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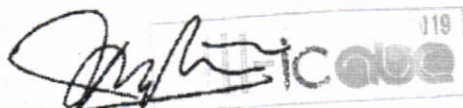
The effect of training, work environment and work satisfaction
on employee performance in Grand Keisha Hotel by Horison
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THE EFFECT OF TRAINING, WORK ENVIRONMENT AND WORK SATISFACTION ON EMPLOYEE PERFORMANCE IN GRAND KEISHA HOTEL BY HORISON YOGYAKARTA

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ABSTRACT

Human resource has played many important roles in achieving performance in the companies. In its journey requires efforts to improve human resource capabilities through training to produce better achievements. This research conducted at Grand Keisha Hotel Yogyakarta with this research object is training, work environment, job satisfaction and employee performance. The questionnaire used as an instrument in this study consisting of several statement items which presented 4 variables. Training variable consisted of 4 indicators of 13 items, work environment variable represented by 2 indicators with 8 items, job satisfaction variable consisted of 4 indicators with 12 items approved and performance variable consisted of 5 indicators with 11 items. The population as well as the sample of this study were 98 of 113 employees of Grand Keisha Hotel and gained 82 returned questionnaires. The analysis was done with the help of SPSS 23 by using linear regression test. The result of the research show that three of training, work environment and job satisfaction have positive and significant effects on the employee's performance.

Keywords: training, work environment, job satisfaction, performance.

Introduction

The company always strives to build new labor skills as a long-term investment. This effort allows companies to overcome future conditions that can not avoid the uncertainties by improving employee performance (Elnaga et al., 2013). Human resources have played an important role in various types of economic in both developed and developing countries. In addition to the rich natural resources and financial support needed, human resources can also trigger economic success if given attention in training and development (Younas et al, 2018). Preparing workers to do their jobs as desired, the organization provides training to optimize the potential of their employees. Training programs are held not only to increase employee familiarity with their responsibilities, but also help encourage employees to develop more commitment to work (Halawi & Haydar, 2018). Thus a talented and well-trained workforce is able to cope with a dynamic work environment and uncertain conditions related to the risks they may face in the future (Motlokoa et al., 2018). The benefits of training in general to improve employee morale, help employees to get job security and job satisfaction. One way, training is given in on job training. This simple and cost-effective

methods is given to employees in their daily work of concern that give real experiences (Onyango & Wanyoike, 2014).

Organizational achieving performance is supported by individual performance or quality human resources (Sudarmanto, 2009: 6). Regarding performance, policies and practices are needed by managers as hard and soft approaches (Alwi, 2001), to regulate the relationship and role of labor so that it is effective and efficient to help realize the company's goals and personnel (Hasibuan, 2010) which covers aspects of planning, organizing, implementing and controlling (Rivai, 2005). Achievement company goals will be seen from how the performance of employees in carrying out their duties according to what is given by the company. Where employee performance is the accumulation of work results in quality and quantity achieved by someone in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara, 2011: 67). The most possible effort in improving employee performance is an employee training program (Bhat, 2013) to help employees to improve various skills and implementation techniques to run their jobs well, also directly affecting the business of the company (Rivai and Sagala, 2011: 212). Ivancevich (2008) argues that a systematic training process can change the work behavior of a person / group of employees in an effort to improve organizational performance, through specific and identifiable knowledge and skills to use (Mathis and Jackson, 2011: 250), and immediately applicable (Dessler, 2011: 280) in their current work. Training that is applied in a long-term and medium-term effect has a level of importance in terms of productivity and work efficiency, reducing damage & accidents and improving service and morale of employees (Hasibuan, 2010: 70). Training methods have a variety of implementations, generally divided into two training (Rivai, 2005: 242), namely on and off the job training that can be applied directly when carrying out technical work (with instructions, rotations and internships) or carried out outside working hours (lecture videos, case studies, simulations and laboratory practices).

Organizations should provide more attention to a comfortable and conducive work environment (Omari and Okaheh, 2017) that are able to lure employees to work well. The gap between knowledge and skills possessed by employees and the skills needed to carry out effectively and efficiently must be narrowed by creating awareness among employees and managers through training and development (Khan et al., 2016). Employee performance is influenced by several factors, namely: salary, work environment, organizational culture, leadership and work motivation, work discipline, job satisfaction, communication and other factors (Siagian, 2008). Of the several factors above, to improve employee performance, one of them is to pay attention to the work environment factors that exist around the workers who can influence themselves in carrying out the tasks assigned. The work environment is divided into two types, namely physical work environment and non-physical work environment (Sedamaryanti, 2009: 21), physical work environment is all physical conditions found around the workplace that can affect employees both directly and indirectly, while the work environment non physical is all the conditions that occur that are related to work relations, both working relationships with superiors and relations with fellow colleagues, or relationships with subordinates. The creation of a comfortable, safe and pleasant work environment is one way the company can improve the performance of its employees. If it is not fulfilled, a poor working environment can demand more labor and time and does not support obtaining an efficient work system design (Lewa and Subowo, 2005).

Provision of a comfortable work environment will be able to provide satisfaction to employees which is also one of the factors in improving performance, also predicting the level of intention to keep working (Alrub et al., 2016). According to Robbins (2003) job satisfaction is a

general attitude of an individual to his work. The attitude of employees to their jobs produces pleasant or unpleasant emotional conditions with which employees view their work (Handoko, 2012). The company should be able to reflect conditions that support cooperation between the supervisor level, subordinates and those who have the same position status in the company. The condition of the work environment should be created is a family atmosphere, good communication, and self-control (Nitisemito, 2000). Also equipped with tools and materials faced, the surrounding environment where a person works, methods of work, and work arrangements both as individuals and as a group (Sedarmayati, 2009). So that environmental conditions are able to condition the workplace towards the behavior and attitudes of employees where it relates to the occurrence of psychological changes because of things experienced in the work or in certain conditions that must continue to be considered by the organization that include work boredom, monotonous work and fatigue (Schultz & Schultz, 2006).

Efforts to create a work environment, at least pay attention to several things, namely: 1) workplace building, 2) relief work space, 3) air ventilation, 4) availability of places of worship, 5) and the availability of special and public transportation facilities for employees (Siagian, 2008) These efforts can create work passion, so that productivity and work performance increase. Meanwhile, the benefits obtained from a good work environment are that employees are motivated to work and complete tasks properly, which means that work is completed according to the correct standards and on a prescribed time scale (Ishak and Tanjung, 2003). In addition, it also minimizes the possibility of work accidents, the use of equipment and raw materials is more optimal, and directs the participation of all parties to create a healthy work climate (Prawirosentono, 2002: 109). According to Sedarmayanti (2009) in general the work environment is divided into 2 namely physical and non-physical. The physical work environment is all physical conditions found around the workplace that can affect employees directly or indirectly. Non-physical work environment is all the conditions that occur that are related to work relationships, both relationships with superiors and relations with fellow colleagues, or relationships with subordinates.

Umam (2010) explains job satisfaction is an attitude (positive) of labor to his work, which arises based on an assessment of the work situation. The assessment can be carried out on one of its jobs, the assessment is done as a sense of respect in achieving one of the important values in the work. Satisfied employees prefer their work situation to those who are not satisfied, who do not like the work situation. Nwokeiwu et al (2015) shows that training and development are very effective in increasing job satisfaction and performance and tend to improve the overall performance of employees which in turn will have a positive impact on overall organizational performance, especially work productivity. Jayaweera (2015), found results that there is a significant relationship between work environment and performance.

According to Mangkunegara (2011: 67) Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities he gives. Rivai (2005) Performance is the real behavior that is displayed by everyone as the work performance produced by employees in accordance with their role in the company. Increased employee performance can be seen from the improvement in achievement of the success of the organization in achieving the determined organizational goals (Sedarmayanti, 2009: 54), and based on job requirements (Bangun, 2012: 231). Employee performance is inseparable from a variety of factors that include factors such as ability, motivational factors (Mathis and Jackson, 2011). In addition, it is adjusted to the tasks assigned to him, based on skills, experience, sincerity, and time (Hasibuan, 2010). If this basis is met, good performance management will have an impact on

improving achievement, fair employment opportunities are matched with equal compensation (Sedarmayanti, 2009). In addition (Gomes, 2003 & Dessler, 2011) stated several indicators in performance appraisal, productivity quality, employment knowledge, level of trust, availability of time and documents and freedom.

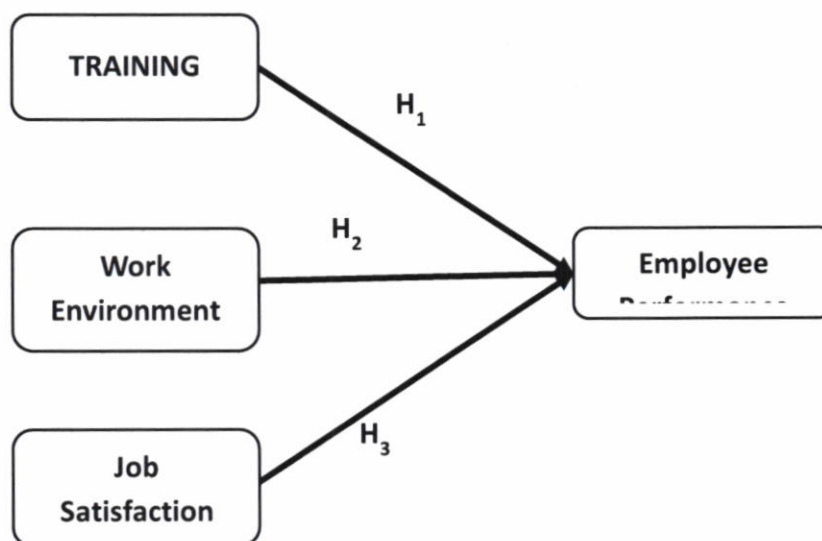


Figure 1
Research Framework

Effect of job training on performance

Although a few employees consider training only as an activity carried out to fill routines from work. And also they considered monotonous and considered not to help improve their performance (Yogataman, 2013; Mutmainah, 2013), on the other hand positive results from training to performance (Basir and Wahjono, 2014; Darma, 2016). Sultana et al (2012) and Vasudevan (2014) through their regression analysis of the object of employee research in several telecommunications companies in Pakistan found the fact that training had a positive influence on the performance of employees. This also supported by Sherwani and Mohammed (2015), which indicates training programs to improve the ability of employees to face job barriers, increase productivity, and improve efficiency and specifically improve their performance. Literally also supported by Elnaga and Imran (2013) in the form of exploratory research from various different sources such as studies, reports, periodicals, and books. That the results of positive influence are obtained by employee performance through the training process. This same result was also supported by Fakhri and Djastuti (2015) with a study at PT Audio Sumitomo Technology, Indonesia.

The influence of the work environment on performance

Naharudin & Sadegi (2013) and Jayaweera (2015) conduct research and obtain results that there is a significant positive relationship between work environment and employee performance. Naharuddin and Sadegi (2013) conducted research and obtained results that the physical work

environment has a significant relationship to employee performance. In several other studies (Pratiwi, 2011; Harahap & Hidayat, 2013; Samson and Waiganjo, 2015; Tjio & Angela, 2016; Halima and Lukiyana, 2016; Chaudury et al., 2017; Hanafi & Yohana, 2017; Nugrahaningsih & Julaela, 2017) obtain the results that there is a significant relationship between the work environment and performance where psychological aspects show the strongest relationship with employee performance.

Effect of job satisfaction on performance

Javed et al. (2014) conducted research and obtained results that there is a positive relationship between job satisfaction and employee performance. Cloud and Asghar (2014) conduct research and obtain results that work satisfaction has a direct and significant impact on employee performance. Inuwa (2016) and Vasudevan (2014) also conducted research and obtained results that job satisfaction has a positive and significant relationship with employee performance.

Operational definition

In this study using training-related instruments that refer to Rivai (2005: 231) that employee training aims to help employees improve various skills and implementation techniques in order to carry out their work well which will directly affect the business of the company / organization. The training indicator (Rivai, 2005) used in the study consisted of 13 item statements with indicators including: 1) training material, 2) training methods, 3) trainers (instructors), 4) training participants, and 5) training facilities. Whereas the definition of the work environment refers to Sedarmayanti (2001) that the entire tooling and materials faced, the surrounding environment in which a person works, the method of work, and work arrangements both as individuals and as a group. There are 8 items of work environment statement with work environment indicators divided into 2 namely physical and non physical (Sedarmayanti, 2009): i.e. the physical work environment includes: a) an environment that is directly related to employees (such as: work centers, chairs, tables and so on) and b) an intermediary environment or general environment can also be called a work environment that affects human conditions, such as: lighting, temperature, humidity, air circulation, noise, mechanical vibration, odor, color management, decoration, music, security. While the non-physical work environment is all the conditions that occur that are related to work relationships, both relationships with superiors and relations with fellow colleagues, or relationships with subordinates. The explanation of job satisfaction refers to Robbins (2003), as a general attitude towards one's work, the difference between the many rewards a worker receives and the amount they believe they should receive. Job satisfaction in this study has 12 item statements with 4 indicators: 1) work that is mentally challenging, 2) appropriate rewards, 3) working conditions that support and 4) the existence of supportive colleagues. The last performance variable according to Mathis and Jackson (2011) is what employees do or don't do. Employee performance is represented by 11 statement items with indicators of quantity and quality of work, time utilization, attendance rate and collaboration involving all employees in achieving the set targets.

Research methods

This research is a quantitative descriptive research that is deductive in nature, in order to answer the problem formulation, a concept or theory is used so that hypotheses can be formulated (Sugiyono, 2013). This study uses 5 Likert scales to measure attitudes, opinions, and one's

perceptions of social phenomena. Of all the permanent employees of Grand Keisha by Horison Hotel as a population that refers to the whole group of people, events, or things of interest that researchers want to investigate (Sekaran, 2015; Sugiyono, 2013), a sample of 98 employees from 113 employees with 15 other employees was obtained non-permanent employees (apprentice). This non-probability sampling has a purpose and purposiveness tracing Sugiyono (2013), by determining certain characteristics, namely only hotel employees who are still sampled and given questionnaires with related statement items. From all 98 respondents as samples predicted, the questionnaire that was recovered with complete conditions was reduced to 82 respondents (return rate was 83.67%). The data then tabulated to be tested in validity and reliability, then carried out analysis in descriptive and in hypothesis testing.

Data Analysis and Discussion

The results of the validity test in this study were calculated from each item from the variables of research quality, work environment, job satisfaction, and performance. Data taken from 82 respondents were then processed using the help of the SPSS 23 statistical program for windows.

Table 1
Reliability Test Results

No	Variable	<i>Cronbach's alpha</i>	Alpha	Explanation
1	Training	0,816	> 0,60	Reliable
2	Work Environment	0,710	>0,60	Reliable
3	Job Satisfaction	0,861	>0,60	Reliable
4	Employee Performance	0,661	>0,60	Reliable

Source: Primary data processed in 2019

Calculation of the validity of each variable is based on a comparison between $r_{\text{table}} (n-2 = 82-2 = 80)$ of 0.2172. If r_{count} is greater than r_{table} ($r_{\text{count}} > r_{\text{table}}$) then the statement is considered valid. Test results of training variables with a significance value (P_{value}) which is smaller than 0.05 and calculated r_{value} above r_{table} (0.2172), indicating that all training variable items are declared valid. Likewise for all supporting statement items from work environment variables, job satisfaction and performance all have valid results. Reliability testing is used to test whether the measuring instrument has consistency or not. A measuring instrument is said to have reliability if the Cronbach's alpha value is above 0.60. After testing the validity and reliability, then a description analysis is performed, both from the description of the respondent and per item statement as a representation of each variable.

Table 2
The Most Dominant Demographic Data Recapitulation

No	Characteristic	The most Dominant Characteristic	Frekuensi	%
1	Gender	Male	46	56
2	Age	26 – 30 years	23	28
3	Last educational background	Undergraduated	33	45
4	Years of service	≤ 2 years	82	100

Source: Primary data processed in 2019

Based on Table 2 above, it can be concluded that the most research respondents were male as many as 46 people aged between 26-30 years as many as 23 people. The most recent education from respondents was from the S1 level as many as 37 people, with a work period of less than or equal to 2 years as many as 82 people. Of the 82 respondents, it was found that most of them were high in assessing training at Grand Keisha Hotel by Yogyakarta Horizon (mean 4.15) with a percentage of 83%. From the table above it is known that the total training participants have the highest value of 4.31 or 86%. Followed by training material indicators with an average value of 4.18, training facilities indicators with an average value of 4.15, training method indicators with an average value of 4.05, and indicators that have the lowest value are trainers or training instructors with an average score of 4.03.

Based on table 3 it is known that all are high in assessing the work environment at Grand Keisha Hotel by Horison Yogyakarta, which is an average value of 3.72. Physical indicators with an average value of 3.62 and non-physical work environment indicators with an average value of 3.88. In assessing job satisfaction, with an average value of 3.92. Indicators of work conditions have the highest average value among other job satisfaction indicators with an average value of 3.98. Followed by co-worker indicators with an average value of 3.96, employment indicators with an average value of 3.92, and indicators with the lowest value are appropriate rewards with an average value of 3.82. As for performance, the quantity indicator gets the highest score of 3.93. For the overall average value of the performance variable, which is 3.84.

Table 3
Respondent's Assessment Summary

No	Variabel	Mean	Keterangan
1	Training	4,15	Tinggi
2	Work Environment	3,72	Tinggi
3	Job Satisfaction	3,92	Tinggi
4	Employee Performance	3,84	Tinggi

Source: Primary data processed in 2019

Based on the table above, it can be seen that the average value of the training variable has the highest value among the other variables which is equal to 4.15. While the work environment variable has the lowest average value which is equal to 3.72. The results show that training activities are considered the most dominant for the hotel employees in doing their work so that they get good and right work. Whereas the work environment is considered the "lowest" factor for Grand Keisha Hotel employees compared to other factors. The normality test the asymp value is obtained. Sig (significance value) is 0.058, because it is $0.058 > 0.05$, so it can be said that the research data is normally distributed. tolerance value of the three variables, namely the variable quality of training, work environment, and job satisfaction > 0.1 while the VIF value of the three variables showed a result of < 10 , it can be concluded that the three variables in this study meet the requirements for not occurring multicollinearity. From the heterocedasticity test, the results show that the training variable has a significance value of 0.751, the work environment variable has a significance value of 0.699 and the job satisfaction variable has a significance value of 0.907 where all > 0.05 . This shows that there is no problem of heteroscedasticity for the three independent variables.

Table 4
Recapitulation of Hypothesis Test Results

No	Hypothesis	Explanation
H ₁	Training has a positive and significant effect on performance	Accepted
H ₂	Work environment has a positive and significant effect on performance	Accepted
H ₃	Job satisfaction has a positive and significant effect on performance	Accepted

Source: Primary data processed in 2019

The results of the regression analysis are in the form of coefficients for each independent variable. This coefficient is obtained by predicting the value of the dependent variable with an equation (Ghozali, 2013). In regression analysis, besides measuring the strength of the relationship between two or more variables, it also shows the direction of the relationship between the dependent variable and the independent variable. This test is carried out to determine the significant effect of the independent variables on the dependent variable partially. Test t-test to determine the magnitude of the influence of each independent variable individually (partial) on the dependent variable (Nugroho, 2005).

In regression testing to find out the direct effect of training on performance obtained a significance value of 0.02 and t count of 1.197. Then it can be concluded that the significance value is $0.002 > 0.05$ and t count $2.267 < t$ table 1.994, so H_0 is accepted and H_a is rejected. This means that hypothesis 1 "training has a positive and significant effect on performance" is proven. While for testing the effect of the work environment on performance the results of a significance value of 0,000 and t count of 4,912 were obtained. Thus it can be concluded that the significance value is $0,000 < 0,05$ and t count $4,912 > t$ table 1,994, so H_a is accepted and H_0 is rejected with the direction of positive influence which means the higher the work environment, the higher the performance of employees. This means that hypothesis 2 "work environment has a positive and significant effect on performance" is proven. The magnitude of the effect of training and work environment on

performance can be seen from the results of R square of 0.260. So that it can be concluded that the contribution of training variables and work environment to performance is 26% and the rest are other factors not examined in this study. This is supported by Jayaweera's research (2015) which obtained results that there was a significant positive relationship between work environment and employee performance. Naharuddin and Sadegi (2013) conducted research and obtained results that the physical work environment has a significant relationship to employee performance. Samson and Waiganjo (2015) conducted research and obtained results that there is a significant relationship between the work environment and performance where psychological aspects show the strongest relationship with employee performance.

The regression results of the influence of job satisfaction on performance obtained t value of 3.171. At the significance level of 0.002. Thus it can be concluded that the significance value is $0.002 < 0.05$ and $t \text{ count } 3.171 > t \text{ table } 1.994$, so that H_a is accepted and H_o is rejected with a positive influence direction which means the higher job satisfaction at Grand Keisha Hotel, the higher employee performance. This means that hypothesis 3 "job satisfaction has a positive and significant effect on performance" is proven. The magnitude of the effect of job satisfaction on performance can be seen from the results of the R square of 0.112. So that it can be concluded the magnitude of the contribution variable of job satisfaction on performance is 11.2% and the rest are other factors not examined in this study. The results of testing the effect of job satisfaction on this performance are supported by previous research Javed, et al. (2014) that there is a positive correlation between the effect of job satisfaction on employee performance. as well as Awan and Asghar (2014) and Inuwa (2016) conduct research and obtain results that work satisfaction has a direct and significant impact on employee performance.

Recommendation

Based on the results of the research and the conclusions above, further suggestions can be proposed that will be useful for Grand Keisha Hotel by Horison Yogyakarta. The Grand Keisha Hotel by Horison Yogyakarta should maintain the training that is implemented as well as ensuring the training needs are based on business processes that are widely applicable in the hotel. Companies need to implement training programs in accordance with the needs of employees, so that employees can further develop their abilities, starting from selecting the right training instructor, training material that is really needed. By training the right target both material, methods, trainers and the right participants and the right supporting facilities are very important to continuously improve employee performance.

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