



The Impact of Coordination and Sustainable Training on Employee Performance at An Aerospace Manufacturing Company in Bandung City

Mari Maryati , Jodi Saputra,
Nur Syifa

Universitas Komputer Indonesia, Bandung, Indonesia
mari.maryati@email.unikom.ac.id

Abstract. This research is to analyse the effect of co-ordination and sustainable development on employee performance of Aerospace Manufacturing Company in Bandung especially in Warehousing and Material Handling Department. The organisational transitions have resulted in role ambiguity and task overlaps among the employees, which motivates research. This research used quantitative approach with verification method to identify the influence of coordination and sustainability of human resources on the performance of employees. The sample of the study consisted of 54 employees. Data were collected through a saturated sampling method to ensure complete coverage. The data were collected by using structured questionnaires, interviews and direct observations. The data were analysed by using multiple linear regression analysis via SPSS 20. The result showed that coordination has a positive and significant effect on employee performance with t-test value of 7.004. Also continuous training has a positive and significant effect on employee performance with a t-test value of 8.096. At the same time, coordination and continuous training have a positive effect on employee performance, accounting for 75.1% of the total variance of performance. Such coordination is critical to ensure tasks are synchronised and helps to prevent overlapping responsibilities. Continuous training in technical and soft skills directly improves individual competencies. Therefore, coordination plays a vital role in the success of operations. In addition, the concrete and quantifiable development of employees' competences can contribute to the overall productivity of the company and support the business in the digital age.

Keywords: Coordination, Sustainability Training, Employee Performance, Aerospace Manufacturing Company, Bandung City.

1 Introduction

Essentially, every company is oriented towards achieving operational success and maintaining business sustainability amidst the increasingly competitive dynamics of business in the era of globalization. These efforts can only be achieved if the company or organization is able to manage its human resources optimally and effectively. "Human resources are a crucial factor in the effectiveness of a company or organization"

[1]. On the other hand, the development of the aviation industry in Indonesia has driven various technological advances. This demonstrates that the national aviation industry has the potential to compete with developed countries. The presence of aircraft manufacturing companies and domestic airlines also further strengthens the growth and development of this sector. One company that contributes significantly to the aerospace sector is An Aerospace Manufacturing Company in Bandung City, which operates in the aircraft and supporting component manufacturing industry. The company has a significant need for competent and well-managed human resources.

An Aerospace Manufacturing Company in Bandung City must focus on human resource management, especially in the Warehousing and Material Handling Department, to improve employee performance in order to maintain operational sustainability and competitiveness. This department is primarily responsible for the supervision of the storage, arrangement and distribution of materials and components in the production line. Performance is the result of the interaction of people and resources in a certain work environment to achieve a final result based on predetermined quality levels and standards [2]. "The success in achieving a company's goals will be determined by the level of employee performance, because high employee performance is directly proportional to the results in a company's development. "But the poor performance has a negative effect on the development of the company" [3].

Coordination is one of the factors that can influence employee performance. "Coordination is a process of alignment, connection and integration of various shared interests to achieve predefined goals in an effective and efficient manner," say Afdhal et al. (2023:46) [4]. In other words, coordination is an attempt to tie and steer different activities and elements, in order to keep them focused on the realisation of shared goals." In the material management process, which involves the storage, organization, shipping and distribution of raw materials to the production process, it is important to have good coordination between the different units or teams that make up the Warehousing and Material Handling Department. This coordination is necessary to avoid delays in the distribution of materials to the production line, errors in the recording of stock and mismatches between orders and deliveries. But the lack of an integrated coordination system often leads to asynchronous work processes.

Initial observations supported by interviews with staff conducted by researchers in the Warehousing and Material Handling Department at Aerospace Manufacturing Company In Bandung City, initial findings indicate that An Aerospace Manufacturing Company In Bandung City is currently in a transition phase due to changes in its organisational structure. This change process includes changes to the work systems and the division of roles between departments. Many of the employees from other organisational units have been transferred to the Warehousing and Material Handling Department as a result of the organisational changes. Now, they are uncertain about their positions and roles in the new work system due to this transfer.

There are notable research gaps in several previous studies. Research conducted by Huta galung (2020) found that coordination has a positive and significant effect on the performance of employees at PT Welling Tapioka Jaya [5]. However, these results are contrary to the findings of Afrizal & Wahyuni (2023) which state that coordination has no effect on employee performance at PT Synergy First Logistics, Jakarta. In addition,

training has Hasibuan and Aisyah (2023) found that training has the most significant effect on employee performance, training does not directly affect employee performance [6, 7].

Based on the above description of the problem background, the researcher is interested in solving this problem by conducting a study entitled "The Effect of Coordination and Continuous Training on Employee Performance (A Study of the Warehousing and Material Handling Department at an Aircraft Manufacturing Company in Bandung). The result of this research is to describe the current condition of coordination, continuous training, and employee performance in the Warehousing and Material Handling Department of the Aircraft Manufacturing Company in Bandung. In addition, this study aims to analyse the impact and extent of coordination and continuous training on the performance of employees in this department.

2 Literature Review

2.1 Coordination

Coordination is very important for the success of the company. There are many advantages to coordination. The joint effort of many people and many departments working toward the same goal is more effective if it is well coordinated and integrated. Coordination among various units within an organization results in more efficient work processes, better flow of information and reduced duplication of work. Coordination can also help to integrate planning, implementation and evaluation, so the organization can respond to changes in the environment more quickly and accurately.

Setiari (2022:14) defines "Coordination as an effort to harmonise the implementation of activities and tasks within an organization or company" [8]. According to Setiari (2022:24) the indicators of coordination are planning, implementation and activity procedures [8].

2.2 Sustainability Training

Sustainability training is one method for achieving established performance optimization goals. It emphasizes the importance of ongoing employee competency development to enhance both the individual and the organization. According to Susanto et al. (2023), management can also identify weaknesses and determine the appropriate types of training to improve employee performance [9]. Furthermore, Purwati et al. (2025) state that continuous training management plays a vital role in individual performance in the workplace [10]. Gai et al. (2024) explain that continuous training management is a strategic approach in human resource development that emphasizes ongoing learning to elevate employee competency and performance [11].

2.3 Employee Performance

To achieve success, an organization or company must have qualified employees. Qualified employees are those capable of achieving the targets or goals set by the company.

Therefore, implementing an effective performance management system is necessary to ensure optimal employee performance.

According to Robbins in Suyono & Irawan (2023:47) "Performance is a work result achieved by employees based on certain criteria that apply to a job" [12]. The indicators of employee performance according to Robbins in Suyono & Irawan (2023:47) are quality, quantity, timeliness, effectiveness, and independence [12].

3 Methodology

This research employed a quantitative approach with verification methods. The verification method was used to test the validity of the hypothesis regarding the effect of coordination and sustainability training on employee performance through statistical data processing partially and simulant.

The research data were sourced from primary and secondary data. Primary data were collected through questionnaires, interviews, and direct observation of employees in the Warehousing and Material Handling Department of An Aerospace Manufacturing Company In Bandung City. Secondary data were obtained by reviewing various literature, company documents, websites, and other information relevant to the phenomenon under study. This secondary data served to strengthen the primary data and provide a theoretical foundation to support the research findings. The population in this study was 54 employees in the Warehousing and Material Handling Department of An Aerospace Manufacturing Company In Bandung City. Due to the relatively small population, the sampling technique used was saturated sampling, where all members of the population were included in the research sample.

The data analysis techniques in this study utilize multiple linear regression analysis, Pearson Product Moment correlation, coefficient of determination analysis, and hypothesis testing to determine the effect of coordination and sustainability training on employee performance partially and simultaneously. All data obtained were processed using SPSS software version 20 for Windows. Through this analysis, the magnitude of the effect of coordination and sustainability training on improving employee performance in the Warehousing and Material Handling Department of an Aerospace Manufacturing Company in Bandung City can be accurately determined. To illustrate the conceptual relationship between the variables being studied, the research design is presented in Fig 1. below:

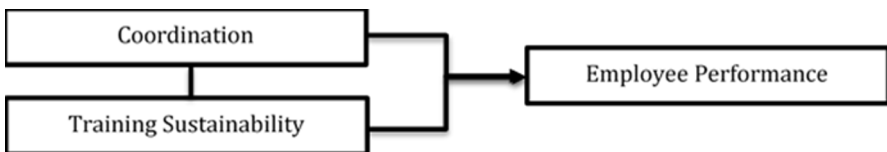


Fig. 1. Research design.

4 Discussion

The discussion in this study is to measure the influence of coordination and sustainable training on employee performance at an Aerospace Manufacturing company in Bandung city. The way to measure this is by using the multiple linear regression method. The following is an explanation and the results of the research.

4.1 Verification Analysis

4.1.1 Validity Test

Validity testing is a trial of research questions with the aim of determining the extent to which respondents understand the questions posed by researcher (Sahir 2021:31) [13]. Validity testing in research is necessary to determine the extent to which the questionnaire used can produce valid data using Spearman correlation analysis. The reference for decision-making in determining the validity of a questionnaire is if the r value is greater than the r table. The r table value in this study was 0.268, so if the r value is greater than 0.268, the questionnaire is declared valid. The estimated r value for each question in the questionnaire for the Employee Coordination, Sustainability Training and Performance variables exceeds the r table value. Thus, all questionnaire items are declared valid.

4.1.2 Reliability Test

The reliability test determines the extent to which the questionnaire can produce consistent answers using a Cronbach's alpha analysis greater than or equal to 0.600. The requirement for a reliability test is $\alpha > 0.600$ (which indicates reliability). The results of the reliability test state that the alpha value of Coordination (X1) is $0.839 > 0.600$, Sustainability Training (X2) is 0.887 and Employee Performance (Y) with an alpha value of $0.847 > 0.600$, which means this measuring instrument is declared reliable.

4.2 Classical Assumption Test

4.2.1 Normality Test

A normality test is done to ensure the distribution of data. Graphical analysis and statistical analysis are two methods used to determine whether the data is residual or not in the normality test of normal distribution.

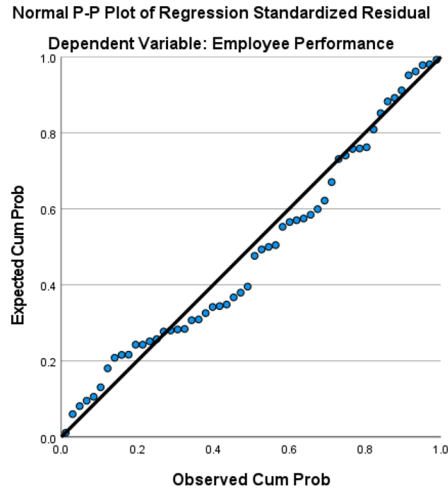


Fig. 2. Graphic probability-plot.

The graph in Fig. 2 shows that the data distribution value with dots indicates that the data comes from a normal distribution. This can be seen in the data spread around a straight line which means that the data is normally distributed.

4.2.2 Multicollinearity Test

The Table 1 shows that the data independent variables are not highly correlated with each other. It can be seen from VIP Value doesn't exceed 10 and tolerance value more than 0,1. then it can be concluded that there is no collinearity.

Table 1. Multicollinearity.

Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Tolerance	Statistics VIF
1 (Constant)	-1.251	3.147		-.397	.693		
Coordination	.739	.105	.506	7.004	<.001	.933	1.072
Sustainability Training	.836	.103	.585	8.096	<.001	.933	1.072

4.3 Heteroskedasticity Test

As can be seen in Fig. 3, the points are spread randomly, not forming a particular pattern (such as wavy, widening then narrowing) above and below the number 0 on the Y axis. If the test results show that there is no heteroscedasticity, then the classical assumptions of regression are met, so that the parameter estimate (regression coefficient) is BLUE (Best Linear Unbiased Estimator).

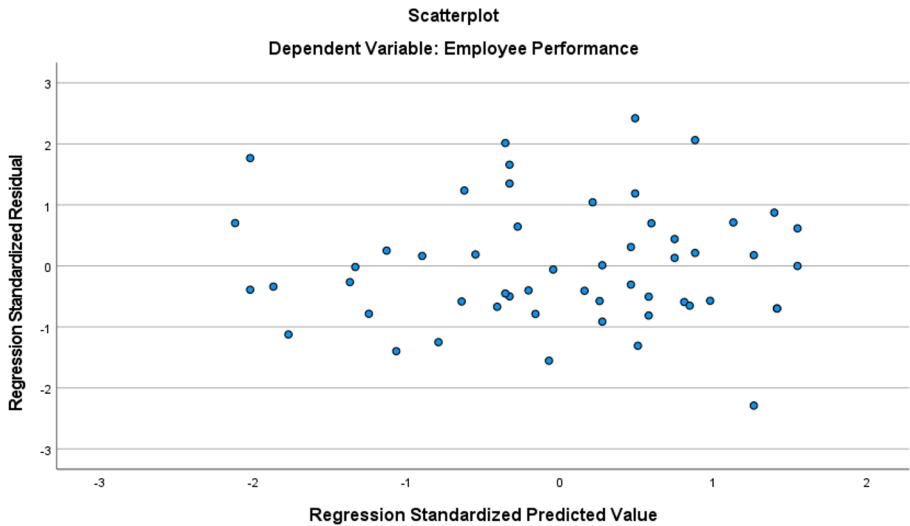


Fig. 3. Scatterplot.

4.4 Multiple Linear Regression Test

Multiple linear regression analysis is one method for determining the effect of Coordination and Sustainability Training on Employee. The following are the results of multiple linear regression analysis. Based on Table 2 of the T-Test Results Output, the constant value (a) is -1.251 and the regression coefficient (b) is 0,739 and 0,836. Thus, the multiple linear regression equation formed is as follows:

$$y = -1.251 + 0,739x_1 + 0,836x_2$$

The constant value of -1.251 indicates that if the Coordination variable (X_1) is zero (0) or does not change, employee performance (Y) is estimated to be -1.251. This means that without any improvement in coordination, employee performance remains at its baseline level. Meanwhile, the coordination regression coefficient value of -1.251 indicates that every one-unit increase in coordination will increase employee performance by 0,739. In other words, the better the coordination between employees, the greater the employee performance will be.

Table 2. Coefficient.

Model	Unstandar- zed B	Coefficie nts Std. Error	Standar- zed Coefficie nts Beta	t	Sig.	Collinear ity Toleranc e	Statisti cs VIF
1 (Constant)	-1.251	3.147		-.39 7	.693		
Coordinati on	.739	.105	.506	7.00 4	<.0 01	.933	1.072
Sustainabi lity Training	.836	.103	.585	8.09 6	<.0 01	.933	1.072

The constant value of -1.251 indicates that if the Sustainability Training variable (X2) is zero (0) or does not change, employee performance (Y) is estimated to be -1.251. This means that without any improvement in sustainability training, employee performance remains at its baseline level. Meanwhile, the sustainability training regression coefficient value of 0,836 indicates that every one-unit increase in sustainability training will decrease employee performance by 0,836. In other words, the more training given to employees, the greater the employee performance.

4.4.1 Correlation Coefficient (R)

A normality test is done to ensure the distribution of data. Graphical analysis and statistical analysis are two methods used to determine whether the data is residual or not in the normality test of normal distribution.

Table 3. Model summary^b.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Wat- son
1	.867 ^a	.751	.742	3.24386	1.661

a. Predictors (Constant) Sustainability Training, Coordination

b. Dependent Variable: Employee Performance

Table 4. Model summary^b.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.134 ^a	.018	-.021	3.72791

a. Predictors: (Constant), Coordination, Sustainability Training

b. Dependent Variable: Employee Performance

Table 4 and Table 5 presented above, which represents the output of data processing using SPSS V20 for Windows, yields a correlation of 0,867, indicating a strong correlation between coordination, sustainability training and employee performance. This positive correlation indicates a unidirectional relationship. Increasing coordination and sustainability training will lead to increased employee performance. Conversely, decreasing coordination will lead to decreased employee performance.

The coefficient of determination value of 0.751 or 75,1%, which means that Coordination influences Employee Performance by 75,1% and the remaining 24.9% is influenced by variables not studied such as Work Motivation, Compensation, Work Ability, Work Discipline, and Work Environment.

4.5 Hypothesis Testing

Table 3 above shows that the t-test value obtained for Coordination is 7.004 with a significance < 0.05 . This value will be compared with the t-table value in the t-distribution table. With $\alpha = 0.05$, $df = n - k - 1 = 54 - 1 - 1 = 52$, the t-table value obtained for the two-tailed test is 1.674. From the values above, it can be seen that the t-test value obtained is 7.004 within the t-table value (-1.674 - 1.674). In accordance with the hypothesis testing criteria that H1 is accepted and H0 is rejected, so it can be concluded that Coordination has a significant influence on Employee Performance. Then t-test value obtained for Sustainability Training is 8.096 with a significance < 0.05 . This value will be compared with the t-table value in the t-distribution table. With $\alpha = 0.05$, $df = n - k - 1 = 54 - 1 - 1 = 52$, the t-table value obtained for the two-tailed test is 1.674. From the values above, it can be seen that the t-test value obtained is 8.096 within the t-table value (-1.674 - 1.674). In accordance with the hypothesis testing criteria that H1 is accepted and H0 is rejected, so it can be concluded that Sustainability Training has a significant influence on Employee Performance.

Table 5. Model summary.

Hypothesis	T Value	T Table	Conclusion
Coordination → Employee Performance	7.004	1.674	H1 – Accepted (significant)
Sustainability Training → Employee Performance	8.096	1.674	H1 – Accepted (significant)

Purwati et al. (2025) research on “Continuous Training Management” strongly supports that sustainability training has significant effect on employee performance [10]. Purwati concludes that effective management of training is one of the factors in employee performance in the digital performance management era [10]. Similarly, Talli & Sulaiman (2025) note that “Continuing Education” in human resource development has a direct correlation with increasing work efficiency and effectiveness in the indus-

trial sector. Sometimes training does not directly significantly affect performance without mediation of “Self-Confidence” [14]. However, they agree that overall training has a positive effect on skills and confidence and ultimately performance. This adds another confirmation of your observation that training is an important tool for keeping employee skills up to date. “Then Coordination has a significant effect on Employee Performance” (Hutagalung, 2020; Bening & Saputro, 2024) [5, 15]. The results obtained are in line with the research of Utama & Nora (2025) who analysed the impact of teamwork (a concrete form of coordination) [16]. They Found Good coordination reduces internal conflicts and task overlaps, and thus makes efficient use of company resources. Wangge & Masman (2024) explained that the effective coordination creates a conducive work environment which enhances the job satisfaction that in turn enhances the performance [17].

Simultaneously, good coordination and continuous training create a synergy that enhances total employee performance. Coordination ensures that the skills acquired from training are applied correctly to organizational tasks without functional overlaps. Susanto et al. (2023) found that the integration between work systems (coordination) and self-development (training) contributes to employee resilience [9]. Gai et al. (2024) argue that for the sustainability of the business in the digital era, well-trained employees working in a well-coordinated system will be more committed for the organization [11]. Well trained (competent) but uncoordinated employees will lead to inefficiencies. However, good coordination without skills (training) will only lead to a neat process with minimal results. Wangge & Masman (2024) explain that the combination of the two is often mediated by job satisfaction. Through training, employees feel valued, and through teamwork (coordination), they feel supported [17]. This integration also makes what Susanto et al. (2023) call Organizational Commitment. When the company gives continuous training and builds a supportive coordination system, then the employees develop a strong emotional bond with the company, which becomes a primary driver for above-average performance [9].

5 Conclusion and Recommendation

Based on the research conducted, the results indicate that Coordination and Sustainability Training significantly affect Employee Performance within the Warehousing and Material Handling Department at the Aircraft Manufacturing Company in Bandung. Therefore, it can be concluded that an increase in Coordination leads to an increase in Employee Performance, and conversely, a decrease in Coordination results in a decline in Employee Performance. Furthermore, the frequency of continuous training is expected to enhance employee performance. Therefore, the researcher suggests the company to set the standard of work procedure, set the division of the task clearly, conduct coordination meeting regularly and monitor the work progress periodically. Focusing on coordination smooths workflows, minimises the potential for errors or miscommunication and better ensures the achievement of employee performance targets. Sustainability training also must be more focused and measurable. But if training is provided in a sustainable way and efficient way it can greatly enhance employee capabilities

which is expected to eventually improve the overall performance of the company. Well scheduled, measurable and certified training programs can help to improve company performance.

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