

How To Increase Employee Performance Through Rewards And Training Bagaimana Meningkatkan Kinerja Karyawan Melalui Penghargaan Dan Pelatihan

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Abstrak

Tujuan dari penelitian ini adalah untuk mengetahui bagaimana meningkatkan kinerja karyawan melalui penghargaan dan pelatihan. Hal inilah yang melatarbelakangi fenomena permasalahan yang dihadapi perusahaan Fast Express yaitu hasil kinerja karyawan periode 2019 hingga 2021 belum mencapai target yang diharapkan. Dari sekian banyak faktor yang dapat mempengaruhi kinerja pegawai, ada 2 faktor utama yang akan diteliti oleh peneliti yaitu pelatihan dan penghargaan. Penelitian dilakukan di PT Si Cepat Express, periode penelitian pada bulan Maret-Mei 2022. Populasi penelitian adalah karyawan PT Si Cepat Express khususnya pada tim Operasional yang belum dapat diketahui jumlah pastinya. Penelitian ini menggunakan teknik non-probability dan purposive sampling. Sampel terdiri dari 100 responden, tetapi hanya 82 kuesioner lengkap yang dianggap dapat digunakan. Hasil penelitian menunjukkan bahwa pelatihan dan penghargaan berpengaruh positif dan signifikan terhadap kinerja karyawan. Hal ini membuktikan bahwa pelaksanaan pelatihan dan penghargaan oleh perusahaan Sicepat Express dapat berpengaruh terhadap peningkatan kinerja karyawannya.

Kata kunci: Reward, Pelatihan, Kinerja Karyawan, PT Si Cepat Express.

Abstract

The purpose of this research is to find out how to improve employee performance through rewards and training. This is behind the phenomenon of problems faced by the Fast Express company, namely the results of employee performance for the 2019 to 2021 period have not yet reached the expected target. Of the many factors that can affect employee performance, there are 2 main factors that will be examined by researchers, namely training and rewards. The research was conducted at PT Si Cepat Express, the research period was from March-May 2022. The research population was PT Si Cepat Express employees, especially in the Operations team, for which the exact number could not be known. This study uses non-probability and purposive sampling techniques. The sample consisted of 100 respondents, but only 82 complete questionnaires were considered usable. The results showed that training and rewards had a significant and positive effect on employee performance. This proves that the implementation of training and awards by the company Sicepat Express can have an effect on improving the performance of its employees.

Keywords: Reward, Training, Employee Performance, PT Si Cepat Express.

INTRODUCTION

Human resources owned by a company will play an effective role if they can be managed and controlled by employees who have high achievements. The factors that can support the success of a business in the company are seen from the work

productivity of the employee. The maximum productivity generated can be beneficial for both the entrepreneur and the employee, especially from their welfare. Every company needs to think of the right way to develop its human resources in order to advance a better

company and how to make these employees have high productivity. Various ways are taken by the company in developing human resources, especially for employees. This development aims to improve the quality of work in carrying out activities within the company. As for how to improve the quality of employee resources through employee performance appraisal activities that are used as a measuring tool to determine employee achievements and abilities. This can motivate employees to improve employee performance. Where according to Rivai & Basri in (Bintoro & Daryanto, 2017) performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or criteria that have been previously agreed upon. together. The results of interviews conducted by researchers with Operational Supervisors at Sicepat Express stated that the company continues to strive to improve the performance of its employees by taking a training and reward approach. The employee training strategy aims to improve competence, while rewards are carried out to maintain employee motivation levels. Based on available data from 2019-2021, the achievement of employee performance at Sicepat Express has not been in line with expectations (targets). This happened because of the COVID-19 pandemic situation which caused the implementation of training carried out by employees, especially in the operational division, to be less than optimal.

LITERATUR REVIEW

Employee Performance

Basically, every company has a vision and mission that must be achieved and implemented. In achieving these goals, every company is influenced by organizational behavior. One of the activities that are often carried out in employee performance organizations is

how to do everything related to work or roles in the organization. Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job (Nurchayani, 2016) explaining that performance is the result of work achieved by employees based on job requirements. (Rimpulaeng, 2014) describes that performance is the result of quality work achieved by an employee in carrying out their duties in accordance with the responsibilities given. Performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time, in most organizations, the performance of individual employees is the main factor that determines the success of the organization (Bolung et al., 2018) .

Training

Training is an effort to reduce or eliminate the gap between employee abilities and what the organization wants. This effort is carried out through increasing the work ability of employees by increasing knowledge and skills and changing attitudes. Employees are the organization's most valuable assets, because with all their potential, employees can continue to be trained and developed, so that they can be more efficient, their performance becomes more optimal to achieve organizational goals. The existence of a gap between the abilities of employees and what the organization wants, causes the need for organizations to bridge the gap, one way is through training. Thus, it is hoped that all potentials possessed by employees, namely knowledge, skills and attitudes can be improved, eventually the gap will be reduced or there will be no more gaps. Training is not a goal, but a tool from management to achieve company goals which is the business and responsibility of the highest leadership towards the employees who are their responsibility. (Mangkunegara, 2016) suggests that training is a short-term educational process

that uses a systematic and organized procedure in which non-managerial employees learn technical knowledge and skills for limited purposes. (Rahinnaya, 2016) states that Training is activities designed to provide learners with the knowledge and skills needed for their current job. (Bolung et al., 2018) stated that training is every effort to improve the performance of workers in a particular job that is their responsibility. With the training will be able to cause changes in work habits, changes in attitudes, behavior, skills and knowledge of employees. And the training must be done continuously. Training is a reciprocal process that is helpful and those who are trained must be active for the success of the training so that company goals are achieved.

Rewards

An award is a form of appreciation for a certain achievement given, both by and from an individual or an institution which is usually given in the form of material or speech. In the organization there is the term incentive or gift, which is an award in the form of material or non-material given by the leadership of the company organization to employees so that they work by making high motivational capital and achievement in achieving company or organizational goals. (Kadarisman, 2012) explains that the award is what employees receive in return for the work they provide. (Kevin Tangkuman et al., 2015) describes that appreciation is an effort to foster a feeling of acceptance in the work environment, which touches on aspects of compensation and aspects of the relationship between workers with one. Awards are rewards given by the company to its employees for the work they have done, both intrinsic and extrinsic rewards (Prabu & Wijayanti, 2016). Giving awards or rewards aims to increase productivity and retain outstanding employees to remain loyal to the company. The award system is intended as an encouragement so

that employees want to work better and generate motivation so as to encourage better employee performance.

RESEARCH METHODS

The approach used to conduct this research is quantitative. Respondents consist of employees of the operational department at PT Si Cepat Express. This research uses a non-probability technique with purposive sampling. The sample measurement uses a Likert scale with the provisions; 1-5 points include: 'strongly disagree' to 'strongly agree' as for the application of this scale to measure the independent and dependent variables. The data were then analyzed using SmartPLS 3.0 (Ringle, Wende, & Becker, 2015) to assess the hypothesis. Therefore, the sample that can be used in the SEM-PLS is between 30-100 respondents. The questionnaires were distributed by 100 participant respondents, but only 82 questionnaires were complete and considered usable.

Research Model

Research models are about how theory relates to various factors that have been defined as important. Then the model can be described as follows:

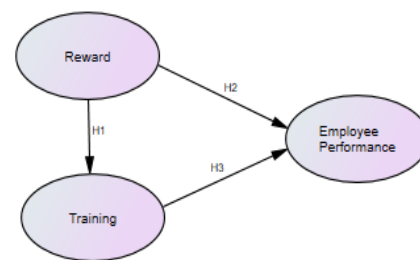


Figure 1. Research Model

Source: Data processed, 2022.

Operational Variables

The operational variables in this study include 1). Reward (X1) has the following indicators (Kadarisman, 2012): Wages, Salaries, Incentives, Allowances, and Promotions 2). Training (X2) has the following indicators (Wardhana, 2014): Training content, Training methods, Instructor attitudes and skills, Training duration, and Training facilities. 3). Employee performance (Y) has the following indicators (Sudarmanto, 2014):

Interpersonal impact, Need for supervision, Timeliness, Cost-effectiveness, Quality, and Quantity

RESULTS AND DISCUSSION

The Measurement Model

Table 1. reveals the results of the composite construct reliability (CR) test and convergent validity. The results confirm that the constructs have high internal consistency and a sufficient mean extracted variance (AVE) to validate convergent validity (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017). To measure indicators in achieving a satisfactory

loadings value, the minimum threshold value is 0.708 (Hair et al., 2017). The CR (composite reliability) value of human capital is 0.976, entrepreneurship is 0.931, and lecturer performance is 0.924, which explains that these results have high internal consistency. In addition, this structure also shows satisfactory convergent validity with the average extracted variance (AVE) of each structure being higher than the threshold value of 0.500, the results show that the indicator explains that more than 50% of the variance of the structure.

Table 1. Reflective Measurement Model

Dimension	Item	Loadings	CR	AVE
<i>Employee Performance</i>	EP11	0.808	0.931	0.691
	EP12	0.825		
	EP13	0.844		
	EP14	0.839		
	EP15	0.843		
	EP16	0.831		
<i>Rewards</i>	RW1	0.942	0.974	0.884
	RW2	0.961		
	RW3	0.933		
	RW4	0.940		
	RW5	0.941		
<i>Training</i>	TR10	0.768	0.918	0.692
	TR6	0.876		
	TR7	0.796		
	TR8	0.881		
	TR9	0.832		

Source: Data processed, 2022.

Table 2. shows the results of the HTMT to evaluate discriminant validity, where the square root of the AVE value for each latent variable is determined to be higher than the correlation value between all variables (Ringle et al., 2015).

Table 2. Discriminant Validity

	EP	RW	TR
EP	-		
RW	0.708	-	
TR	0.852	0.616	-

Source: Data processed, 2022.

The Structural Model

The structural model testing is to test the relationship between variables in the research framework. Where the results of the 5000-bootstrap data sample were carried out for hypothesis testing in this

study (Hair et al., 2017). in table 3. shows the results of the value of the path coefficient, which represents the Beta value for each path relationship. As for the results of this study, there are three supported hypotheses.

Table 3. Hypothesis Testing for Direct Effect

HYPOTHESES	BETA	STD. ERROR	T-VALUES	P-VALUES	LLCI	ULCI	DECISION
H1: RW → TR	0.581	0.161	3.597	0.000	0.608	0.815	Supported
H2: RW → EP	0.329	0.093	3.543	0.000	0.057	0.266	Supported
H3: TR → EP	0.592	0.105	5.652	0.000	0.545	0.790	Supported

Source: Data processed, 2022.

Model Quality Assessment

shows the quality of the assessment model. were to assess the effect size (F2) and coefficient of determination (R2),

multicollinearity (VIF value), and predictive relevance (Q2) of exogenous variables to endogenous variables for this study.

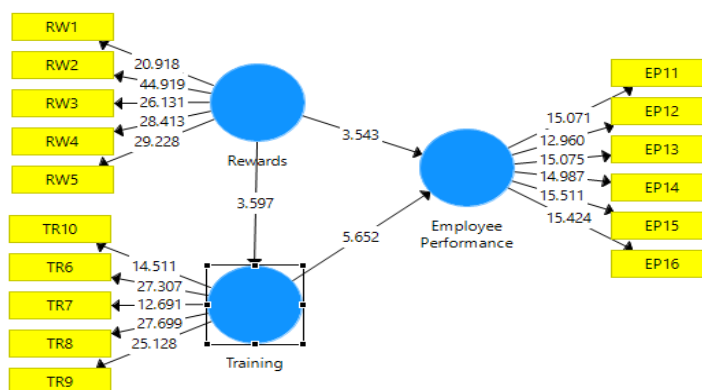
Table 4. Quality Assessment Model

HYPOTHESIS	DIRECT EFFECT	F ²	R ²	VIF	Q ²
H1	RW → TR	0.941	0.686	1.508	0.380
H2	RW → EP	0.391	0.337	1.508	0.549
H3	TR → EP	0.518		1.508	

Source: Data processed, 2022.

Data Analysis with PLS

The test results from outer loadings on software smartpls can be seen in the image below.



Source: Data processed, 2022.

Based on the path diagram construction, the results of PLS modeling can be it can be seen that the outer loadings of Training on Employee Performance is greater than Rewards on Employee Performance, and Rewards on Training is 5.652. In the latent variable of Rewards, it can be seen in the indicator variable that the highest outer loadings value is Sallary (RW2), which is 44,919. In the latent variable of Training, it can be seen in the indicator variable the highest value of outer loading is Instructor attitudes and skills (TR8), which is 27,699.

DISCUSSION AND CONTRIBUTION

The results of the analysis of the factors that increase employee performance indicate that the training and reward factors have a positive relationship to employee performance, which is indicated by the coefficient of the independent variable being positive. Based on the analysis of the factors that increase employee performance, it can be seen that of the two variables that are known to affect employee performance, all are independent variables. Employee performance that still needs to be improved is the employee's working knowledge. The mastery of the scope of work carried out so far has not been presented by some employees. Work exhibitions can be carried out by holding training improvements that are carried out regularly to improve the skills and knowledge of employees in carrying out their work. The contribution of this research is considered for employees of PT Si Cepat Express, especially the operational section in improving employee performance.

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