

## INTERPRETATION OF TRAINING, PLACEMENT, AND ABILITY ON EMPLOYEE PERFORMANCE AT GRAND CITY HALL MEDAN

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**Abstract:** The interpretation of the research aims to determine whether training, placement, and ability, both partially and simultaneously, have a positive and significant effect on the performance of employees at Grand City Hall Medan. The data interpretation technique used is the associative method with the assistance of SPSS version 26.0. This study employs multiple linear regression interpretation. The sample in this study consists of 59 respondents. Primary data collection using a questionnaire. The research results indicate that training has a partial effect on the performance of employees at Grand City Hall Medan, where  $t\text{-count } 2.125 > t\text{-table } 1.673$  and significant  $0.003 < 0.05$ . Placement has a partial effect on the performance of employees at Grand City Hall Medan, where  $t\text{-count } 2.555 > t\text{-table } 1.673$  and significant  $0.001 < 0.05$ . Ability has a partial effect on the performance of employees at Grand City Hall Medan, where  $t\text{-count } 5.018 > t\text{-table } 1.673$  and significant  $0.001 < 0.05$ . Training, placement, and ability simultaneously have an effect on the performance of employees at Grand City Hall Medan, where the coefficient value  $> 169.388 > 2.79$  at significant  $0.00 < 0.05$ .

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### INTRODUCTION

Indonesia is the largest archipelagic country in the world with significant potential that can be developed in the field of tourism industry. This enchanting country attracts many tourists with its natural beauty, cultural diversity, and culinary delights. Indonesia is starting to be encouraged to develop the tourism sector through various tourist attractions across different islands. This serves as a motivation for the community to be active and skilled in advancing the tourism industry.

The tourism industry itself is a collection of interconnected tourism businesses aimed at producing goods or services to meet the needs of travelers. Therefore,

supporting factors for the tourism industry are needed, such as hotels, restaurants, transportation, travel agents, money changers, and other supporting factors. As one of the supporting factors of tourism, hotels are a form of accommodation that provides lodging, food and beverage services, as well as other supporting facilities, managed commercially and open to the public 24 hours a day. Based on its location, a hotel can be classified as a city hotel or a resort hotel. Hotels usually have various departments or sections in their fields of work.

Grand City Hall Hotel Medan is a 5-star business hotel of choice in Medan City. It features 250 rooms, showcasing luxurious design, and guarantees 5-star service to ensure guests feel comfortable staying at this hotel for both business trips and family vacations. A very strategic location in the center of Medan City that provides quick and easy access to various places. The guest can walk to the Merdeka Walk Food Court, which is one of the central culinary and shopping spots like Podomoro. To avoid mistakes in operations and to provide the best service to guests, hotels must have an orientation or training program for their staff and ensure proper placement according to the staff's abilities.

It is not uncommon for staff to be hired at hotels but still lack the full skills to perform their tasks excellently. Therefore, they need to undergo basic training to adapt to the organization, policies, and procedures of the hotel. The training at the Grand City Hall Hotel Medan is conducted under the auspices of the Human Resources Department. The training takes place concurrently with the weekly meeting attended by each department under the guidance of the Human Resources Department. The training program is designed for both new and senior staff.

Grand City Hall is conducting training by analyzing the demand from division heads who report on the training needs for their subordinates. Usually, the issue of improving performance quality arises, as the rapid advancement of technology requires employees to enhance their skills by participating in training. There are many phenomena that occur within a company regarding employee performance training. The interest in training at Grand City Hall Medan is still low, with employees often postponing work and not attending training sessions.

With the regulations and Standard Operating Procedures (SOP) in place at Grand

City Hall Medan, mandatory training must be conducted every month with the number of employees corresponding to each department. Below are the training levels of employees at Grand City Hall Medan's Front Office department from January to March 2023, as shown in the table below.

Table 1: Training Data of the Front Office Department at  
Grand City Hall Hotel Medan

Month	Number of Employees	Training Target	Employees Yet to Attend Training	Percentag
January	18	12	7	58
February	18	12	5	42
March	18	12	6	50
April	18	12	5	42
May	18	12	5	42
June	18	12	6	50

Source: Grand City Hall Hotel, 2023

Table 1 shows that the percentage of employees participating in training each month is small, while the percentage of those not participating is quite high (the number of participants in the training is decreasing). With this training program, it is evident that there are more employees not participating in the training than those who are. This has become an important concern for the company regarding the work program that has not yet been implemented as planned and does not meet the Standard Operating Procedure (SOP).

Although training efforts have been carried out, employees still tend to show a lack of interest in the training. In a company, training plays an important role in enhancing employee performance. Measuring performance is necessary to determine whether the execution aligns with the established plans, whether the performance can be carried out within the initially set timeframe, and whether the results have been achieved as expected.

## RESEARCH METHOD

This research approach uses a quantitative method with an associative type of research. According to Sugiyono (2013), associative research aims to determine the influence or relationship between two or more variables in a causal or cause-and-effect manner, while the type of data used in this research is quantitative data. The data obtained and recorded for the first time is data collected from the research location, through observations, interviews, and other books or literature. In this study, the data obtained was through providing a questionnaire/list of questions to the employees of Grand City Hall Hotel Medan.

According to Sugiyono (2013), "Population is the area of generalization that consists of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn." This research applies a population of 143 employees at Grand City Hall Hotel Medan, excluding managers and trainees. According to Sugiyono (2013), a sample is a part of the quantity and characteristics possessed by that population. The sampling method in the research for respondents using Slovin's formula as stated in Mweshi, G. K., & Sakyi, K. (2020) resulted in a sample size of 59 respondents. Variables in research can be classified into two types:

Dependent variable (Y), which refers to the condition or characteristic that changes or emerges when the research introduces, modifies, or replaces the independent variable. According to its function, this variable is influenced by other variables; therefore, it is often referred to as the dependent variable (Sopiah, 2008). The independent variable (X) refers to the conditions or characteristics that the researcher manipulates in order to explain its relationship with the observed phenomenon. This variable function is often referred to as an influencing variable, because it serves to affect other variables, thus freely influencing other variables.

From the title of the research "The Interpretation of Training, Placement, and Ability on Employee Performance at Grand City Hall Hotel Medan," the types of research variables are Independent Variables (X): Training (X1), Placement (X2), and Ability (X3), and the Dependent Variable (Y): Performance. (Y) The data collection techniques in this study utilize several methods, namely:

questionnaires, which are questions/statements prepared by the researcher to understand the opinions/perceptions of research respondents about a studied variable; observations, which involve directly viewing a condition related to the object of study; and documentation, which entails investigating records of past data.

### **Data Analysis Techniques**

Data analysis techniques are carried out after all the necessary data to solve the problem statement in the testing has been completely gathered. (Sugiyono,2018).

### **Data Quality Testing**

Before the data is interpreted and evaluated, it must first be tested with: Validity testing demonstrates the extent to which a measuring instrument can measure what it intends to measure, or it is referred to as a valid measure if it successfully measures the phenomenon (Siregar, 2016). Validity testing is the level of reliability of the measuring instrument used. Validity testing is used to determine the suitability of items in a list of questions or statements in defining variables. The next step is to statistically analyze the correlation coefficient obtained by looking at the asterisk next to the total score or by comparing it with the critical value of  $r$  that indicates validity.

Reliability Test to determine the extent to which measurement results remain consistent when measurements are taken two or more times on the same phenomenon using the same measuring instrument.

### **Classical Assumption Test**

The normality test aims to examine whether in the regression model, both the dependent and independent variables have a normal distribution or not. Multicollinearity Test, Sujarweni, V. W. (2014) The Multicollinearity Test refers to the existence of a perfect or certain linear relationship among some or all of the variables that explain the regression model. Sujarweni, V. W. (2014) The purpose of the heteroscedasticity test is to examine whether a group has the same variance among its members. This means that if the variance of the independent variable is constant (the same) for each specific value of the independent variable, it is referred to as homoscedasticity. If the points on the graph are scattered both above and below zero on the Y-axis, it means that heteroskedasticity does not occur in the regression model, making the regression suitable for use multiple.

### **Linear Regression.Quantitative**

Interpretation using statistical methods employed is multiple linear regression interpretation. Multiple linear regression interpretation is an analysis that measures the influence between several independent variables and a dependent variable. The equation for multiple linear regression interpretation in this study is as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$

Explanation:

Y = Performance

X1 = Training

X2 = Placement

X3 = Ability

a = Constant

b = Regression Coefficient

e = Error term

The t-test in multiple linear regression interpretation is used to test the effect of independent variables on the dependent variable partially. Sujarweni, V. W. (2014) The testing criteria are as follows:  $H_0: H_1 = 0$ , meaning that there is no positive and significant effect of the training variable on employee performance variable in a partial manner, and  $H_0: H_1 \neq 0$ , meaning that there is a positive and significant effect of the training variable on employee performance variable in a partial manner. The decision-making criteria are:  $H_0$  is accepted if  $t$  calculated  $< t$  table and  $H_0$  is rejected if  $t$  calculated  $> t$  table.

The F test in multiple linear regression interpretation is used to examine the simultaneous or collective effect of independent variables on the dependent variable Sujarweni, V. W. (2014) The testing criteria are:  $H_0: b_1 = b_2 = 0$ , meaning that there is no positive and significant effect from the independent variables simultaneously, and  $H_0: b_1 \neq b_2 \neq 0$ , meaning that there is a positive and significant effect from the independent variables simultaneously.

The Coefficient of Determination ( $R^2$ ) test or the interpretation of  $R^2$  (R Square) is used to determine the extent of the percentage contribution of independent variables collectively to the dependent variable. Sujarweni, V. W. (2014)

## RESULTS AND DISCUSSION

Table 2: Validity Test

Variable	Corrected Item-Total Correlation	Remarks
Training (X1)	SPSS processing result item>0.30	Valid
Placement (X2)	SPSS processing result item>0.30	Valid
Ability (X3)	SPSS processing result item>0.30	Valid
Performance (Y)	SPSS processing result item>0.30	Valid

Source: SPSS Data Management

Validity indicates that the results of the SPSS processing show that the 4 variables are valid.

Table 3: Reliability Test

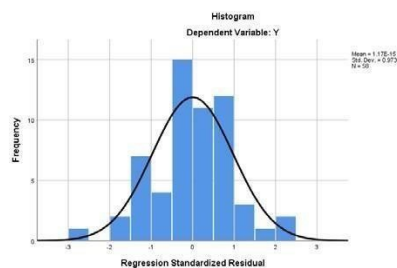
Variable	Cronbach's Alpha Based on Standardized Items	Remarks
Training (X1)	SPSS processing results for all items > 0.60	Reliable
Placement (X2)	SPSS processing results for all items > 0.60	Reliable
Ability (X3)	SPSS processing results for all items > 0.60	Reliable
Performance (Y)	SPSS processing results for all items > 0.60	Reliable

Source: SPSS Data Management

Validity indicates that the SPSS processing results for the 4 variables are reliable.

### Normality Test of Data

Figure: 1 Histogram

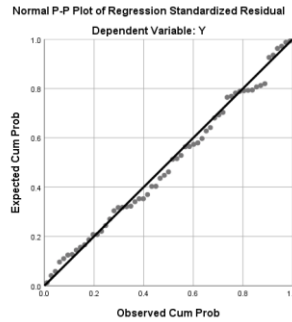


Source: SPSS Data Management

The histogram in Figure 1 shows that the data is normally distributed.

Scatter P-Plot Test

Figure 2: Scatter P-Plot



Source: SPSS Data Management

Figure 2: The Scatter P-Plot shows data scattered along the diagonal line.

Table 4: One-Sample Kolmogorov-Smirnov Test

<b>One-Sample Kolmogorov-Smirnov Test</b>		
		Unstandardized Residual
N		59
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std.	1.77773882
Most Extreme Differences	Absolute	.072
	Positive	.072
	Negative	-.042
Test Statistic		.072
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal.		

Source: SPSS Data Management

The table presented shows that the Kolmogorov-Smirnov value is 0.200, with a significance level of 0.05, indicating that the data can be used.

Multicollinearity Test

Table 5: Multicollinearity Test

<b>Coefficients<sup>a</sup></b>		
Model	Collinearity Statistics	
	Tolerance	VIF



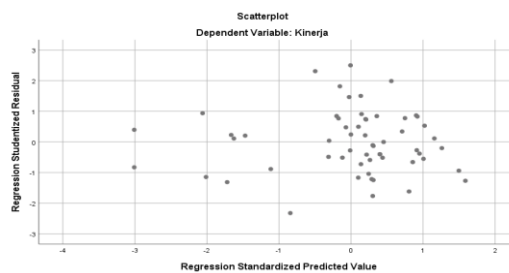
1	X1	.295	3.394
	X2	.154	6.513
	X3	.148	6.735
a. Dependent Variable: Y			

Source: SPSS Data Management

The table presented shows data free from multicollinearity and can proceed.

### Heteroscedasticity Test

Figure 3: Scatter Plot



Source: SPSS Data Management

Figure 3: The presented image shows data that is not clustered in a distribution.

Table 6: Multiple Linear Regression

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.989	1.050		.942	.350
	X1	.225	.106	.165	2.125	.038
	X2	.290	.113	.275	2.555	.013
	X3	.554	.110	.549	5.018	.000
a. Dependent Variable: Y, Source: SPSS Data Management						

From the results of the multiple linear regression test shown in the table above, the multiple linear regression equation is obtained as follows:

$$Y = 0.989 + 0.225X_1 + 0.290X_2 + 0.554X_3 + e$$

The explanation of the above multiple linear regression equation is as follows:

a. If all independent variables are considered zero, then employee performance (Y) is 0.989.

- b. If there is an increase in training by 1 unit, then employee performance (Y) will increase by 0.225 or 22.5%.
- c. If there is an increase in placement by 1 unit, then employee performance (Y) will increase by 0.290 or 29%.
- d. If there is an increase in ability by 1 unit, then employee performance (Y) will increase by 0.554 or 55.4%.

### Hypothesis Testing

Table 7: t-test Hypothesis Testing

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Cons)	.989	1.050		.942	.350
	X1	.225	.106	.165	2.125	.003
	X2	.290	.113	.275	2.555	.001
	X3	.554	.110	.549	5.018	.000

a. Dependent Variable: Y

Source: SPSS Data Management

The influence of training on employee performance shows that t calculated 2.125 > t table 1.673 and significant 0.003 < 0.05, thus Ha is accepted and Ho is rejected, indicating that work discipline has a significant effect on employee performance.

The influence of placement on employee performance shows that t calculated 2.555 > t table 1.673 and significant 0.001 < 0.05, thus Ha is accepted and Ho is rejected, indicating that work experience has a significant effect on employee performance.

The influence of ability on employee performance shows that t calculated 5.018 > t table 1.673 and significant 0.000 < 0.05, thus Ha is accepted and Ho is rejected, indicating that work experience has a significant effect on employee performance.

Table 8: F-Test Hypothesis Testing

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	siqn

1	Regression	1693.581	3	564.527	169.388	0,00
	Residual	183.301	55	3.333		
	Total	1876.881	58			
a. Dependent Variable: Y						
b. Predictors: (Constant), X3, X1, X2						

Source: SPSS Data Management

It can be seen from the results of the simultaneous test in the table above that a coefficient value of 169.388 was obtained with a significance of 0.00. The number of samples in this study was  $n = 59$  respondents, where  $df(1) = n - k = 59 - 4 = 55$ . Then, a coefficient value of 2.79 was obtained with a significance of 0.05.

Table 9: Coefficient of Determination

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.950 <sup>a</sup>	.902	.897	1.826
a. Predictors: (Constant), X3, X1, X2				
b. Dependent Variable: Y				

Source: SPSS Data Management

Based on the table above, it can be seen that the Adjusted R Square value of 0.897, which can be referred to as the coefficient of determination, means that 89.7% of employee performance can be obtained and explained by the independent variables. Meanwhile, the remaining  $100\% - 89.7\% = 10.3\%$  is explained by other factors or variables outside the model, such as compensation factors, leadership, and others. The resulting R value is 0.950. This R value indicates a very strong or close relationship between the independent and dependent variables. This is because the resulting R value falls within the range of 0.8 – 0.99. The larger the R value, the closer the relationship between the independent variable and the dependent variable. The degree of closeness of the independent variable to the dependent variable.

## Discussion

Interpretation Between Training Variables and Performance: Based on the results of the hypothesis testing above, it can be concluded that training has an impact on performance. From these results, it is evident that the hypothesis formulated aligns with the research findings, namely that  $t\text{-count } 2.125 > t\text{-table } 1.673$  and significance

$0.003 < 0.05$ . This is consistent with the research by Retnilasari, E., & Putra, P. (2019) which states that job training significantly affects employee performance.

**Interpretation Between Placement Variables and Performance:** Based on the results of the hypothesis testing above, it can be concluded that work discipline affects work motivation. From these results, it is evident that the hypothesis formulated aligns with the research findings, namely that  $t\text{-count } 2.555 > t\text{-table } 1.673$  and significance  $0.001 < 0.05$ . This is consistent with the research by Yovita Aldilaning Sari (2014), which states that job placement significantly affects employee performance.

**Interpretation Between the Ability Variable and Performance,** based on the results of the hypothesis testing above, it can be concluded that work discipline has an effect on work motivation. From these results, it is known that the hypothesis made is consistent with the research findings, where  $t \text{ count } 5.018 > t \text{ table } 1.673$  and significant  $0.001 < 0.05$ . This aligns with the research by Yulius (2014), which states that work ability significantly affects employee performance.

**Interpretation Between the Training, Placement, and Ability Variables and Performance,** based on the results of the hypothesis testing above, it can be concluded that training, placement, and ability have an effect on performance. From these results, it is known that the hypothesis made is consistent with the research findings, where Performance (coefficient value  $> 169.388 > 2.79$  at significant  $0.00 < 0.05$ ). Thus, the hypothesis is accepted, which is in line with the research by Retnilasari, dkk (2019) stating that the influence of training and work ability on employee performance.

### **Recommendations**

1. It is hoped that the management of Hotel Grand City Hall Medan, especially the trainers, will master the material presented to align with the Standard Operational Procedure (SOP).
2. It is expected that the management of Hotel Grand City Hall Medan will provide opportunities for employees to develop themselves and explore their potential in order to achieve better career advancement at Grand City Hall Medan.
3. It is hoped that the management of Hotel Grand City Hall Medan will pay more attention to employees by providing appreciation related to the targets that have been

achieved, so that in the future, employee performance will improve.

4. It is recommended that the management of Hotel Grand City Hall Medan consider the career development of each employee by ensuring fair promotion opportunities for all employees to enhance employee loyalty.

5. It is expected that the results of this research can be taken into consideration by the management of Grand City Hall Medan, particularly in terms of training, placement, skills, and employee performance at Grand City Hall Medan.

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