



The effect of training and compensation on employee performance at Crowne Plaza Hotel Bandung

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ABSTRACT

The tourism sector is one sector that supports the economy in Indonesia. The city of Bandung is one of the tourist destinations that is often visited by both local and foreign tourists, the tourism sector that is a necessity for tourists is the hotel sector, such as the Crowne Plaza Bandung hotel which is widely used by both local and foreign tourists. This study itself aims to determine how the partial effect of training and compensation on employee performance at the Crowne Plaza Bandung hotel. The method used in this study is descriptive and verification method with the population taken in this study is 120 employees from all existing divisions, and with a sample of 86 employees from all divisions using a questionnaire in the form of Google Forms. While the analytical method used in this study is multiple linear regression analysis at a significance level of 5%, F-test, coefficient of determination, and hypothesis testing with T-test. The data processing program used in this research is the Statistical Package for Social Sciences (SPSS) Ver.24.00. The results showed that training and compensation had an influence on employee performance at the Hotel Crowne Plaza Bandung and contributed 77.3%.

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INTRODUCTION

The tourism sector is one sector that supports the economy in Indonesia. Tourism is one of the largest industries that contribute the second largest income or foreign exchange after the palm oil industry. This can be seen from the data on the contribution of tourism to GDP in 2020 to 2021, which has increased from 4.05% to 4.2% so that this sector has good prospects. According to Law No. 10 of 2009 concerning Tourism, tourism itself has the meaning of various kinds of tourism activities and supported by facilities and services provided by the local community, fellow tourists, government, local governments and entrepreneurs.

The city of Bandung is one of the tourist destinations that is often visited by both local and foreign tourists. The city of Bandung has a variety of tourist attractions, both natural and artificial tourism. With this diversity, the attraction of tourists to visit the city of Bandung continues to increase.

One additional factor to support tourists when traveling is the availability of accommodation services, one of which is hotels. According to data from the Bandung City Culture and Tourism Office, the number of hotels in the city of Bandung reached 310 and the number of rooms available was 18381 rooms. However, with the Covid-19 pandemic affecting all sectors, especially the tourism sector, it has an impact on the occupancy rate of the hotel itself.

One additional factor to support tourists when traveling is the availability of accommodation services, one of which is hotels. According to data from the Bandung City Culture and Tourism Office, the number of hotels in the city of Bandung reached 310 and the number of rooms available was 18381 rooms. However, with the Covid-19 pandemic affecting all sectors, especially the tourism sector, it has an impact on the occupancy rate of the hotel itself.

Judging from the data obtained from the Bandung City Tourism Office, the occupancy rate has decreased from 2018-2021. Especially in 2019-2020 which experienced a significant decline due to the Covid-19 pandemic. One of the hotels affected by the Covid-19 pandemic is the Crowne Plaza Hotel, the Crowne Plaza Hotel itself is a 5-star hotel in the city of Bandung. Where from the data that has been obtained with the COVID-19 pandemic which has affected the tourism sector and suffered a lot of losses. Judging from the data obtained from the Crowne Plaza Hotel, the occupancy rate has decreased from 2018-2020, especially in 2020 which experienced a significant decline due to the Covid-19 pandemic. Meanwhile, judging from the number of employees at the Crowne Plaza Hotel, it also decreased from 2018-2021, and a significant decline also occurred in 2020 due to the Covid-19 pandemic. Resources owned by the company will have a positive impact if the resources owned by the company are considered from the aspect of good compensation and qualified training, it can provide optimum results because the performance of employees will increase so that company goals will be easily achieved. Douglas (2007) explains that companies need employees who have high performance. High job performance can be measured through several indicators, including the provision of compensation, and the existence of training within the organization.

Compensation is the main reason employees work. Because compensation in the form of monetary instruments can meet the needs of employees. Thus, compensation can affect employee performance (Dewi, 2016). Compensation given to employees in return for their service contribution to the organization. Therefore, an organization can achieve its goals only if all components of the organization strive to achieve optimal performance which includes good motivation and balanced rewards.

Training is said to be an important thing that can be done by an organization in improving its knowledge, skills, and abilities to meet current and future needs. In addition, this new knowledge allows employees to improve professionalism in completing the assigned tasks. In training activities, aspects that include the suitability of the curriculum with training needs, quality of trainers or trainers, quality of participants, completeness of appropriate facilities and infrastructure in carrying out symmetrical training activities, and delivery must be considered. of costs. If these aspects are met properly, the training provided will have an impact on employee performance. Training determines employee performance, but training with the right requirements improves performance. Based on the above background, the formulation of the problem in this study are: How is the effect of training on employee performance at the Hotel Crowne Plaza Bandung?, How is the effect of compensation on employee performance at the Hotel Crowne Plaza Bandung?, How is the effect of training and compensation on employee performance at the Hotel Crowne Plaza Bandung?.

RESEARCH METHOD

The research was conducted at the Hotel Crowne Plaza Bandung. The method used in this research is descriptive and verification methods. The types of data and sources used in this study are primary data and secondary data. Primary data is data obtained directly from the original source or directly from the field in the form of a questionnaire. Secondary data is data that is available from certain sources that do not require control or data that comes from a literature review. Therefore, secondary

data helps the author to support the quality of research and can be used as a reference for this research. The data collection technique used is direct observation at the research site by conducting an interview process. Interviews were conducted to collect data from Crowne Plaza Bandung Hotel staff using a questionnaire as a means.

The population of this research is the employees of Hotel Crowne Plaza Bandung as many as 110 people from various divisions in the hotel. The sample used is 86 respondents, because the author uses the Slovin method in determining the sample. The data analysis method used is multiple regression analysis to simplify calculations and is managed with Software Statistical Products and Services Solutions (SPSS) version 24.0. The equation for multiple regression analysis is:

$$Y = a + b_1X_1 + b_2X_2 \quad (1)$$

To determine the relationship between training and compensation on employee performance, the correlation coefficient (r) is used in the following formula:

$$r^2 = (r)^2 \times 100\% \quad (2)$$

RESULTS AND DISCUSSIONS

Validity and Reliability

Table 1. Reliability

Statement Result	r test	r table	Result
X _{1,1}	0.755	0.213	Valid
X _{1,2}	0.561	0.213	Valid
X _{1,3}	0.755	0.213	Valid
X _{1,4}	0.475	0.213	Valid
X _{1,5}	0.408	0.213	Valid

Source: Data in processed

Based on table 1, the results of testing the validity of the questionnaire items on the X1 variable (Training) show that all statement items on the questionnaire have a correlation above rtable (0.213) so that it can be declared valid. Therefore, this questionnaire item can be used as a measuring tool for the variables studied.

Table 2. Testing results for X₂ variable (compensation)

Statement Result	r test	r table	Result
X _{2,1}	0.377	0.213	Valid
X _{2,2}	0.404	0.213	Valid
X _{2,3}	0.454	0.213	Valid
X _{2,4}	0.450	0.213	Valid
X _{2,5}	0.276	0.213	Valid
X _{2,6}	0.343	0.213	Valid
X _{2,7}	0.374	0.213	Valid

Source: Data in processed

Based on Table 2, the results of testing the validity of the questionnaire items on the variable X2 (compensation) are that all questionnaire statement items have a correlation exceeding rtable (0.213) so that they can be declared valid. Therefore, this questionnaire item can be used as a tool to measure the variables studied.

Table 3. Testing results for Y variable (performance)

Statement Result	r test	r table	Result
Y ₁	0.847	0.213	Valid
Y ₂	0.728	0.213	Valid
Y ₃	0.815	0.213	Valid

Y ₄	0.847	0.213	Valid
Y ₅	0.699	0.213	Valid
Y ₆	0.246	0.213	Valid
Y ₇	0.334	0.213	Valid
Y ₈	0.312	0.213	Valid

Finally, the Y variable in Table 3 can be declared valid because all statement items in the questionnaire show a correlation that is greater than r_{table} (0.213). Therefore, this questionnaire item can also be used as a tool to measure the variables studied.

Table 4. Reliability test

Variabel	Cronbach's Alpha
X ₁	0.801
X ₂	0.670
Y	0.857

Based on the results of the reliability test, the value of Cronbach's alpha represented by the value of X₁ (0.801), X₂ (0.670) and Y (0.857) is > 0.6 , so all items can be said to be good reliable.

Normality test

Table 5. Kolmogorov smirnov - normality test

		Unstandardized Predicted Value
N		86
Normal Parameters ^{a,b}	Mean	28.9302326
	Std. Deviation	5.10500094
Most Extreme Differences	Absolute	.092
	Positive	.092
	Negative	-.074
Test Statistic		.092
Asymp. Sig. (2-tailed)		.071 ^c

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

The Kolmogrov-Smirnov statistical test has a value of 0.092 and a significance value of 0.071. The significance value above 0.05 or 5% generated by Kolmogrov Smirnov (actual research significance level), namely (0.071 $>$ 0.05), leads us to conclude that H_0 is accepted or the residual data is normally distributed. The regression model is feasible because it meets the assumption of normality and the data is normally distributed

Multiple Linear Regression Analysis Results

Table 6. Multiple linear regression analysis test results

Model	Coefficients ^a					Collinearity Statistics Tolerance
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
(Constant)	13.503	3.001		4.500	.000	
1 X1	1.508	.160	.932	9.431	.000	.497
X2	-.409	.159	-.253	-2.564	.012	.497

Based on Table 6, we have the following multiple linear regression equation:

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

$$Y = 13.503 + 1.508X_1 - 409X_2 + e$$

Simultaneous F Test Results

Table 7. F test results

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2215.188	2	1107.594	61.599	.000 ^b
	Residual	1492.393	83	17.981		
	Total	3707.581	85			

- a. Dependent Variable: Y
- b. Predictors: (Constant), X2, X1

Based on the results of the F test, it can be said that the significance value is 0.000 and the calculated F value is 61,599. With a significance of $0.000 < 0.05$, we say that H0 is rejected and H3 is accepted. From this, we can conclude that, at the same time, the independent variables of education and compensation have a significant influence on employee performance.

R2 Test Results (Determination)

Table. 8 Test results (determination)

Model Summary ^b							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.773 ^a	.597	.588	4.240	.597	61.599	2

Based on Table 12, R2 is in column R-2. The coefficient of determination is known as $R^2=0.773$. This value means that all independent variables (education and compensation) simultaneously affect the dependent variable (employee performance) by 77.3%, while the remaining 22.7% is influenced by other factors not examined.

Partial t _test Results

Table 9. t _test result

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
	B	Std. Error	Beta			Tolerance
(Constant)	13.503	3.001		4.500	.000	
X1	1.508	.160	.932	9.431	.000	.497
X2	-.409	.159	-.253	-2.564	.012	.497

Based on Table 9, the t-test results show that the significance of X1 is $0.000 < 0.05$ from the hypothesis test that Ho is rejected and H1 is accepted, then X1 variable (Training) is show for Y (employee). The impact of training and compensation has a significant effect on employee performance. When companies train their employees, they are better prepared for all their jobs, which of course indirectly improves employee performance. The results of this study confirm several previous studies. Hartomo (2020); and Yusunita (2015). The significance of X2 is $0.012 < 0.05$ from the hypothesis test that Ho is rejected and H1 is accepted, but there is an effect between X2 (rewards) and Y (employee performance). Compensation itself is the main element that must be given by the

company to employees for the work they do. Influence employee performance by providing fair and reasonable compensation. This research also supports previous research by Leonardo (2015), Bolung (2018), and Mulyapradana (2020).

CONCLUSION

Based on the results of the research conducted and the discussion above, we can conclude that: 1) There is an effect of training on employee performance. 2) There is an effect of compensation on employee performance. 3) There is an effect of training and compensation on employee performance.

Suggestions that researchers can make based on the results of the discussion. In other words, for the Crowne Plaza Hotel, in order to improve the performance of its employees, the company can diversify training so that their skills can be further developed. As for compensation, the Crowne Plaza Hotel can provide more rewards for the performance that has been given by employees, one of which may be the provision of more holiday allotments and family gatherings.

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