



# The Effect of Training on Employability and Its Implications on Employee Performance: A Case Study on Hotel Employees in Bandung

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**Abstract.** This study aims to determine the effect of training on employability and its implications for employee performance. The research method used is quantitative. The unit of analysis is Horison Hotel Bandung employees, with as many as 78 respondents. Data was collected using an online questionnaire (google form). The results showed that training affected employability, whereas employability affected employee performance. High performance can increase the productivity and effectiveness of employees in carrying out their work.

**Keywords:** Training · Employability · Employee Performance · Hotel

## 1 Introduction

Human resources regulate the role of the workforce to be effective and efficient in achieving organizational goals [1]. Organizational goals are achieved through cooperation among all organizational actors [2]. Good human resource cooperation in the workplace will be associated with productivity outcomes and the general well-being of the organization [3].

The HR management process will determine the success or failure of an organization in achieving the goals that have been set. If HR in the company can be appropriately managed, it will be easier to carry out company activities and perform the type, size, function, and purpose that must operate with and through humans, so HR management is essential for the company [4]. HR capabilities must adjust to the needs of the company's goals. Any organization. HR capabilities must adapt to the needs of the company. One of the ways to increase the capacity of human resources as planning and implementing personnel is to conduct training programs. Training is intended to improve the mastery of various skills and techniques for carrying out specific, detailed, and routine work [5].

The company is expected to be able to provide and form a skilled and competent workforce in carrying out jobs that increasingly demand high work skills. Employees need to be given the training to master their field of work well, and in the end, the training will improve their performance [6]. Training is a method that is often used to strengthen competence, followed by reciprocity that can grow abilities. These abilities are placed in

the right place and followed by opportunities to support them, so capabilities significantly affect performance [7].

Performance is a function of ability. To complete a task or work, a person should have a certain degree of willingness and ability [8]. Horison Hotel Bandung is a service company that is expected to be able to provide professional and the best service for all visitors. The training is under the standards set by Hotel Horison Bandung and is provided on and off the job. Based on the description above, it is known that training is closely related to the employability of employees, which will make employees more professional in carrying out their work, which in turn will improve employee performance. Therefore, the productivity level of each employee can be different [9]. This study aimed to determine the effect of training on employability and its implication on employee performance at the Horizon hotel in Bandung.

## 2 Methods

This study discussed the relationship between training, employability, and employee performance at Hotel Horison Bandung. This research was conducted at Hotel Horison Bandung from February 2021 to July 2021. In this study, three variables were used. The variables contained in this study were the X variable, or the independent variable (exogenous) that is Training (X), with its dimensions: (1) Instructors, (2) Participants, (3) Materials (materials), (4) Methods, (5) training objectives, and; (6) A supportive environment, then the Y variable or the intervening variable is employability (Y) with the dimensions: (1) Knowledge (knowledge), and; (2) Skill (skills), and Z variable or dependent variable (endogenous) that is employee performance (Z) with dimensions that include: Quality of work (quality of work), Quantity of work performed (quantity of work performed), Interpersonal effectiveness (effectiveness of interpersonal relationships), and Competencies (competence). The data collection was carried out by distributing online questionnaires in the form of google forms filled out by respondents and then processed by researchers.

### 2.1 Research Types and Methods

This research is a descriptive type of research using quantitative methods. The type of data in this study consists of general data related to training, employability, and employee performance. Two sources of data were used, namely primary and secondary data. The data collection technique used an online questionnaire (gform).

### 2.2 Population and Sample

The population in this study were employees of Hotel Horison Bandung because employees of Hotel Horison Bandung amounted to 76 people, so all employees were involved in this study.

### 2.3 Verification Analysis Techniques

In revealing the variables studied in a study, a reliable measuring instrument is needed; in other words, it must have validity and reliability. This is necessary so that the researcher's final results and conclusions will not be wrong and provide a picture that is not much different from the actual situation, and the hypothesis used will also hit the target. The verification analysis in this study uses statistical test lat, namely the variant-based structural equation or what can be known as PLS (Partial Least Square) with SmartPLS software.

The component or variance basis is an alternative covariance with the Partial Least Square (PLS) method as a prediction method. Variant-based Structural Equation Modeling (SEM), according to Abdillah & Hartono [10], is SEM that uses variance in the iteration process or variance block between indicators or parameters estimated in one other latent variable in one research model. The consequence of the variance-based iteration process is neglecting the multicollinearity effect between indicators and latent variables. The advantages of this method are [10]:

1. This method is appropriate for predictive models that aim to predict causality effect relationships at the level of latent variables.
2. Able to model many dependent and independent variables (complex models).
3. Able to manage multicollinearity problems between independent variables.
4. The results remain solid and (robust) even though there are abnormal and missing data (missing value).
5. Stronger practically because it is more efficient in the execution process.
6. Able to process small sample data, strong against deviation of normality assumptions, measure reflective and formative indicators, and estimate recursive models.
7. It does not require data to be normally distributed.
8. It can be used on data with different types of scales, namely nominal, ordinal and continuous.

## 3 Results and Discussion

### Validity

The instrument's validity was measured to ensure similarity between the data collected and the data that occurred in the object under study. The type of validity used in this study was construct validity which determines validity by correlating the scores obtained from each item in the form of questions with the total score obtained from the sum of all item scores. Based on statistical measures, if it turns out that the scores of all items arranged according to the dimensions of the concept are correlated with the total score, it can be said that the measuring instrument has validity (Table 1).

### Reliability

Reliability is related to the consistency, accuracy, and predictability of a measuring instrument [11]. So, it can be said that reliability is a measure to assess whether the measuring instrument used can provide a consistent measurement value. Meanwhile, [12] revealed that reliability is the level of trustworthiness of the results of a measurement.

**Table 1.** Dimensional Validity Test Results.

Variable	Dimension	Coefficient	T Count	T Table
<b>Training (X)</b>	Infrastructure (X.1)	0.892	44,349	1.96
	Participants (X.2)	0.844	29,546	1.96
	Material (X.3)	0.930	77,253	1.96
	Method (X.4)	0.678	9,364	1.96
	Goal (X.5)	0.857	30,102	1.96
	Supportive environment (X.6)	0.816	20,546	1.96
<b>Employability (Y)</b>	Knowledge (Y.1)	0.955	101,060	1.96
	Skills (Y.2)	0.949	65,291	1.96
<b>Performance (Z)</b>	Quality of Work (Z.1)	0.917	44,419	1.96
	Quantity of work (Z.2)	0.895	38,604	1.96
	Effectiveness of Interpersonal Relationships (Z.3)	0.911	35,852	1.96

Measurements that have high reliability are measurements that can provide reliable measurement results. The research instrument whose reliability was tested by test and re-test was carried out by testing the instrument several times on the respondents. So, in this case, the instruments and the respondents are the same, but it was done at different times. Reliability is measured by the correlation coefficient between the first experiment and the next. The instrument is declared reliable if the correlation coefficient is positive and significant. Testing this way is often also called stability. The formula for calculating the coefficient of Cronbach's Alpha (Table 2).

### Inner Model

Evaluation of the structural or inner model is a step to evaluate the goodness of fit, including the coefficient of determination and predictive relevance, as well as hypothesis testing. Each will be explained as Fig. 1.

### Coefficient of Determination (R<sup>2</sup>)

Used to determine the magnitude of the ability of endogenous variables to explain the diversity of exogenous variables, or in other words, to determine the magnitude of the

**Table 2.** Construct Reliability Test Results

Variable/Dimension	Cronbach's Alpha	Composite Reliability	Information
Training (X)	0.941	0.948	Reliable
Workability (Y)	0.907	0.923	Reliable
Performance (Z)	0.923	0.935	Reliable

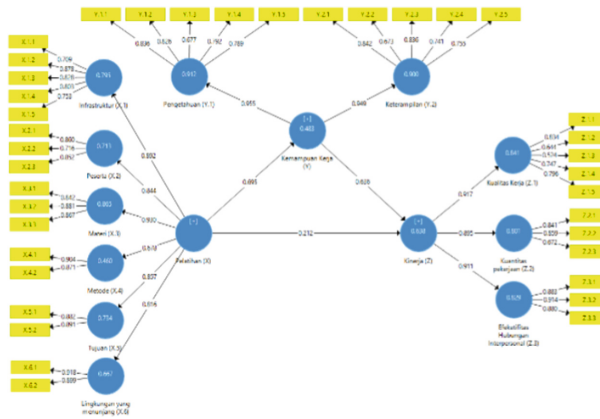


Fig. 1. Construct Analysis of the Effect of Training and Employability on Performance

Table 3. Coefficient of Determination Results (R2)

Dependent Variable	R Square	R Square Adjusted
Workability (Y)	0.483	0.476
Performance (Z)	0.638	0.628

contribution of exogenous variables to endogenous variables. The results of R2 can be seen in Table 3.

Table 3 shows that the R-square value of Workability (Y) is 0.483 or 48.3%. This can indicate that the diversity of the Employability variable (Y) can be explained by the Training variable (X) of 48.3% or, in other words, the contribution of the influence of the Training variable (X) and the Employability (Y) of 48.3%. In contrast, the remaining 51.7% contributes to other variables not discussed in this study. The performance R-square value (Z) is 0.638 or 63.8%. This can indicate that the diversity of the Performance variable (Z) can be explained by the variable Training (X) and Employability (Y) of 63.8% or, in other words, the contribution of the Training (X) and Employability (Y) to Performance (Z) is 63.8% while the remaining is 36.2%.

**In Hypothesis 1, There is a Positive Effect of Training on Employability**

The test results in Table 3 show that the value of T statistics resulting from the effect of training on employability is 9.392, with a p-value of 0.000. The test results show that the value of T statistics is >1.96, and the p-value is <0.05. This means that it can be concluded that there is a significant effect of training on employability. The resulting coefficient value is 0.695 (positive), meaning that better training (X) tends to increase employability (Y). Thus, hypothesis 1 is fulfilled.

**In Hypothesis 2, there is a Positive Effect of Employability on Employee Performance**

The test results listed in Table 3 show that the value of T statistics resulting from the influence of employability on employee performance is 6.074 with a p-value of 0.000. The test results show that the value of T statistics is >1.96, and the p-value is <0.05. This means that it can be concluded that there is a significant effect of employability on employee performance. The resulting coefficient value is 0.636 (positive), meaning that the higher the Employability (Z), the higher the employee performance (Z). Thus, hypothesis 2 is fulfilled.

**Hypothesis 3, There is a Positive Effect of Training on Employee Performance**

The test results in Table 3 show that the value of T statistics resulting from the effect of training on employee performance is 2.054, with a p-value of 0.040. The test results show that the value of T statistics is >1.96 and the p-value <0.05. This means that it can be concluded that there is a significant effect of training on employee performance. The resulting coefficient value is 0.212 (positive), meaning that the better the training (X), the more likely it is to increase employee performance (Z). Thus, hypothesis 3 is fulfilled.

The test results listed in Table 4 show that the value of F statistics resulting from the effect of Training and Employability on Employee Performance is 66,091 with a p-value of 0.000. The test results show that the F Statistics value is >3.11, and the p-value is <0.05. This means that it can be concluded that there is a significant effect of training and employability together on employee performance.

The test results listed in Table 5 show that the value of T statistics resulting from the influence of training on employee performance through employability is 6.035 with a p-value of 0.000. The test results show that the value of T statistics is > 1.96 and the p-value < 0.05. This means that it can be concluded that training has a significant effect on employee performance through employability. Or in other words, employability can mediate the effect of training on employee performance. The resulting coefficient is 0.442 (positive), meaning that the higher the employability is due to the better training, it tends to improve employee performance. Indirect coefficient value > direct coefficient (0.442 > 0).

**Table 4.** Simultaneous Hypothesis Testing Table

R Square	N	k	Fcount	Ftable	P-Value	Information
0.638	78	2	66.091	3.11	0.000	Significant

**Table 5.** Indirect Effect Test Results

Influence	Coefficient	T Statistics (IO/STDEV)	P-Value
Training (X) → Workability (Y)	0.695	9,392	0.000
Workability (Y) → Performance (Z)	0.636	6,074	0.000
Training (X) → Performance (Z)	0.212	2.054	0.040

## 4 Conclusions

Based on the study's results, it was stated that training affected employability. This showed that the more routine training was carried out, the higher the employability of the employee, and vice versa. If the training was not carried out regularly, it could lower the employability. Furthermore, employability affected employee performance. This showed that the better the employability possessed by the employee, the better the employee's performance.

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