

Effect Of Work Training, Competency and Job Satisfaction on Employee Productivity: A Case Study Indonesia

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Submission date: 21-Oct-2021 04:14PM (UTC+0700)

Submission ID: 1679941207

File name: 1345.pdf (1.13M)

Word count: 8647

Character count: 48306

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Abstract

This research was conducted to determine the effect of job training, competence, and job satisfaction on work productivity. The object of this research is the employees of hotel 88 Jakarta, branch of Mangga Besar 120. This research was conducted on 50 respondents using quantitative descriptive methods. Therefore, the data analysis used is statistical analysis in the form of multiple linear regression tests. The results of this study indicate that partially. Job training and job satisfaction variables affect work productivity at hotel 88 Jakarta, branch of Mangga Besar 120. This is evidenced from the results of the partial test (t test) which also shows the significant effect of the two independent variables that support the hypothesis.

Keywords

Job Training, Competence, Job Satisfaction, Work Productivity

To cite this article: Utari, W.; Iswoyo, A.; Chamariyah.; Waras.; Mardiana, F.; Rusdiyanto.; and Hidayat, W. (2021) Effect of Work Training, Competency and Job Satisfaction on Employee Productivity: A Case Study Indonesia. *Review of International Geographical Education (RIGEO)*, 11(4), 696-711. doi: 10.48047/rigeo.11.04.63

Submitted: 07-03-2021 • **Revised:** 05-04-2021 • **Accepted:** 03-05-2021

Introduction

The growth of the tourism and hospitality industry globally is on the rise. This is seen not only because tourists are becoming more aware of their preferences and demands, but also because the attractiveness of new destinations is becoming more and more spread out in a world that is becoming more and more interconnected such as: Accor, Swiss-belhotel, Archipelago Internasional, Santika Indonesia, Inter Continental Hotels Group, Tauzia Management, and Waringin Hospitality. Companies that want to survive to operate must have more values that makes them different from other companies. The added value offered will further provide certainty for old potential customers to transact again. The hotel industry is a service industry that combines products and services. The design of buildings, interiors and exteriors of hotel rooms, restaurants, as well as meeting rooms or ballrooms, the atmosphere created in the hotel rooms, restaurants and the food and beverages that are sold along with all existing facilities are examples of products being sold. While the services sold are the hospitality and skills of hotel employees in serving their customers, considering that these factors can influence guests in choosing to stay. One of the factors that influence the success of an organization in achieving its goals is employees. Employees are an important resource that determines the success of an organization. In order for organizational goals to be achieved effectively, effectiveness is needed. Job effectiveness affects job performance. Based on the relationship between work effectiveness and job performance, it will get good performance results. Good performance begins with employee productivity that supports company management. Productivity is also important for other employees because it can support the success of the hotel to earn profits. Productivity is a mental attitude that always tries to be better than yesterday, today and tomorrow must be better. Therefore, skills training is needed for employees so that guests feel even more special so that guests will feel at home coming back again. Technically, the definition of productivity is the ratio between the results output and the overall resources used input.

Some of these problems can be caused by several factors, namely work motivation, work discipline and work ethics, skills, education, industrial relations management, income levels, health, work environment and opportunities for achievement. To increase productivity, companies must pay attention to employee work motivation issues. By providing work motivation to employees will make employees want to work sincerely and achieve the expected productivity because employees are motivated to work harder, work, devote all their abilities, knowledge and skills they have. Research entitled the effect of compensation (Basovich & Arogeti, 2021; Hernández-Sánchez, Poznyak, Chairez, & Andrianova, 2021; Liu et al., 2021; Roshandel, Soleymanzadeh, Ghafarirad, & Sadri Koupaei, 2021; Song, Huang, Cheng, Qiu, & Fan, 2021; D. Wang, 2021), welfare benefits (Chopde & Miri, 2021; Cristino, Lotufo, Delinchant, Wurtz, & Faria Neto, 2021; He & Chen, 2021; Hynes, Chen, Vondolia, Armstrong, & O'Connor, 2021; Mohan et al., 2021; X. Wang & Huang, 2021), education and training, (Bakırlioğlu & McMahon, 2021; Danilova & Voronin, 2021; Li, 2021; D. Liang, 2021; Ravna, 2021; Tița, Popescu, & Bold, 2021) on work productivity at PT. Multi Servisindo Sarana; Semarang branch shows the results that can be concluded that these three variables individually have a significant effect on employee productivity and the effect of all variables on employee productivity Rhardianto (2017).

Rivai and Sagala (2011); Baselli, Contreras, Lillo, Marín, & Carrasco, 2020; Q. Liang, Chen, Wang, & Li, 2020; Mohammed, Khidhir, Nazeer, & Vijayan, 2020; Ndukwe & Daniel, 2020; Ramos-Pérez, Alonso-González, & Núñez-Velázquez, 2021; Reshadi, Torki, & Mohammadi, 2020; Rodrigues et al., 2020; Tasleem & Tahir, 2020; Xia, Qu, Yin, & Zhang, 2020) suggest that training is an activity to improve current and future performance. This is in line with Dessler's (2015); (Amin & Apfel, 2020; Hao, Tang, Li, & Zhao, 2020; Maiolo et al., 2020; Mu et al., 2020; Shi, Yin, Wang, & Sun, 2020; H. Wang et al., 2020; Wen et al., 2020; Yang et al., 2020) opinion that training is the process of teaching new or existing employees the basic skills they need to carry out their jobs. Training is an effort to improve the quality of human resources in the world of work. Employees, whether new or already working, need to attend training. Meanwhile, job satisfaction is one of the goals of human resource management in a company in order to create job satisfaction for its employees. High employee job satisfaction tends to increase employee work productivity which will also have a positive impact on the achievement of company goals. Several experts put forward a definition of job satisfaction, including: Job satisfaction is an evaluation that describes a person who feels happy or unhappy, satisfied or dissatisfied at work, Rivai (2011), (Davis, Leach, & Clegg, 2020;

Eschleman, Bowling, & Zelazny, 2020; Glanternik et al., 2020; Jaynes, 2020; Jing & Fang, 2020; Moore, Durst, Ritter, Nobrega, & Barkema, 2020; O'Shea & Fischer-Carlidge, 2020; Thatcher, Adamson, Bloch, & Kalantzis, 2020). Job satisfaction is closely related to the attitude of employees towards their own work, work situation, cooperation between leaders and fellow employees (Sutrisno, 2010); Ali, Badri, Noordin, & Omar, 2019; Hirschi, Jaensch, & Herrmann, 2017; Jiang et al., 2017; Le, 2017; Organ, 2018; Roen et al., 2018; Shabbir et al., 2019; Scanlan et al., 2018; Umrani, Afsar, Khan, & Ahmed, 2019; Yu et al., 2018). From some of the above definitions, it can be concluded that employee job satisfaction is an important issue that is considered in relation to employee work productivity and dissatisfaction is often associated with a high level of worker demands and complaints. Workers with high levels of dissatisfaction are more likely to engage in sabotage and passive aggression. Therefore Hotel 88 is one of the hotels under the Waringin Hospitality which cannot be separated from the problem of employee job satisfaction which results in work productivity. Measurement of Hotel 88 work productivity can be seen from the number of occupancy (use of hotel rooms by visitors), the more hotel guests who stay, the greater the value of Hotel 88 occupancy and the other way. Based on the information that researchers got from Hotel 88 management, that in the last three years there has been a decrease in work productivity, this can be seen from the occupancy data that occurred from 2014 to 2016. The definition of Hotel Occupancy according to experts is the number of rooms sold compared to the number of rooms that can be sold. The definition of the Occupancy ratio is a measure of the success of a hotel in selling its main product, namely rooms. Night audits usually collect data from room divisions and calculate occupancy ratios, while the Front Office Manager analyzes this information to identify trends (something that is currently happening), patterns (guest patterns) or problems.).

Research Methodology

The research method used is quantitative research methods with a causal research design, namely to determine the relationship between work motivation variables and work productivity. According to Sugiyono (2013); Juanamasta et al., 2019; Rusdiyanto, Agustia, Soetedjo, & Septiarini, 2020; Rusdiyanto, Hidayat, et al., 2020). causal is a causal relationship where the independent variable affects the dependent variable. Thus the data collected by researchers through data collection techniques in this study were to conduct observations and surveys directly on the research object, namely employees of PT Hero Supermarket Plc, Guardian Division Branch of Regional South Jakarta 2. Population and samples, according to Sugiyono (2014); (Dávila-Ortiz De Montellano, Yescas-Gómez, & Alonso-Vilatela Ma, 2011; Filip & Zagórski, 2004; Freeman, 2006; González-Ruiz, Correa-Bautista, & Ramírez-Vélez, 2015; Gortani, 2011; Momenah & Tayeb, 2007; Pellegrino, Noce, Palermo, Musacchio, & Grünanger, 2003; Prandoni et al., 2007) states that population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then draw conclusions. The population in this study were all employees who worked at hotel 88, amounting to 50 people. Furthermore, the research sample, according to Sugiyono (2014), the sample is part of the number and characteristics of the population. Determination of the sample using saturated sampling. Sugiyono (2014) argues that the saturated sampling technique is a sampling technique when all members of the population are used as samples. The samples used were 50 employees of Hotel 88 Mangga Besar 120.

The data collection techniques used by the authors in this study are: 1). Distribution of Questionnaires. According to Sugiyono (2013: 142), questionnaires are a data collection technique which is done by giving a set of questions or written statements to respondents to answer. 2). Interview technique, interview technique is data collection which is done by asking directly to informants regarding the data needed. According to Joko Subagyo (2011: 39) interview is an activity carried out to obtain information directly by expressing questions to the respondents. Interview means face to face between the interviewer (s) and the respondent, and the activities are carried out orally"

Data analysis methods used are: 1). Descriptive Statistical Test, 2) Data Quality Test which consists of a) validity test and b) reliability test, 3). The Classical Assumption Test consists of a) normality test, b) multicollinearity test and c) heteroscedasticity test. 4). Multiple Regression Analysis Method 5). Hypothesis testing which includes a) Test of the coefficient of determination (R^2) b) Simultaneous significance test (f test) c) Partial significance test (t test).

Research Result

Respondent Characteristics

The research sample was ² employees of Hotel 88 Jakarta branch of Mangga Besar Raya No. 120, Sawah Besar, Central Jakarta, totaling 50 people. As a preliminary analysis, a review of the respondent's identity data will be conducted first. Presentation of data regarding the characteristics of the respondents is presented as follows:

Description of Respondents by Gender

Based on the research results, it is obtained a description of the gender of the respondents which can be seen in table 4.1 as follows:

Table 4.1
Characteristics of Respondents by Gender

Gender	Frequency	Percent (%)	Valid Precent	Cumulative Precent
Male	33	66.0	66.0	66.0
Female	17	34.0	34.0	100.0
Total	50	100.0	100.0	

Based on table 4.1 above, it can be seen that the number of male respondents are 33 people or 66.0% and female respondents are 17 people or 34.0%. Thus it can be concluded that in this study most of the respondents at Hotel 88 Jakarta Mangga Besar 120 are male.

Description of Respondents by Age

Based on the results of the study, a description of the age of the respondents was obtained which can be seen in table 4.2 as follows:

Table 4.2.
Characteristics of Respondents by Age

Usia	Frequency	Percent (%)	Valid Precent	Cumulative Precent
17 - 24 years	10	20.0	20.0	20.0
25 - 29 years	19	38.0	38.0	58.0
30-34 years	18	36.0	36.0	94.0
> 35 years	3	6.0	6.0	100.0
Total	50	100.0	100.0	

Based on table 4.2, it can be seen that the number of respondents who filled out this questionnaire. Respondents aged 17-24 were 10 people or 20%, aged 25-29 were 19 people or 38.0%, aged 30-34 were 18 people or 36.0% and ages > 35 were 3 or 6 %. Thus it can be concluded that in this study most of the respondents at Hotel 88 Jakarta Mangga Besar 120 were 25-29 years old.

Results of Descriptive Statistics Test

Descriptive statistics are statistics that are used to analyze data that has been collected as a result of it or without the intention of making generally accepted conclusions.

Results of Data Quality Test

Results of the Validity Test

The results of calculations that have been carried out for the variable indicators of Job Training, Competence and Job Satisfaction are greater than 0.278 so it can be concluded that the variable indicator for Job Performance Assessment is said to be valid. The results of the reliability test carried out with the SPSS program found that the Cronbach's Alpha coefficient for the Job Training Variable was greater than 0.6, namely 0.648, the Competency Variable was greater than 0.6, namely 0.784, the Job Satisfaction Variable was greater than 0.6, which was equal to 0.888, and the Work Productivity Variable is greater than 0.6 which is equal to 0.852. Thus it can be concluded that the four variables are reliable.

Results of the Classical Assumption Test

Normality test

The normality test aims to test whether in the regression model, the independent variable has a normal distribution or not

Table 4.3
Results of Normality Test

		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	32.5800000
Most Extreme Differences	Std. Deviation	2.95083017
	Absolute	.081
	Positive	.063
	Negative	-.081
Test Statistic		.081
Asymp. Sig. (2-tailed)		.200 ^{c,d}

One-Sample Kolmogorov Smirnov Test

Based on the results of data processing on SPSS in table 4.15 above, it can be seen that all X1 (Job Training), X2 (Competency), X3 (Job Satisfaction), and Y (Work Productivity) variables have Asymp values. Sig. (2-tailed) of 0.200 greater than 0.05, it can be concluded that the data is normally distributed.

Multicollinearity Test

Based on table 4:16 above, it shows that the effect of tolerance of each independent variable, namely Job Training (X1) is 0.653, Competence (X2) is 0.641 and Job Satisfaction (X3) is 0.750. From the results of the variance inflation factor (VIF) output, it is known that each independent variable, namely Job Training (X1) is 1.531, Competence (X2) is 1.560, and Job Satisfaction (X3) is 1.333. Thus, the three independent variables have a tolerance value ≥ 0.10 and a VIF value ≤ 10 so it can be concluded that there is no multicollinearity between the independent variables.

Table 4.4
Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Job Training Competence	.653	1.531
Job satisfaction	.641	1.560
	.750	1.333

Result of Heteroscedasticity Test

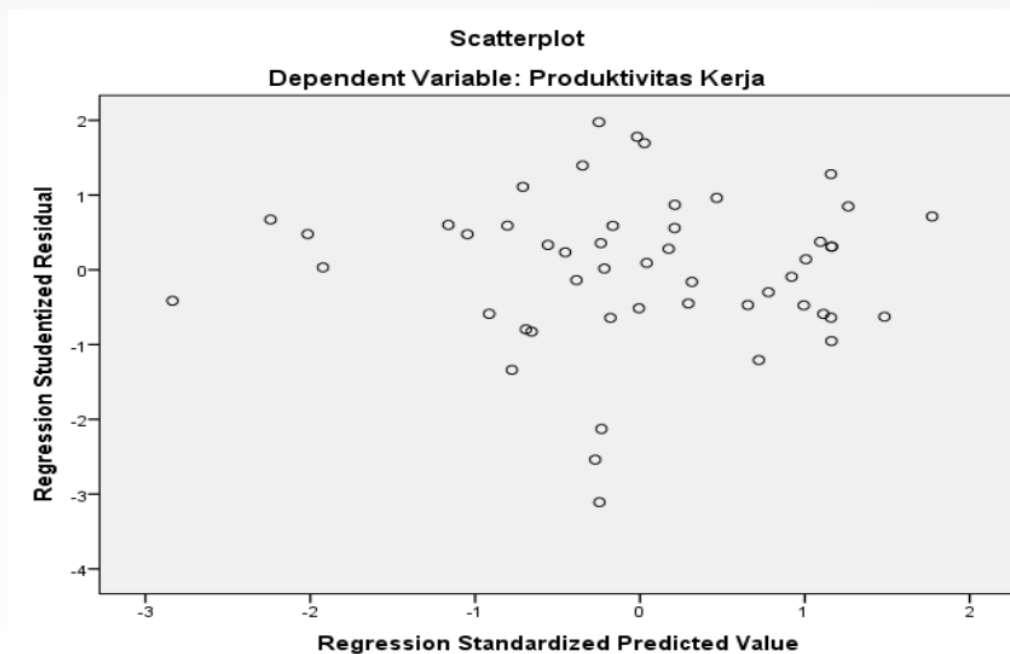


Figure 4.1 Results of the Heteroscedasticity Test

From the scatterplot graphic image above, it appears that the dots spread out randomly and do not form a certain pattern and are spread either above or below the 0 (zero) number on the Y axis. Thus, it can be concluded that heteroscedasticity does not occur. if there is a certain pattern such as the existing dots forming a certain regular pattern (wavy, widening then narrowing), and if there is no clear pattern and dots that spread above and below the zero on the Y axis, then there is no heteroscedasticity.

Results of Multiple Linear Regression Test

formulation of multiple linear regression equations for the independent variables (Job Training, Competence, Job Satisfaction) on the dependent variable (Work Productivity) as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 10,411 + 0,352 X_1 - 0,054 X_2 + 0,553 X_3 + e$$

The regression equation has the following meanings:

Table 4.5
Results of Multiple Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	10.411	4.934		2.110	.040
	Job Training	.352	.161	.291	2.181	.034
	Competence	-.054	.223	-.033	-.244	.809
	Job satisfaction	.553	.132	.522	4.188	.000

a. Dependent Variable: Work Productivity

Based on the results of data processing using SPSS in table 4:14 above, it can be obtained the regression coefficient (X1) has a t value of 2.18. The results show that the job training variable has a positive effect on the work productivity of the employees of Hotel 88 Jakarta, branch of Mangga Besar 120, in other words if the job training variable is increased by one unit, the work productivity of the employees will increase by 2,181. From these results it can be concluded that job training that is properly implemented will increase employee productivity. The regression coefficient (X2) has a t value of -0.244. The results show that the competency variable has a negative effect on the work productivity of employees at Hotel 88 Jakarta, branch of Mangga Besar 120, in other words, if the competency variable is increased by one unit, the employee work productivity will decrease by 0.244. From these results it can be concluded that the competencies possessed by employees are not in accordance with the competencies needed by the organization. The regression coefficient (X3) has a t value of 4.188. The results show that the job satisfaction variable has a positive effect on the work productivity of the employees of Hotel 88 Jakarta, branch of Mangga Besar 120, in other words, if the job satisfaction variable is increased by one unit, the work productivity of the employees will increase by 4,188. From these results it can be concluded that job satisfaction fulfilled will increase employee productivity.

Model Accuracy Test

Determination Coefficient Test (R^2)

The coefficient of determination is used to find out how much the independent variables have an influence on the dependent variable. The coefficient of determination used adjusted R square which can be seen in the following table:

Table 4.6
Results of the determination coefficient test (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Waston
1	.681 ^a	.464	.429	3.275	2.240

- a. Predictors : (Constant), Job Satisfaction, Competence, Job Training.
b. Dependent Variable: Work productivity

Based on table 4.17, it is known that the coefficient of determination (adjusted R^2) is 0.429, which means 42.9%, which means that the contribution of Work Productivity can be explained by the three independent variables, namely Job Training, Competence, and Job Satisfaction. So the remaining 57.1% is explained by other variables not examined in this study.

Simultaneous Significance Test (F test)

The F statistical test shows whether the independent variables referred to in the model have a joint influence on the dependent variable. The results of the F statistical test can be seen in the following

4:18 table:

Table 4.7

4

Results of Model Accuracy Test (Statistical Test F) ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	426.663	3	142.221	13.256	.000 ^b
	Residual	493.517	46	10.729		
	Total	920.180	49			

a. Dependent Variable: Work productivity

b. Predictors: (Constant), Job Satisfaction, Competence, Job Training

1

Based on Table 4.18, it can be seen that the probability value sig 0.000 means that the probability value is smaller than 0.05, so the model is accepted, thus it can be concluded that Job Training, Competence, and Job Satisfaction together have an effect on Work Productivity.

Test of Significance of Individual Parameters (T test)

4

The t statistical test basically shows how far the influence of one explanatory or independent variable individually in explaining the variation in the dependent variable. Decision making can be done by looking at probability. If the probability or significance > 0.05 then Ho is accepted and Ha is rejected and if the probability or significance < 0.05 then Ho is rejected and Ha is accepted.

Table 4.8

Results of Partial Significance Accuracy Test (T test) Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	10.411	4.934			2.110	.040
Job Training	.352	.161	.291		2.181	.034
Competence	-.054	.223	-.033		-.244	.809
Job satisfaction	.553	.132	.522		4.118	.000

Dependent Variable: Work productivity

1

From the table above, the following conclusions can be concluded:

1

Hypothesis Test of Job Training on Work Productivity

Based on table 4:19, the probability of sig of Job Training is 0.034 smaller than 0.05, so that Ho is rejected and Ha is accepted, it can be stated that partially Job Training (X1) has a significant effect on Work Productivity (Y).

b. Competency Hypothesis Test on Work Productivity

Based on table 4:19 the probability of sig Competence is 0.809 greater than 0.05, so that Ho is accepted and Ha is rejected, it can be stated partially Competence (X2) has no significant and negative effect on Work Productivity (Y).

c. Hypothesis Test of the Effect of Job Satisfaction on Work Productivity

Based on table 4:19, the probability of job satisfaction is 0,000 smaller than 0.05, so that H_0 is rejected and H_a is accepted, it can be stated partially Job Satisfaction (X_3) has a significant effect on Work Productivity (Y).

Discussion

The Effect of Job Training on Work Productivity

Based on the results of the t test calculation shows that training has an influence on work productivity at Hotel 88 Jakarta Mangga Besar 120. This is because the company is still lacking in job training so as to increase the skills and knowledge of employees are lacking. This finding is supported by the theory of Hasibuan (2014) which states that the implementation of training programs shapes and improves the skills and knowledge of employees, so it is hoped that the more frequent training programs are implemented, the higher the level of productivity. The results of this study are in line with Sudarjat's research (2015) and Budiarta, et al (2015) where job training has a positive and significant effect on work productivity. The results of this study also corroborate the research conducted by Karima et al. (2017) entitled The Effect of Service Period, Training and Motivation on Employee Productivity at PT. The main branch of Bank Sulselbar Makassar, the results of the study concluded that training had a positive and significant effect on the work productivity of employees.

The Effect of Competence on Work Productivity

Based on the results of the t-test calculation, it shows that competence has no effect on work productivity at Hotel 88 Jakarta Mangga Besar 120. This is because the competencies possessed by employees are good enough, but the company wants to further improve competencies in the hospitality sector owned by employees to increase work productivity of hotel employees. 88 Jakarta Mangga Besar 120, according to Simanjuntak, who states that individual performance is influenced by competency factors, the higher the employee's competence, the higher the performance he achieves (Parukawa, 2014). Sujana (2012) menyatakan semakin tinggi kompetensi yang dimiliki oleh pegawai dan sesuai dengan tuntutan pekerjaan maka kinerja pegawai akan semakin meningkat karena pegawai yang kompeten biasanya memiliki kemampuan dan kemauan yang cepat untuk mengatasi permasalahan kerja yang dihadapi, melakukan pekerjaan dengan tenang dan penuh dengan rasa percaya diri, memandang pekerjaan sebagai suatu kewajiban yang harus dilakukan secara ikhlas, dan secara terbuka meningkatkan kualitas diri melalui proses pembelajaran. The results of this study are not in line with research by Siswandy et al. (2017) that competence has a negative and significant effect on employee work productivity and is also not in line with Abubakar's research (2018) that competence has a positive and significant effect on employee productivity.

The Effect of Job Satisfaction on Work Productivity

Based on the results of the t test calculation, it shows that job satisfaction has an influence on work productivity at Hotel 88 Jakarta Mangga Besar 120. This is because the company has not fulfilled employee job satisfaction due to the absence of promotion, so that employees who have worked for a long time feel bored with lower positions. and causes a decrease in Work Productivity. According to M. Said et al. (2017) fulfilled job satisfaction will lead to an increase in employee work productivity which will also have a positive impact on the achievement of company goals. Robbins and Judge (2011) defines job satisfaction as a positive feeling at a job, which is the impact / evaluation result of various aspects of the job. Job satisfaction is an assessment and attitude of a person or employee towards their job and is related to the work environment, type of work, relationships between coworkers, and social relations in the workplace. In simple terms, job satisfaction can be concluded as what makes someone enjoy the job they do because they feel happy doing their job. This research is in line with Adiwinata, et al. (2014), M Said, et al (2017), Sriyono and Lestari (2013) that job satisfaction has a positive and significant effect on work productivity. The results of this study also strengthen the research conducted by Osiani (2015) entitled Competence and Job Satisfaction on Employee Productivity at PT. Angkasa Pura II, Husein Sastranegara Airport, Bandung, the results of the study concluded that job satisfaction has a positive and significant effect on employee work productivity.

Conclusion

1 Based on the results of research and discussion in the previous chapter regarding the effect of Job Training, Competence, and Job Satisfaction on Work Productivity at Hotel 88 Magga Besar 120, the conclusions in this study are as follows: Job Training affects Work Productivity and Job Satisfaction has an effect on Work Productivity while Competence has no effect on Work Productivity.

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