

EMPLOYEE PERFORMANCE VIEWED FROM ORGANIZATIONAL CULTURE, WORK ENVIRONMENT, AND TRAINING (Study at Sahid Hotel) SURAKARTA

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ABSTRACT

This study looked into how training, work environment, and organizational culture affected employee performance at Hotel Sahid Jaya Solo. The classical assumption test, hypothesis testing, coefficient of determination, and multiple linear regression tests are among the data analysis methods used in this quantitative study. 80 employees made up the study's sample. 40 permanent employees of the Hotel Sahid Jaya Solo make up the sample. Purposive sampling was the method of selection employed in this study since there were various requirements for selection, one of which was that only permanent employees with a minimum of one year of employment were included in the samples. The results of this study show that organizational culture has positive and significant effects on employees' work lives, as do labor unions and work environments, while training has negative and insignificant effects on employees' work lives. The average coefficient of determination for each variable has a contribution of 81.9%, and the average coefficient of determination for each additional variable in this study is 18.1%.

Keywords: Organizational Culture, Work Environment, Training, Employee Performance

INTRODUCTION

In a business or organization, human resources are crucial. In order for management operations to run smoothly and employee performance to increase, businesses must have knowledgeable, highly competent staff and try to manage the firm as effectively as possible. Human resources can be interpreted as people who provide energy, expertise, creativity, and effort to jointly manage assets owned in an organization (Norawati et al., 2021).

In the increasingly competitive and growing business world, a company certainly wants the performance of its

employees to continue to increase and by managing human resources in a professional manner. Employee performance is one of several things required to boost employee productivity, a company's productivity can be achieved with good staff performance.

Organizational culture is one of the elements that affects employee performance, thus it must be taken seriously. The culture of the organization greatly influences how employees behave. Setyorini and Santi (2021) state that an organization is formed from a collection of individuals who differ in nature, character,

expertise, education, and experiential background in their lives. The beliefs or standards that develop habits within the organization and are used as a guide for members to act appropriately in workers' work in accordance with the company's vision and mission can be summarized as organizational culture. It can be concluded that organizational culture is the values or norms that become habits within the company which are used as a reference for members to be able to act in the work of workers properly according to the vision and mission of the company.

In her research Norawati et al., (2021) claimed that one of the elements that can effect employee performance is the work environment, and that the physical and psychological surroundings of the workplace can create the impression of a pleasant, secure, and comfortable working environment, among other things. Employees feel secure and are able to operate at their best in a favorable work environment. If a worker likes their job, they will be comfortable there and work hard to get the most out of their time there. Everything surrounding employees that may have an impact on how well they do their duties and produce the best possible work results is considered to be part of the workplace environment.

The middle of rapid developments in all fields, it can create gaps in the knowledge and skills of employee because the variety of jobs that will be assigned to employees is increasingly varied. By using techniques that place more emphasis on practice than theory, training can help people develop their human resources (HR) for the challenging globalization era. Educational materials can help people learn how to develop and improve their physical skills, cognitive skills,

and other skills in a relatively short period of time. This demonstrates that workers will be able to perform their jobs provided they have the necessary skills and good skills.

The development of high-rise hotels in Solo and all other Sahid hotels in Indonesia both began with the Hotel Sahid Jaya Solo. Sahid hotels also have comfort and beauty that are good for doing business or leisure, so that in providing hotel services, Sahid must apply the maximum possible service and be able to compete in today's modern world. Based on the responses from customers in several media such as Google maps, Traveloka, which the researchers saw, there were several customer responses that were dissatisfied with the service at the Sahid Jaya Solo hotel. This approach necessitates that the Sahid Jaya Solo hotel put a human resource strategy in place to boost employee productivity and ensure that guests receive the best possible service.

Based on the description above, the researcher conducted a study entitled "Employee Performance Viewed from Organizational Culture, Work Environment and Training" (Study at Sahid Jaya Hotel) Surakarta. To determine how training affects employee performance, how the workplace affects employee performance, and how organizational culture affects employee performance at the Hotel Sahid Jaya Solo.

Production quantity, quality, output period, workplace attendance, and cooperative attitude are used to gauge an employee's contribution to the firm (Adamy, 2016: 91).

Organizational culture is a set of shared, implicitly accepted premises held by a group that shapes how it perceives, considers, and responds to

varied contexts (Kreitner and Kinicki 2014: 62, cited in Enny 2019: 45).

The environment in which employees work, which includes everything around them, can affect how happy they are with their jobs and how well they carry out their duties to provide the greatest outcomes. At order to promote employee work in a company, work spaces frequently have amenities that assist employees in completing duties assigned to them (Enny, 2019: 56).

An action to enhance current performance and future performance is known as training (Kawiana, 2020: 141).

METHOD

Quantitative data in the form of numbers collected from respondents' survey responses were used in this study. To ascertain the impact of corporate culture, work environment, and training on employee performance at Hotel Sahid Jaya Solo, research was done. The study's sample consisted of all 80 of the Hotel Sahid Jaya Solo's employees. Purposive sampling was the method of sampling employed, because in taking the sample the researcher used several considerations and criteria to make the sample, namely the sampling was carried out on permanent employees with a minimum of 1 year of work at the Sahid Jaya Solo Hotel, so that the sample obtained was 40 permanent employees. This research data collection technique is observation, questionnaires distributed to respondents and interviews. Data analysis used is the traditional assumption test, hypothesis testing, coefficient of determination, and multiple linear regression tests.

RESULTS AND DISCUSSION

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1. Results

Test Instrument

Validity test

Table 1
Results of Validity Test of Employee Performance Variables

No. Question	r-count	r-table	Information
Question 1	0.844	0.312	Valid
Question 2	0.814	0.312	Valid
Question 3	0.405	0.312	Valid
Question 4	0.552	0.312	Valid
Question 5	0.793	0.312	Valid
Question 6	0.757	0.312	Valid
Question 7	0.502	0.312	Valid
Question 8	0.809	0.312	Valid

Source: Primary Data Processed in 2023

According to the validity test results on the employee performance variable mentioned above, the value of r count > r table is known from the 8 questions, hence 8 questions on employee performance variables are deemed legitimate.

Table 2
Organizational Culture Variable Validity Test Results

No. Question	r-count	r-table	Information
Question 1	0.739	0.312	Valid
Question 2	0.822	0.312	Valid
Question 3	0.883	0.312	Valid
Question 4	0.444	0.312	Valid
Question 5	0.745	0.312	Valid
Question 6	0.828	0.312	Valid
Question 7	0.838	0.312	Valid

Source: Primary Data Processed in 2023

According to the validity test results for the organizational culture variable discussed above, the value of r count > r table is determined from the 7 questions. 7 questions on the organizational culture variable are therefore recognized as genuine.

Table 3
Work Environment Variable Validity Test Results

No. Question	r-count	r-table	Information
Question 1	0.834	0.312	Valid
Question 2	0.955	0.312	Valid
Question 3	0.962	0.312	Valid
Question 4	0.799	0.312	Valid

Source: Primary Data Processed in 2023

Inferred from the answers to the four questions in the validity test on the aforementioned work environment variables is the value of r count > r table. so that four inquiries about the customer's workplace are deemed valid.

Table 4
Training Variable Validity Test Results

No. Question	r-count	r-table	Information
Question 1	0.937	0.312	Valid
Question 2	0.889	0.312	Valid
Question 3	0.892	0.312	Valid
Question 4	0.912	0.312	Valid
Question 5	0.857	0.312	Valid
Question 6	0.902	0.312	Valid
Question 7	0.919	0.312	Valid

Source: Primary Data Processed in 2023

According to the validity test findings on the training variables mentioned above, the value of r count > r table is found from the 7 questions. 7 training variable questions are deemed valid as a result.

Table 5
Reliability Test Results

Variable	Alpha coefficient	Nunnally criteria	Informati
Employee Performance (Y)	0.831	0.6	Reliable
Organizational culture(X1)	0.883	0.6	Reliable
Work environment(X2)	0.913	0.6	Reliable
Training(X3)	0.960	0.6	Reliable

Source: Primary Data Processed 2023

The reliability test's findings above show that the reliability coefficient (Cronbach Alpha) on the variables of organizational culture, work environment, training and employee performance can be said to be reliable because > 0.6 corresponds to the Nunnally criteria.

Classic assumption test

Normality test

Table 6
Normality Test Results

Kolmogorov-Smirnov	Sig.	Information
0.614	0.845	Normal

Source: Primary Data Processed 2023

The results of the normality test on the research data acquired a significance value more than 0.05 ($p > 0.05$), as can be seen from the table above. As a result, it may be said that all of the study's variables are regularly distributed.

Multicollinearity Test

Table 7
Multicollinearity Test Results

Variable	tolerance	VIF	Conclusion
Organizational culture	0.252	3,969	Not occur
Work environment	0.212	4,728	Not occur
Training	0.198	5,060	Not occur

Source: Primary Data Processed 2023

According to the analysis's findings, which are shown in the table above, the correlation of all data has a VIF value of 10 and a tolerance value of > 0.1. The regression model used in this study's analysis did not contain multicollinearity amongst its independent variables, it can be said.

Heteroscedasticity Test

Table 8
Heteroscedasticity Test Results

Variable	t	Sig.	Conclusion
Organizational culture	1.376	0.177	Not occur
Work environment	-158	0.876	Not occur
Training	-1,449	0.156	Not occur

Source: Primary Data Processed 2023

From the result of the heteroscedasticity test, it shows that there is no p-value less than 0.05. This shows that there is no heteroscedasticity disorder that occurs in the estimation process of the estimator model parameters. So overall it can be concluded that this study's heteroscedasticity issues are unfounded.

Multiple Linear Regression Test

Table 9
Results of Multiple Linear Regression Analysis

Variable	Regression Coefficient	t	Sig.
Constant	7,132		
Organizational culture	0.651	4,755	0.000
Work environment	0.518	2,425	0.020
Training	-0.043	-0.393	0.697

Source: Primary Data Processed 2023

The multiple linear regression equation model is as follows based on the findings of the aforementioned data analysis:

$$Y = 7.132 + 0.651 X_1 + 0.518 X_2 - 0.043 X_3 + e$$

The following is an explanation based on the equation above:

1. The constant value is 7.132, so if the Organizational Culture (X1), Work Environment (X2), and Training (X3) variables are zero or considered constant, then the Employee Performance (Y) value will be 7.132.
2. Coefficient X1 (Organizational Culture)
If the variable X1 (Organizational Culture) increases by one unit, and X2 (Work environment), X3 (Training) is constant, therefore Y (Employee Performance) will be worth 0.651 more.
3. Coefficient X2 (Work Environment)
If the variable X2 (Work Environment) increases by one unit, and X1 (Organizational Culture, X3 (Training) is constant, therefore Y (Employee Performance) will grow by 0.518 in value.
4. Coefficient X3 (Training)
If X3 (Training) increases by one unit, and X1 (Organizational Culture), X2 (Work Environment) is constant, then the value of Y (Employee Performance) will decrease by 0.043.

Hypothesis testing

Table 10
Test Results t

Variable	t count	t table	Sig
Organizational culture	4,755	2,028	0.000
Work environment	2,425	2,028	0.020
Training	-0.393	2,028	0.697

Source: Primary Data Processed 2023

Known values t count = 4.755 and t table = 2.028, Ho is discovered to be unreliable since either t sig value (0.000) 0.05 or t

count (4.755) > t table (2.028), Employee of the Sahid Jaya Hotel Solo exemplifying the positive and significant effect company culture has on performance.

Known values t count = 2.425 and t table = 2.028, Ho is discovered to be unreliable due to the factors that t count (2.425) > t table (2.028) or t sig value (0.020) 0.05, The performance of Solo, a Sahid Jaya Hotel employee, is positively and significantly impacted by the work environment.

It is known t arithmetic = -0.393 with t tabael = 2.028 it is found that Ho is accepted because t count (-0.393) < t table (2.028), or the t sig value (0.697) > 0.05, It suggests that at the Hotel Sahid Jaya Solo, training has a negative and little impact on employee performance.

Determination Coefficient Test (R²)

Table 11
The coefficient of determination R²

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.912a	.833	.819	1.67605

Source: Primary Data Processed 2023

Determination Coefficient Test Results(R²) above it can be explained that the value (R²) is 0.819 or 81.9%. This demonstrates the importance of organizational culture, Work Environment, and Training variables account for 81.9% of the variance in employee performance at Sahid Jaya Hotel, with other variables accounting for 18.1% of the variance.

2. Discussion

Organizational Culture's Effect on Employee Performance

The Organizational Culture variable (X1) has a t count value (4.755) > t table (2.028) and a t sig value (0.000) < 0.05, according to the findings of the t test, indicating that it has a positive and significant impact on employee performance at Hotels Sahid Jaya Solo.

Organizational culture is a component that can impact employee performance, as Hotel Sahid Jaya Solo is aware of. This encourages Hotel Sahid Jaya Solo to properly instill organizational values in employees so that company goals can be achieved. Employees at Hotel Sahid Jaya Solo have a solid awareness of the organizational culture, which was made possible by the hotel management's ongoing socialization of organizational culture to all staff members. This justification suggests that Organizational Culture at Hotel Sahid Jaya Solo has a favorable and significant impact on employee performance, supporting the validity of the study's first hypothesis, or H1. The findings of this investigation concur with those of Rizal *et al.*, (2021).

Workplace Environment's Impact on Employee Performance

It is known that the results of the t test, the Work Environment variable (X2) have a calculated t value (2,425) > t table (2.028), and the t sig value (0.020) < 0.05, At the Sahid Jaya Solo Hotel, the working atmosphere has a favorable and significant impact on employees' performance.

In this study, the existence of a safe, comfortable and conducive

work environment at Hotel Sahid Jaya Solo can affect the performance of its employees, especially in completing work, because a positive work environment is one of the aspects that supports employee productivity, which in turn affects how well an employee's performance may be improved. This justification suggests that the work environment at the Sahid Jaya Solo Hotel has a favorable and considerable impact on employees' performance, supporting the validity of the study's second hypothesis, or H2. The findings of this study are consistent with those of Ariani *et al.*, (2020), study which found that the workplace has a favorable and significant impact on employee performance, and with those of Norawati *et al.*, (2021).

Training's Impact on Employee Performance

It is commonly recognized that training at Hotel Sahid Jaya Solo has a negative and insignificant effect on staff performance, as shown by the results of the training variable t test (X3), which had values for t count = -0.393, t table (2.028), and t sig (0.697) > 0.05. In this study, training had a negative and insignificant effect on employee performance at Hotel Sahid Jaya Solo. It can be concluded that the company was not good at optimizing training participants' testing and did not determine employee training needs, so that in this study the company was not compatible with the existing training system.

Based on this explanation, it can be interpreted that training has a negative and insignificant effect on employee performance at the Sahid Jaya Solo Hotel and proves that the third hypothesis or H3 in this study is rejected. The findings of this investigation concur with those of Andayani *et al.*

CONCLUSION

According to the study's findings, organizational culture at the Hotel Sahid Jaya Solo positively and significantly affects employee performance. Employee performance at Hotel Sahid Jaya Solo is positively and significantly impacted by the workplace environment. At Hotel Sahid Jaya Solo, training has a negative and minimal impact on employee performance.

The Coefficient of Determination (R²) test findings led to the calculation of an R² value of 0.819, or 81.9%. This indicates that organizational culture, work environment, and training variables contribute 81.9% to Sahid Jaya Hotel employee performance, with other factors outside the scope of this research model influencing the remaining 18.1%. According to the results of a linear regressive analysis that was conducted, the constant value was estimated to be around 7,132. A business organization estimated the value of the B coefficient to be around 0,651. Value coefficient B for the workplace is 0.518 and is positive. Likely -0.043 for Efficiency value training B with a negative bias. Suggestions for companies should be that Hotel Sahid Jaya Solo better instills organizational values in employees because it is very important for a company to instill an

organizational culture, this can also affect employee performance so that company goals can be achieved. Sahid Jaya Solo Hotel should realize by increasing a safe, comfortable and conducive working environment. because a good, comfortable and safe working environment makes employees enthusiastic in carrying out their duties.

Suggestions for companies are that Hotel Sahid Jaya Solo Hotel employees are more courageous in expressing their opinions so that new innovations are created. Sahid Jaya Solo Hotel should provide more complete facilities so that employees feel satisfied with these facilities so as to increase employee performance. It is expected that the company will pay more attention to the knowledge possessed by employees, through the implementation of training and increasing the intensity of meetings to increase the knowledge of employees, so that their performance will be better so as to improve employee performance.

It is hoped that future researchers will examine more sources and references related to human resources, apart from the variables in this study so that they can complete the problems and perfect this research.

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