The Influence of Training, Rewards and Punishment on Employee Performance at The Grand Serela Hotel Yogyakarta

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Article Information:

Abstract

This study aims to determine the effect of Training, Reward, and Punishment on Employee Performance of Grand Serela Yogyakarta hotel. The data collection technique used is the census technique or saturated sampling using a questionnaire. The data analysis method in this study used multiple regression analysis techniques using SPSS 25. This research is a casual associative research using a quantitative approach. The population in this study were all employees at Grand Serela Hotel Yogyakarta. The number of samples used in this study were 38 respondents. The results of this study reveal that training, reward and punishment have a joint effect on employee performance at the Grand Serela Yogyakarta Hotel, and training and the most dominant variable and influence on employee performance is the training variable.

INTRODUCTION

Human resources are an important part of an organization and play an important role in organizational activities. Because humans are an important part of an organization and are a crucial resource for realizing the organization's vision and mission, human resources must be managed in a way that allows them to effectively and efficiently achieve the organization's goals and mission. Companies must have the ability to develop and improve their environmental performance. To increase profitability, companies must pay attention to employee performance as the level of task arrangement that regulates individual work.

According to Hasibuan (2016), performance is the work results achieved by a person in completing the tasks assigned to him which are based on skill, experience, seriousness and time. Grand Serela is a hotel located in Yogyakarta, precisely on Jl. Magelang KM, 4 No. 145, Sinduadi, Mlati, Sleman Regency. Grand Serela Hotel is part of the Kagum Hotel group. This hotel has a total of 78 rooms with 2 types of rooms, namely deluxe rooms and superior rooms equipped with different facilities. Apart from that, the Grand Hotel is also equipped with meeting rooms and a ballroom. The hotel also has a restaurant and lounge for visitors. Apart from that, the Grand Serela Hotel Yogyakarta has a total of 38 employees divided into 9 departments. The many facilities and employees offered by Grand Serela do not rule out the possibility of complaints from visitors. The most frequently received complaints are about the housekeeping department, such as rooms and bathrooms that are in dirty and smelly condition, bed linen that is not suitable for use and even small animals in the room. This can disturb visitors' comfort and give a bad impression of the company. This happens because the employee's performance is lacking, which affects visitors' comfort and assessment of the

INDIKATOR
Jurnal Ilmiah Manajemen & Bisnis
Scientific Journal of Management & Business
Vol. 8 No. 3, August 2024
p-ISSN: 2598-6783
e-ISSN: 2598-4888

company. Therefore, it is important for companies to always maintain and improve employee performance so that they remain trained, motivated and qualified in carrying out their work.

Training is the process of teaching employees the skills they need to do their jobs. (Gary Dessler, 2006) This aims to retain, safeguard, nurture, employees while improving the skills of employees to improve employee performance. Training can increase experience and improve work skills which have a direct impact on improving performance. (Kussriyanto, 2010). One factor that can influence performance is reward. According to Handoko (2012: 66) rewards are a form of appreciation for efforts to obtain professional workers in accordance with the demands of the position. A balanced development is needed, namely an effort to plan, organize, use and maintain workers so that they are able to carry out tasks effectively and efficient. High-performing organizations try to create reward, incentive and salary systems that have a clear relationship with knowledge, skills and individual contributions to organizational performance (Mahmudi, 2005).

Punishment can also affect employee performance levels. According to Mahmudi (2005: 16) punishment plays a very important role in improving employee performance, because if punishment is carried out well it will automatically be able to emphasize the level of errors in work so that it will influence employee performance, and punishment aims to make employees afraid of making mistakes and also lead employees in a positive direction. Not only is it able to help improve performance, punishment also helps employees avoid mistakes and also maintain employee discipline (Sembiring, 2020). From this background, the aim of this research is to analyze and find out: 1) The influence of training, reward and punishment together on employee performance at the Grand Serela Hotel Yogyakarta, 2) The influence of training, reward and punishment partially on performance employees at the Grand Serela Hotel Yogyakarta, and to find out 3) The variables that have the most dominant influence on employee performance at the Grand Serela Hotel Yogyakarta

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT
Employee Performance
According to Robbins (2016), performance is a result achieved by employees in their work according to certain criteria that apply to their work. This means that employees work according to the tasks assigned by the organization with full responsibility. The employee performance indicators according to Robbins (2016) are: 1) Quality, 2) Quantity 3) Timeliness 4) Effectiveness 5) Independence 6) Work commitment.
Training
According to Hasibuan (2012: 23) training is part of education which involves the learning process to acquire and improve skills in a relatively short time with methods that prioritize training over theory. Meanwhile, according to Gary Dessler (2006: 280) says that training is a process of teaching skills. what employees need to do their jobs. Gary Dessler (2020) states that the indicators of training are: 1) Reaction, 2) Learning, 3) Behavior, 4) Results.
Rewards
According to Handoko (2012: 66) rewards are a form of appreciation for efforts to obtain professional workers in accordance with the demands of the position. A balanced development is needed, namely an effort to plan, organize, use and maintain workers so that they are able to carry out their tasks effectively and efficient. According to Kadarisman (2012), reward indicators are 1) Salary, 2) Awards 3) Praise 4) Leave, 5) Allowances.
Punishment

According to Irham Fahmi (2016: 68) "Punishment is a sanction received by an employee because of his inability to do or carry out work as ordered." The indicators of punishment according to Purwanto (2006) are: 1) Preventive Punishment, 2) Repressive Punishment.

Figure 1. Conceptual Framework
Source: Primary data processed, 2024
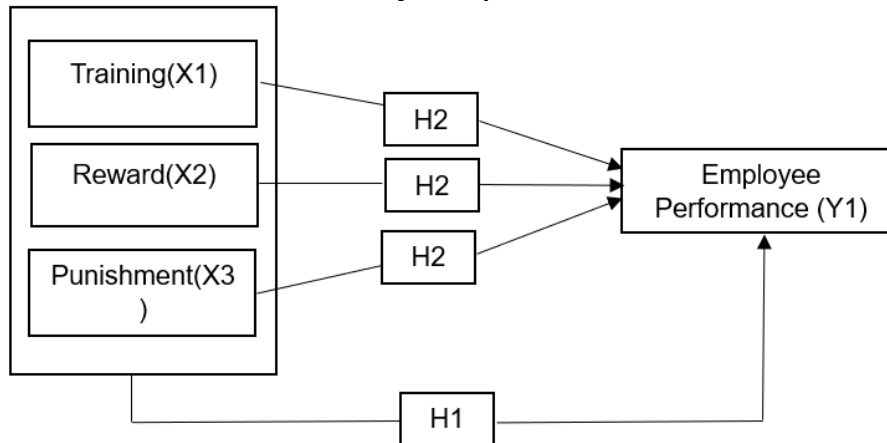
Hypotesis

H1: Training, Reward and Punishment together have an influence on employee performance at the Grand Serela Hotel Yogyakarta

H2: Training, Rewards and Punishment partially have an influence on employee performance at the Grand Serela Hotel Yogyakarta

H3: Training has a dominant influence on employee performance at the Grand Serela Hotel Yogyakarta

RESEARCH METHOD

This research uses a quantitative method with the approach used is a survey method in the form of distributing questionnaires to respondents as a data collection tool. The questionnaire was distributed via Google Form with the population in this study, all employees at the Grand Serela Hotel Yogyakarta, totaling 38 people. The sampling technique in this study used a census or saturated sampling technique, where the sample is calculated if the subject is less than 100 people, all of them should be taken. if the subject is large or more than 100 people, 10 – 15% or 20 – 25% or more can be taken. The sample and number of respondents obtained was 38 people. The research instruments have been tested using validity and reliability tests with the results obtained that all research instruments are valid and reliable. This research uses descriptive analysis techniques and quantitative analysis with the help of SPSS 25 software.

Table 1. Validity Test

Variable	Indicator	Pearson Correlation	Sig	Information
Employee Performance (Y)	Y1.1.1	0.816	0,000	Valid
	Y1.1.2	0.712	0,000	Valid
	Y1.2.1	0.458	0.004	Valid
	Y1.2.2	0.625	0,000	Valid

INDIKATOR
Jurnal Ilmiah Manajemen & Bisnis
Scientific Journal of Management & Business

Vol. 8 No. 3, August 2024

p-ISSN: 2598-6783
e-ISSN: 2598-4888

	Y1.3.1	0.410	0.011	Valid
	Y1.3.2	0.515	0.001	Valid
	Y1.4.1	0.549	0,000	Valid
	Y1.4.2	0.616	0,000	Valid
	Y1.5.1	0.453	0.004	Valid
	Y1.5.2	0.350	0.031	Valid
	Y1.6.1	0.572	0,000	Valid
	Y1.6.2	0.667	0,000	Valid
Training (X1)	X1.1.1	0.683	0,000	Valid
	X1.1.2	0.748	0,000	Valid
	X1.1.3	0.549	0,000	Valid
	X1.1.4	0.683	0,000	Valid
	X1.1.5	0.719	0,000	Valid
	X1.2.1	0.669	0,000	Valid
	X1.2.2	0.478	0.002	Valid
	X1.2.3	0.467	0.003	Valid
	X1.3.1	0.637	0,000	Valid
	X1.3.2	0.592	0,000	Valid
	X1.3.3	0.550	0,000	Valid
	X1.3.4	0.753	0,000	Valid
	X1.4.1	0.701	0,000	Valid
	X1.4.2	0.620	0,000	Valid
	X1.4.3	0.564	0,000	Valid
	X1.4.4	0.473	0.003	Valid
Rewards (X2)	X2.1.1	0.737	0,000	Valid
	X2.1.2	0.644	0,000	Valid
	X2.2.1	0.633	0,000	Valid
	X2.2.2	0.678	0,000	Valid
	X2.2.3	0.794	0,000	Valid
	X2.2.4	0.717	0,000	Valid
	X2.3.1	0.470	0.003	Valid
	X2.3.2	0.482	0.002	Valid
	X2.4.1	0.529	0.001	Valid
	X2.4.2	0.640	0,000	Valid
	X2.5.1	0.732	0,000	Valid
	X2.5.2	0.775	0,000	Valid
	X2.5.3	0.678	0,000	Valid
Punishment (X3)	X3.1.1	0.749	0,000	Valid
	X3.1.2	0.726	0,000	Valid
	X3.1.3	0.757	0,000	Valid
	X3.1.4	0.801	0,000	Valid

X3.1.5	0.602	0,000	Valid
X3.2.1	0.459	0.004	Valid
X3.2.2	0.717	0,000	Valid
X3.2.3	0.761	0,000	Valid
X3.2.4	0.709	0,000	Valid
X3.2.5	0.531	0.001	Valid
X3.2.6	0.483	0.002	Valid

Source: Primary data processed, 2024

Based on the validity test results in table 1 above, it can be seen that all variables have a correlation coefficient value greater than the R table value of 0.361, so it can be stated that the question items used in the research variables are valid.

Table 2. Reliability Test

Variable	Items	Cronbach's Alpha	Criteria	Information
Employee performance	X1	0.795	0.60	Reliable
Training	X2	0.892	0.60	Reliable
Rewards	X3	0.889	0.60	Reliable
Punishment	Y	0.874	0.60	Reliable

Source: Primary data processed, 2024

Based on the results of the reliability test in table 2 above, it can be seen that all variables have a Cronbach's alpha value > 0.60, so it can be stated that the statement items used for the variables in the research are reliable.

RESULTS AND DISCUSSION
Results

The characteristics of the respondents in this study consisted of age, gender, education level and years of work. The age characteristics show that the majority of respondents are 21 -25 years old with a percentage of 39.5%, gender shows that the majority are women with a percentage of 65.8%, the majority of education is SMA/SMK with a percentage of 28.9%, and the majority's work experience is < 1 year with a percentage of 63.2%.

Tabel 3. Multiple Linear Regression Analysis Results

		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
	(Constant)	23,507	1,507		15,602	0,000
	Training	0.659	0.24	1,102	27,214	0,000
	Rewards	0.095	0.23	0.154	4,097	0,000
	Punishment	-0.482	0.36	-0.554	-13,507	0,000

Source: Primary data processed, 2024

Based on the regression analysis test above, the regression model in this study is as follows:

INDIKATOR
Jurnal Ilmiah Manajemen & Bisnis
Scientific Journal of Management & Business

Vol. 8 No. 3, August 2024

p-ISSN: 2598-6783
e-ISSN: 2598-4888

$$Y = 23.507 + 0.659X1 + 0.095X2 + (-0.482)X3 + e$$

The constant value obtained is 23.507, so it can be interpreted that if the training (X1), reward (X2) and punishment (X3) variables are equal to 0 (constant) then employee performance (Y) is worth 23.507. The regression coefficient value X1 is positive at 0.659. This means that if training increases, employee performance at the Grand Serela Hotel Yogyakarta will increase and conversely, if training decreases, employee performance at the Grand Serela Hotel Yogyakarta will also decrease. The regression coefficient value X2 is positive at 0.095. This means that if rewards increase, employee performance at the Grand Serela Hotel Yogyakarta will increase and conversely, if rewards decrease, employee performance at the Grand Serela Hotel Yogyakarta will also decrease. The regression coefficient value X3 is negative at -0.482. This means that if punishment increases, employee performance at the Grand Serela Hotel Yogyakarta will decrease and conversely, if punishment decreases, employee performance at the Grand Serela Hotel Yogyakarta will increase.

Table 4. F test

	Model	Sum of Squares	d	Mean Square	F	Sig.
1	Regression	428,289	3	142,763	282,462	0,000b
	Residual	17,184	34	0.503		
	Total	445,474	37			

Source: Data processed by researchers, 2024

The F test aims to determine the influence of all independent variables, namely training (X1), Reward (X2), and Punishment (X3) on the dependent variable, namely employee performance (Y) at the Grand Serela Hotel Yogyakarta. Based on the F test, the calculated F value is 282.462 and the significance is 0.000. Because the significance value is <0.05, it can be concluded that training, reward and punishment jointly influence employee performance at the Grand Serela Hotel Yogyakarta. Thus it can be concluded that H1 is accepted.

Based on the table, it is known that the training variable has a t-count of 27.214 with a significance value of 0.000. This indicates that the significance value is <0.05, which means that the training variable has a positive and significant effect on employee performance at the Grand Serela Hotel Yogyakarta. The reward variable has a t-count of 4.097 with a significance value of 0.000. This indicates that the significance value is <0.05, which means that the reward variable has a positive and significant effect on employee performance at the Grand Serela Hotel Yogyakarta. The punishment variable has a t-count of -13.507 with a significance value of 0.000. This indicates that the significance value is <0.05, which means that the punishment variable has a negative and significant effect on employee performance at the Grand Serela Hotel Yogyakarta, so it can be concluded that the training, reward and punishment variables have a partial influence on employee performance at the Grand Serela Hotel employees. Yogyakarta. So it can be concluded that the training, reward and punishment variables partially have a significant influence on employee performance at the Grand Serela Hotel Yogyakarta employees. Thus, it can be concluded that H2 is accepted.

Based on the table, the training variable has a beta coefficient value of 0.659. The reward variable has a beta coefficient value of 0.095, while the punishment variable has a beta coefficient value of -0.482. It can be seen that training has the largest beta coefficient value so it can be concluded that training is the most dominant variable that influences employee performance at the Grand Serela Hotel Yogyakarta. Thus, H3 is accepted.

Table 5. Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.981a	,961	,958	0.711

Source: Data processed by researchers, 2024

Based on table 5 above, it is known that the coefficient of determination (Adj R Square) is 0.981, this shows that the Employee Performance variable (Y) is influenced by the Training (X1), Reward (X2), and Punishment (X3) variables by 95.8%, while the remaining 4.2% was influenced by other variables not explained in this study.

Discussion

Training, reward and punishment together have a significant effect on employee performance at the Grand Serela Hotel Yogyakarta. This means that training, reward and punishment together have a significant effect on employee performance at the Grand Serela Hotel Yogyakarta. Training, reward and punishment partially have a significant effect on employee performance at the Grand Serela Hotel Yogyakarta. This explains that training has a positive and significant effect on employee performance at the Grand Serela Hotel Yogyakarta, rewards have a positive and significant effect on employee performance at the Grand Serela Hotel Yogyakarta, and rewards have a positive and significant effect on employee performance at the Grand Serela Hotel Yogyakarta. The most dominant variable and influence on employee performance in this research is the training variable (X1). Training is the most influential variable among other variables because the reactions of employees consider that the training that has been carried out is very good and is an important lesson for them in terms of improving their performance.

CONCLUSION

Based on the results of tests and analyzes that have been carried out regarding the influence of Training, Rewards and Punishment on Employee Performance at the Grand Serela Hotel Yogyakarta, it can be concluded as follows: 1) Training, Reward and Punishment together have a significant effect on employee performance at the Grand Serela Hotel Yogyakarta. 2) Training, Rewards and Punishment partially have a significant effect on Employee Performance at the Grand Serela Hotel Yogyakarta. 3) Training is the variable that has the most influence on employee performance at the Grand Serela Hotel Yogyakarta.

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