



Training Program and its Influence to Hotel Employee Performance

Putu Radharani Paramitha Sai Ishvari¹, I Gede Mudana², I Nyoman Rajin Aryana³,
Ni Made Sudarmini⁴

^{1,2,3,4}Tourism Business Management, Politeknik Negeri Bali, Indonesia

E-mail : ¹ ptradharani@gmail.com, ² gedemudana@pnb.ac.id, ³ nyomanrajinaryana@pnb.ac.id,
⁴ madesudarmini@pnb.ac.id



Abstract

Purpose: This research aims to determine how much the influence of the training application based on need in increasing employee performance at a 5 star hotel in Nusa Dua tourist area, Kuta Selatan, Badung, Indonesia.

Research methods: The technique of sample collection that used is simple random sampling with 50 employees of the hotel. The analysis technique used is simple linear regression.

Findings: There was a positive influence from training to employee performance. The hypothesis test result shows training (X) had a positive influence to employee performance (Y). This is also shown through t-test value is (12,539) > t table (4,030) which is mean Ho rejected and Ha accepted.

Implication: The training must be provided so that employees can work more efficiently and speed up time at work.

Keywords: work, training program, employee performance, hotel.

Article History

Received on
2 October 2020

Revised on
26 October 2020

Accepted on
2 November 2020

INTRODUCTION

Performance is the result of quality and quantity of work achieved by an employee who in carrying out and carrying out his duties in accordance with the responsibilities given to the employee concerned (Amir, 2015: 5). Employee performance can be seen from the guest comments.

In the employee performance evaluation's report, the hotel researched conducts training every month or often called training hours to improve employee performance. In April, employee performance decreased to 53%, and in June and

July the performance of employees decreased again to 50% -48%. Furthermore, in August and September it increased by 55% -57%, and in October, November, and December, the performance of employees decreased quite dramatically from 45% to 40%.

The data are based on employee performance training (training hours) every month from various departments and taking measurements by looking at the annual appraisal performance of the employee defines performance as the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given (Mangkunegara in Sopiha, et al, 2018: 350).

This happens because there are still some complaints from guests, besides that the lack of employee awareness in pay attention to be discipline of time at work and some of the employees still lack of understanding about the existing system at the hotel. Training is one way that hotel management did to improve employee performance, especially in the Front Office Department.

Marwansyah (2016: 179) states that, there are several training methods including on the job training, vestibule, demonstration and example, simulation and apprenticeship. The result of this research are in line with the theory forward by (Simamora & Henry in Sudarmawan et al., 2019: 7) stating that training is a process that tries to provide an employee with information, expertise and objectives. Training is designed to improve one's skills, knowledge, experience, or changes in attitude. In the training an environment is created where employees acquire or research attitudes, abilities, skills, knowledge and specific behaviors related to work. According to Dewi (2020), not only employees, even all leaders in all companies need training.

In the context of the hotel, the Front Office is a department in the hotel which is located in the front. Front office is a person who has responsibility for handling guests and creating a good image (Prakoso, 2017: 45). A front office must always improve the quality of service to always be able to satisfy guests who come, and create a positive impression for guests so that they always feel satisfied with our service. In the framework of this improvement, training must be done in increasing guest satisfaction. Performance appraisal is any procedure that involves (i) setting work standards, (ii) evaluating employees' actual performance relative to these standards, and (iii) providing feedback to employees with the aim of motivating to eliminate performance deficiencies (Dessler in Dewi et al, 2019: 73).

RESEARCH METHODS

Observation as a data collection technique has specific characteristics when compared to other techniques. Observation is carried out by looking directly at the field used to determine feasible factors that are supported through interviews (Sugiyono 2016: 203). Documentation is a method used to obtain data and information in the form of books, archives, documents, numeric writing and images containing reports and information that can support research. The documentation used in this research is intended to find out the number of employees as well as information that supported this research (Sugiyono, 2015: 329).

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then concluded (Sugiyono, 2017: 08). The population used in this research was employees who took part in training at the Front Office department at the hotel researched. In this research, researcher used simple random sampling. Simple Random Sampling is stated simply because the sampling of population members is done randomly without regard to strata that exist in that population (Sugiyono, 2013). Simple Random sampling is a technique for getting samples that are directly carried out on the sampling unit. Then each sampling unit as an isolated population function has the same opportunity to be sampled or to represent the population. The method is carried out if the population member is considered homogeneous. The adapt technique is used if the number of sampling units in a population is not too large. Sampling with simple random sampling can be done by lottery, ordinal, and random number tables. 100 employees who have received training are calculated using the Slovin formula while the number of respondents who are distributed questionnaires is 50. The Slovin formula used in determining samples (1) is :

$$n = \frac{N}{1 + ne^2} \quad (1)$$

Data collection methods are done by interview, questionnaire, observation and documentation. Reliability Test is a tool to measure a questionnaire which is an indicator of variables and constructs, the question grain is declared reliable or reliable if someone's answer to the statement is consistent or stable from time to

time. In this research, the reliability testing technique used by the researchers is to look at and compare Chronbach's Alpha on the results of SPSS V. 23.0. Cronbach's alpha coefficient is used to test the reliability of a research instrument with criteria according to Cronbach Alpha statistics greater or equal to 0.70. The Cronbach Alpha test is formulated as follows (2):

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum \sigma^2 x_i}{\sigma^2 x} \right) \quad (2)$$

In correlation analysis, the correlation coefficient states the degree of relationship between the independent variable (X) with the dependent variable (Y) or to determine the strength or weakness of the relationship between the independent variable and the dependent variable, with the following formula (3):

$$r = \frac{n \sum xy - \sum x \sum y}{\sqrt{[n \sum x^2 - (\sum x)^2][n \sum y^2 - (\sum y)^2]}} \quad (3)$$

Simple linear regression analysis is based on the functional or casual relationship of an independent variable (X) with a dependent variable (Y) (Sugiyono, 2012: 270). The formula for simple linear regression is: $\hat{y} = a + bx$

FINDINGS

Presentation of the data description of each variable is obtained from the results of observations. The variables in this research the independent variable (X) are job training and the dependent variable (Y) is employee performance. The actual data in this research are presented first then proceed with the presentation of frequency distribution data. Each question is measured with a score of 1 to 5 in order to obtain the lowest expected value of 10 and the highest of 50. The score made the class length as follows:

Table 1. Employee Performance Classification
[Source: Processed Data 2020]

No	Value	Classification
1	30 – 35	Very Low
2	36 – 40	Low
3	41 – 45	High
4	46 – 50	Very High

From Table 1, a distribution table was made regarding the classification of job training at the hotel with an assessment of job training from a scale of 10 to 50.

Table 2. Frequency Distribution of Employee Performance
[Source: Processed Data, 2020]

No	Classification	Total	Percentage
1	Very Low	11	22%
2	Low	22	44%
3	High	10	20%
4	Very High	7	14%
	Total	50	100%

From 50 respondents, there was 1 respondent with a very low percentage, 2 respondents with a low percentage, 30 respondents with a high percentage, and 17 respondents with a very high percentage.

Table 3. Validity and Reliability Test
[Source: Processed Data, 2020]

Variables	Indicator	Pearson Corelation	Croncbach Alpha's Value
Training	X1	0.813	0.926
	X2	0.891	
	X3	0.807	
	X4	0.813	
	X5	0.891	
	X6	0.807	
	X7	0.743	

	X8	0.331	
	X9	0.866	
	X10	0.77	
Employee Performance	Y1	0.765	0.929
	Y2	0.804	
	Y3	0.765	
	Y4	0.804	
	Y5	0.765	
	Y6	0.804	
	Y7	0.786	
	Y8	0.765	
	Y9	0.804	
	Y10	0.786	

In Table 3, job training and employee performance variables have a Pearson correlation value of above 0.30. This shows that the each indicator in the questionnaire have met the valid requirements. Based on the calculation results of each variable with the Cronbach's Alpha value of each variable in Table 4, the results obtained are above 0.60. This means that all variables in the questionnaire are reliable.

Table 4. Simple Correlation Analysis
[Source: Processed Data, 2020]

		Correlations	
		The Need of Training	Increment of Employee Performance
The Need of Training	Pearson Correlation	1	.875**
	Sig. (2-tailed)		.000
	N	50	50
Increment of Employee Performance	Pearson Correlation	.875**	1
	Sig. (2-tailed)	.000	
	N	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

In Table 4 related to the value of job training, employees have a significance value of 0,000, which means less than 0.05. This means that job training variables have a correlation to the performance of the employees.

Table 5. Simple Linear Regression
[Source: Processed Data, 2020]

Model		Coefficients ^a		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients				
		B	Std. Error	Beta		
1	(Constant)	8.17	2.490		3.283	.002
		2				
	The Need of Training	.802	.064	.875	12.539	.000

a. Dependent Variable: The Increment of Employee Performance

From Table 5, the regression formula is formulated as follows:

$$Y = 8.172 + 0.802(X1)$$

From the above regression formula, it can be analyzed that:

- a The constant value of 8.172 implies that the job training variable is 0 (zero), then employee performance (Y) is influenced by other factors of 8.172
- $\beta_1 = 0.802$; means, job training variables have a positive relationship on employee performance. If the job training variable (X1) increases, this will be followed by the increment in employee performance (Y) of 0.802.

Table 6. Hypothesis Test Result
[Source: Processed Data, 2020]

Coefficients ^a		t	Sig.
Model			

1	(Constant)	3.283	.002
	The Need of Training	12.539	.000

a. Dependent Variable: The Increment of Employee Performance

Based on the results in Table 6, the hypothesis testing steps are as follows:

- a. Hypotheses formulation
 - $H_0: \beta_1 = 0$, Training variable has no impact on Employee Performance variable
 - $H_1: \beta_1 > 0$, Training variable has an impact on Employee Performance variable.
- b. Degree of Freedom = 5%.
- c. Establish decision-making criteria.
 - H_1 : accepted the level of significance $t_{count} \leq t_{table} = 4,03$
 - H_1 : rejected if the level of significance $t_{count} > t_{table} = 4,03$
- d. Conclusion
 - Because of t_{count} of 12,539 higher than 4,03 ($t_{count} > t_{table}$) it means H_1 rejected. It can be concluded the training significantly affects employee performance.

CONCLUSION

The proposed hypothesis regarding the effect of job promotion on employee performance at the hotel was accepted. This statement is based on simple linear regression test results through the SPSS 25.0 for Windows program, obtained a simple regression formula that is $Y = 8.172 + 0.802 (X)$. This shown that there is a positive influence of training on employee performance. Hypothesis test results, job training (X) has a positive effect on employee performance (Y). This is indicated by the value of t count ($12,539 > t_{table} (4,030)$) which means that H_0 is rejected and H_a is accepted.

Based on the results of research using a questionnaire, the most dominant indicator in job training (X) that given to the employees on this statement; training is provided so that employees can work more efficiently and speed up time at work. As well as increasing employee knowledge gained from the product moment test value

of 0.981. The results of the research using a questionnaire, it is known that the most dominant indicator in employee performance (Y) is a statement that employees can work quickly, have high responsibilities, finish work quickly and have good uniform equipment based on the results of product tests moment of 0.804.

ACKNOWLEDGEMENT

The authors would like to express the deepest gratitude to Almighty God/Ida Sang Hyang Widhi Wasa because of His blessings this research could be completed. The authors also thank to the management of the hotel researched, especially the Human Resources Department for their good support during the process of writing this article.

REFERENCES

- Amir, M.F. (2015). *Memahami Evaluasi Kinerja Karyawan Konsep dan Penilaian Kinerja di Perusahaan*.
- Dewi, P.E.O; Astawa, I Ketut; Ernawati, Ni Made; Suarta, I Ketut (2019). "The Impact of Hotel Staff Appraisal to Career Development". *International Journal of Green Tourism Research and Applications*, Volume 1 Number 1, 2019; <http://ojs.pnb.ac.id/index.php/IJOGTRA/article/view/1632>.
- Dewi, Ni Luh Putu Sri Ratih Trisna; Astawa, I Ketut; Nadra, Nyoman Mastiani. (2020). "Strategies to Apply Leadership Styles and Workloads to Hotel Employee Morale". *International Journal of Glocal Tourism* Volume 1 Number 1, September: <https://ejournal.catuspata.com/index.php/injogt/article/view/13>.
- Prakoso, Prasetyo Aji. (2017). *Front Office Praktis (Administrasi dan Prosedur Kerja)*. Yogyakarta: Gava Media.
- Putra, I Putu Sudana Sunario Adi; Mudana, I Gede; Sutama, I Ketut; Sudarmini, Ni Made. (2020). Hotel and Spa Employee Intrinsic-Extrinsic Motivation and their Work Performance. *International Journal of Glocal Tourism* Volume 1 Number 1, September; <https://ejournal.catuspata.com/index.php/injogt/article/view/14>.
- Sugiyono. (2012). *Pengaruh Viral Marketing Melalui Aplikasi Line Terhadap Keputusan Pembelian (studi kasus mahasiswa Telkom University)*. *eProceedings of Applied Science*, 2(2).

- Sugiyono (2013). Pengaruh Lingkungan Keluarga, Kepribadian dan Pendidikan Terhadap Minat Berwirausaha (Studi pada Mahasiswa Program Studi MBTI Universitas Telkom. *Proceedings of Management*, 5(2).
- Sugiyono. (2015). *Metodologi Penelitian Pendidikan*. Bandung: ALfabeta.
- Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sugiyono. (2017). *Metode Penelitian Kualitatif untuk Penelitian yang Bersifat Explorative, Interpretif, Interaktif, dan Konstruktif*. Alfabeta. Bandung.
- Sudarmawan, I Komang. (2019). "Penerapan Training Program dalam Meningkatkan Karyawan pada Room Division di Fave Hotel Sunset Seminyak", bachelor thesis, Program Studi Manajemen Bisnis Pariwisata Politeknik Negeri Bali.
- Sopiah; Mamang Sangadji. (2018). *Manajemen Sumber Daya Manusia Strategi*. Yogyakarta: CV. Andi Offset.