

# Effect Of Job Training, Competency And Job Satisfaction Employee Productivity: A Case Study Indonesia

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## Effect Of Job Training, Competency And Job Satisfaction Employee Productivity: A Case Study Indonesia

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### 3 ABSTRACT

This research <sup>46</sup>s been carried out to determine the impact of job training, the competence of employees, and job satisfaction on job satisfaction of work productivity. The employees of Hotel 88 Jakarta, Mangga Besar branch 120 Besar 120, are the subject of this research. The research was conducted by quantitative <sup>1</sup> descriptive method on 50 respondents. The statistical analysis takes the form of data analysis in the form of various linear regression tests. This study showed that work productivity at Hotel 88 Jakarta in Mangga Besar 120 was partly influenced by job training and job satisfaction indicated by partial test results (t-tests) that showed a significant influence of the two independent variables used in supporting the hypothesis.

**Keywords:** Job training, competency of employees, job satisfaction, work productivity

### 1. 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

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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 combines services and products the services industry. Examples of products are designed to be sold, hotel rooms, interior, exterior, restaurants, conference facilities, or ballrooms, created an atmosphere in hotel rooms, restaurants, and sold food and beverages and all existing facilities. While the service providers sold are hospitality and hospitality and hotel employees' skills to serve their customers, these can affect guests' choice of residence. Employees are one of the factors influencing the success of an organization. An important resource determining an organization's success is its employees. Efficiency is needed to achieve organizational goals effectively. The efficiency of work affects the performance of jobs. It achieves good performance results concerning the relation between work efficiency and performance. 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. The definition of productivity is technically the ratio between the results and the total resources used for input.

Some of the problems may be caused by several factors: motivation to work, work ethics and discipline, skills, education, management of industrial relations, income, health, employment, and performance opportunities. 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, (Bakırhoğlu & 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 impact 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; Mohmmmed, 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. Dessler's (2015); (Amin & Apfel, 2020; Wen et al., 2020; Hao, Tang, Li, & Zhao, 2020; Wang et al., 2020; Maiolo et al., 2020; Mu et al., 2020; Shi, Yin, Wang, & Sun, 2020; H. Yang et al., 2020) believe that the process of training provides new and existing employees with the basic skills to fulfill their tasks. This is a matter for which Dessler's work must be done. Training is aimed at improving human resources quality in the workplace. Training is required for employees, whether new or already active.

Meanwhile, job satisfaction is one of the goals of human resource management in a company to create job satisfaction. High employee job satisfaction tends to increase employee work productivity, which will also positively impact 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 employees' attitudes towards their own work, work situation, and 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; Scanlan et al., 2018; Umrani, Afsar, Khan, & Ahmed, 2019; Yu et al., 2018).

Some of the definitions mentioned above can conclude that employee satisfaction is an important issue, and satisfaction is often related to high employee demands and complaints. Sabotage and passive aggression are more often experienced among workers who suffer high levels of dissatisfaction.

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 compared to the number of rooms filled to the number of rooms that can be sold. The definition of the Occupancy ratio is a <sup>3</sup> measure of the success of a hotel in selling its main product, namely rooms. Night audits generally gather room data and calculate occupancy ratios while Front Office management analyzes this information to identify trends, patterns (guest patterns), or problems (everything that is currently happening).

## <sup>2</sup> 2. RESEARCH METHODOLOGY

The research method used is quantitative <sup>45</sup> research methods with a causal research design, namely to determine a relationship between variables of work motivation 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); <sup>45</sup> (Dávila-Ortiz De Montellano, Yescas-Gómez, & Alonso-Vilatela Ma, 2011; Filip & Zagórski, 2004; Freeman, 2006; González-Ruíz, Correa-Bautista, & Ramírez-Vélez, 2015; Gortani, 2011; Momenah & Tayeb, 2007; Pellegrino, Noce, Palermo, Musacchio, & Grünanger, 2003; Prandoni et al., 2007) State that population is a widespread area of subjects or objects with certain characteristics and qualities to be explored by researchers with then

draw conclusions. The population are all employees who worked at hotel 88, amounting to 50 people. In addition, Sugiyono (2014) shows that the sample is part of the population number and features. Determination of the sample using saturated sampling. Sugiyono (2014) argues that the sampling saturated technique is sampling technology when samples are used by all the members of a population. The samples used were 50 employees of Hotel 88 Mangga Besar 120.

The techniques used by the authors in the study for data collection are: 1) Questionnaires distribution. Sugiyono (2013: 142) states that questionnaires represent a technique for collecting data that is carried out by providing respondents with a set of questions or written statements. 2). The interview technology is the collection of data, which is done by asking informants directly about the necessary data. The interview is an activity undertaken to obtain information directly by putting questions to the respondents, according to Joko Subagyo (2011: 39). An interview means face to face, and activities take place orally between the interviewer(s) and the respondent."

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).

### 3. RESEARCH RESULT

#### 3.1 Respondent Characteristics

The research sample was 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:

##### 3.1.1 Description of Respondents by Gender

The research results, it is obtained a description of the gender of the respondents, showed in the table below:

**Table 4.1 Gender Response Characteristics**

| 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         |                    |

Table 4.1 showed 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.

### 3.1.2 Description of Respondents by Age

The results of the research, a description of the age of the respondents was obtained which can be shown in table 4.2 as follows:

**Table 4.2 Age Respondent Characteristics**

| Age           | 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         |                    |

Table 4.1 showed 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.

### 3.2 Results of Descriptive Statistics Test

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

### 3.3 Results of Data Quality Test

#### 3.3.1 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. Results test of the reliability 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

### 3.4 Results of the Classical Assumption Test

#### 3.4.1 Normality test

The normality test is to check whether or not the standard distribution of the independent variable is in the regression model.

**Table 4.3 The Results of Normality Test  
One-Sample Kolmogorov Smirnov Test**

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

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.

#### 3.4.2 Multicollinearity Test

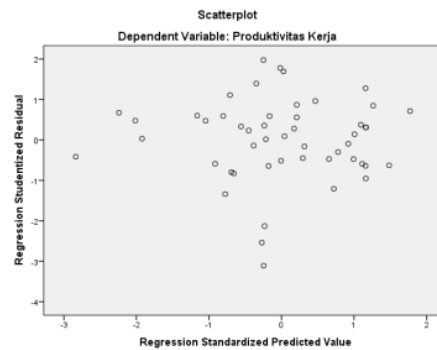
**Table 4.4 Multicollinearity Test**

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



Table 4:4 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, three separate variables have a tolerance value of 0.10 and a VIF value of 10, so the independent variables are concluded that they have no multicollinearity.

### 3.4.3 Result of Heteroscedasticity Test



**Figure 4.1 Results of the Heteroscedasticity Test**

From the above dispersion graph image, there seems to be a dispersion of the dots, not forming a certain patch, and either above or below the 0 number (zero) on the Y axis. Heteroscedasticity cannot therefore be concluded. There is no heteroscedasticity when there are certain patterns such as those in the existing dots forming certain regular patterns (wavy, enlarging, then narrowing), and where there are neither clear patterns nor dots spreading above and below the Y axis zero.

### 3.4.4 Results of Multiple Linear Regression Test

**Table 4.5 Results of Multiple Linear Regression Test**

| Coefficients <sup>a</sup> |                             |            |                           |       |      |
|---------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model                     | Unstandardized Coefficients |            | Standardized Coefficients |       | Sig. |
|                           | B                           | Std. Error | Beta                      | T     |      |
| 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 4:5 above, it can be obtained the 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:

The regression coefficient (X1) has a t value of 2.181. The results show that the variabel of job training has a positive impact on the work productivity of the employee's at Hotel 88 Jakarta, branch of Mangga Besar 120, that is to say, if the variable on the job training is increased by one value, work productivity shall 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 the employee's at Hotel 88 Jakarta, branch of Mangga Besar 120, that is to say, if the variable competency is increased by one value, work productivity shall 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 variable job satisfaction has a positive impact on the work productivity of the employees of Hotel 88 Jakarta, branch of Mangga Besar 120, that is to say, if the variable job satisfaction is increased by one value, the work productivity will increase by 4,188. From these results it can be concluded that job satisfaction fulfilled will increase employee productivity.

### 3.5 Model Accuracy Test

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

The coefficient of determination used to find how much the independent variables influence on the dependent variable. The coefficient of determination used adjusted R square showed in the table below:

**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 <sup>a</sup> | .464     | .429              | 3.275                      | 2.240         |

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

Table 4.6 show that the determination coefficient ( $R^2$  adjusted) is 0.429, which means 42.9%, which means that the contribution of Work Productivity can explain by the three independent variables, namely Job Training, Competence, and Job Satisfaction. Therefore, other variables not discussed in this study explain the remaining 57.1%.

#### 3.5.2 Simultan Significance Test (F test)

The F statistical test demonstrates the independent variables mentioned in the model influence the dependent variable jointly. The results of the F statistical test showed in the table below:

**Table 4.7 Results of Model Accuracy Test (Statistical Test F) ANOVA<sup>a</sup>**

| Model      | Sum of Squares | Df | Mean Square | F      | Sig.              |
|------------|----------------|----|-------------|--------|-------------------|
| Regression | 426.663        | 3  | 142.221     | 13.256 | .000 <sup>b</sup> |
| Residual   | 493.517        | 46 | 10.729      |        |                   |
| Total      | 920.180        | 49 |             |        |                   |

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

Based on Table 4.7, it can be seen that the probability sig value 0.000 means that value of the probability 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.

### 3.5.3 Test of Significance of Individual Parameters (T test)

The statistical test basically shows how far the variation in the dependent variable is individually explained by the influence with one explanatory or independent variable. Decision can be made with the probability to be considered. If the significance probability  $> 0.05$ ,  $H_a$  is disallowed and  $H_o$  is accepted, and the significance probability  $< 0.05$ ,  $H_a$  is accepted and  $H_o$  is disallowed.

**Table 4.8 Results of Partial Significance Accuracy Test (T test) Coefficients<sup>a</sup>**

| 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

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

a. Hypothesis Test of Job Training on Work Productivity

The probability of signing Job Trainings is 0.034 less than 0.05, based on table 4:19, which means that  $H_o$  is denied and  $H_a$  is accepted, and 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  $H_a$  is rejected and  $H_o$  is accepted, and it can be stated that 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  $H_a$  is accepted and  $H_o$  is rejected, and it can be stated that partially Job Satisfaction (X3) has a significant effect on Work Productivity (Y).

## 4. DISCUSSION

### 4.1 The Effect of Job Training on Work Productivity

Based on the results of the t test calculation shows job 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 <sup>34</sup> 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 research results are in line with Sudarjat's research (2015) and Budiarta, et al (2015) where job training has a positive significant impact <sup>25</sup> on work productivity. The results also corroborate the research conducted by Karima et al. (2017) <sup>21</sup> entitled The Effect of Service Period, Training and Motivation <sup>20</sup> 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.

#### 4.2 The Effect of Competence on Work Productivity

Results of t-test calculation show that competency in the Hotel 88 Jakarta Mangga Besar 120 has no effect on work productivity. 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) said that higher employee-owned competence and job demands would increase employee performance, as skilled employees are usually able and willing to overcome the problems quickly, to function calmly and with confidence, to view work as a genuine duty and openly improve self- quality through learning.

The results of this study are not <sup>14</sup> 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 <sup>4</sup> has a positive and significant effect on employee productivity.

#### 4.3 The Effect of Job Satisfaction on Work Productivity

The results of t-test calculation show that job satisfaction in the Hotel 88 Jakarta Mangga Besar 120 has an influence on work productivity. This is because the company has not fulfilled employee job satisfaction due to the absence of promotion, So that employees with lower positions that worked over a long time feel bored 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. In Robbins and Judge (2011), the work satisfaction is defined as a positive feeling at work which represents the impact of several aspects of the job. Employment satisfaction is a person or employee's appraisal and attitude in relation to their employment and is related to the workplace, the type of job, coworker relations, and social relationships. In simple terms, satisfaction with work can be achieved because someone is pleased to do their job. In short, satisfaction with work can be achieved.

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. Osiani's (2015) research on the competency and satisfaction in employee productivity at PT is further enhanced with the findings of this survey. The results of the research concluded that satisfaction at employment have a positive impact in the productivity of employees at Hussein Sastranegara Airport, Bandung .

## 2 5. CONCLUSION

The results of this research and the discussion regarding the effect of Competence, Job Satisfaction, and Job Training on Work Productivity on Hotel 88 Mangga 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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