies to match the needs of the organization. This alignment can enhance employee morale and improve overall performance.

Research conducted at PT. Faithfull The Brand indicates that job placement can impact employee performance. Therefore, leaders at PT. Faithfull The Brand can encourage their employees, such as by providing enthusiasm for work and by giving more appreciation to employees who exceed company targets, thereby improving employee performance. The results of this study are supported by research by Iskandar (2020), Murtiyoko (2021), Afif et al. (2020), Nurzaman (2020), and Siahaan & Bahri (2019), which shows that job placement has a positive and significant impact on employee performance.

### **The Influence of Human Capital on Employee Performance at PT. Faithfull The Brand**

The analysis results show that the regression coefficient value of the influence of human capital on employee performance at PT. Faithfull The Brand is 0.400 and the t-test result is 2.345 with a significance value of  $0.021 < 0.05$ . Based on these values, it can be concluded that human capital has a positive and significant effect on employee performance. This means that if human capital increases, employee performance will increase as indicated by indicators of knowledge, expertise, ability, and skill.

Human capital is more than just an activity or a business perspective of a company; it represents the unique knowledge and skills contained within the organization. Companies must recognize this uniqueness because high-quality human resources play a crucial role in organizational activities. Proper management of these resources is essential, as the success of a company heavily depends on individuals who possess knowledge and can keep pace with current and future technological developments.

At PT. Faithfull The Brand, increasing human capital without optimizing the quality of employees can potentially reduce performance. This occurs because rising employee salary costs may not yield the expected benefits if human resources are not effectively managed. Therefore, enhancing both the quantity and quality of human capital is necessary to achieve optimal organizational outcomes.

The findings of this study are supported by research from Sedarmayanti et al. (2022), Darmawan et al. (2021), Amalia & Siagian (2021), Oktaviani et al. (2019), and Frimayasa & Lawu (2020). These studies consistently show that human capital has a positive and significant effect on employee performance. This evidence highlights the critical role of human resources in driving organizational success.

### **The Influence of Teamwork on Employee Performance at PT. Faithfull The Brand**

The analysis results show that the regression coefficient value of the influence of teamwork on employee performance at PT. Faithfull The Brand is 0.408 and the t-test result is 2.413 with a significance value of  $0.018 < 0.05$ . Based on these values, it can be concluded that teamwork has a positive and significant effect on employee performance. This means that if teamwork increases, employee performance will increase as indicated by indicators of shared responsibility, mutual contribution, maximum ability direction, and effective communication.

Teamwork is a form of group work that requires proper organization and management. It involves individuals with diverse skills working together in a coordinated manner. A leader guides the team to ensure effective collaboration and goal achievement.

Teamwork brings positive synergy through coordinated collaboration, which shows that the performance achieved by a team is better than the performance achieved by individuals at PT. Faithfull The Brand. Teamwork must also be carried out more effectively to provide a good contribution to employee performance and work results at PT. Faithfull The Brand. The results of this study are supported by research by Safitri, et al. (2021), Alviani & Nuvriarsari (2022), Dira, et al. (2020), Octavia & Budiono (2021), and Uly, et al. (2023) showing that teamwork has a positive effect on employee performance.

## 6. Conclusions

The study concludes that job placement has a positive and significant impact on employee performance at PT. Faithfull The Brand. When employees are placed in positions that match their skills and expertise, their performance improves, contributing to organizational success. Conversely, placing employees in unsuitable roles can reduce their effectiveness and overall productivity. Proper job placement ensures that employees can maximize their potential and perform optimally.

Human capital also shows a positive and significant effect on employee performance at PT. Faithfull The Brand. Employees with higher levels of knowledge, skills, and competencies are better equipped to handle tasks and achieve organizational goals. Low human capital potential, on the other hand, can limit performance and hinder growth. Enhancing human capital through training and development can therefore improve overall employee effectiveness.

Teamwork similarly has a positive and significant influence on employee performance. Effective collaboration among team members creates synergy, fosters mutual support, and drives collective achievement of goals. Poor teamwork can lead to misunderstandings, decreased productivity, and lower performance levels. Strengthening teamwork through coordination and communication enhances employee output and organizational success.

This study has several limitations that should be considered. First, the factors examined in this research are limited to three variables: job placement, human capital, and teamwork, while many other factors may also influence employee performance. Second, the scope of the study is restricted to employees of PT. Faithfull The Brand, which may limit the generalizability of the findings. Finally, this research uses a cross-sectional approach, meaning that data were collected at a single point in time, making it impossible to observe changes or developments in employee performance over time.

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