

# **The Effect of Training, Communication and Work Experience on Employee Performance at PT. Benua Penta Global**

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## **Abstract**

The purpose of this study was to examine and analyze the effect of training, communication, work experience on employee performance at PT Benua Penta Global. The phenomenon of a decrease in employee performance can be seen from the decline in company sales, training that is not carried out routinely and does not improve the employee's work ability, communication that can be seen from employee work errors, work experience that is not suitable for the position and education that is not suitable for the position. The sampling technique in this study used saturated sampling. The number of samples in this study was 60 people. Classical assumption test is used to test the data. In partial data testing, the variables of training, communication, and experience showed a positive and significant effect of each variable on employee performance at PT Benua Penta Global. In the simultaneous test of data analysis, the variables of training, communication, experience showed a positive and significant effect on employee performance at PT Benua Penta Global.

*Keywords: Training, Communication, Work experience, Employee performance.*

## **1. Introduction**

The In the face of increasingly fierce business competition, companies need reliable employees, who can assist the company in taking appropriate strategies, management, and actions in increasing business competition. Therefore, companies need employees who are able to work responsibly and have good performance. Employee performance is a combination of ability, effort, and opportunity given to employees to be assessed from their work. PT. Benua Penta Global is a company engaged in the food and beverage restaurant under the Uncle K brand. In the company's sales data, it was seen that there was a decline in performance, especially in March to June due to the problem of the COVID-19 pandemic which led to the closure of outlets. After an increase in July, there was another decline in sales until December. This shows a decrease in employee performance. Training means the process of helping employees to master specific skills or to correct deficiencies in carrying out work. Problems in training at PT. Benua Penta Global such as the implementation of the training that is carried out is often uneven for all divisions (training is only for the service division) and the training carried out has an irregular schedule.

Communication is the transmission of information and understanding of verbal or non-verbal symbols. Problems in communication at PT. Continental Penta Global like employees who do not provide clear information to colleagues in carrying out their work. This happens because employees do not apply a good communication culture when working and tend not to coordinate in carrying out their work. Work experience is a measure of the length of time or period of work that a person has taken in understanding the tasks of a job and has carried it out well. Problems in work experience at PT. Benua Penta Global as in accounting positions filled by Management graduates. In addition, there are also several other positions that are not in accordance with the education and work experience of employees.

## **2. Literature Review**

### **Training**

According to Suparyadi (2015:185), training is defined as a systematic learning process that includes mastery of knowledge, improving skills, and changing attitudes and behavior to improve employee performance. According to Mangkunegara (2013:65), the results of job training that have been carried out are expected to improve the work skills of participants (viewed from the ability to complete work in quantity and quality of work) so that organizational performance in their work units becomes better.

### **Communication**

According to Afandi (2016: 334), communication is a process in which the source transmits a message to the recipient through various channels. A process that transmits messages to recipients of messages through media sharing carried out by communicators is an act of communication. According to Siswandi (2011:171), the communication needed must be in accordance with internal and environmental needs and also in accordance with existing mechanisms because if the communication is too excessive, it is possible that organizational performance will be disrupted.

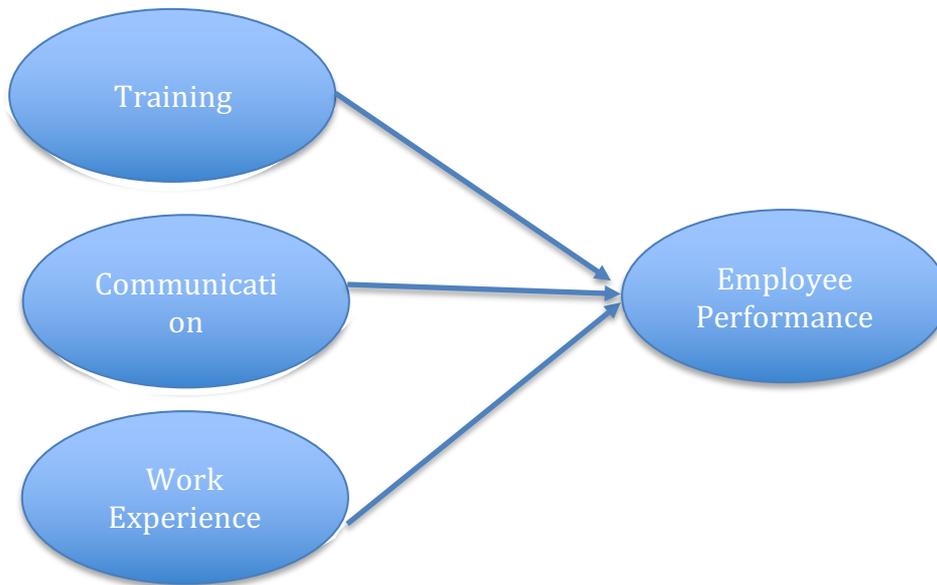
### **Work Experience**

According to Mangkuprawira (2015: 223), stating a person's experience at work is an accumulation of success and failure as well as a combination of strengths and weaknesses in carrying out their work. According to Darodjat (2015:298), the impact of experience on performance is an issue that is subject to a lot of misunderstanding and speculation. Work experience is considered to be a good indicator of employee productivity. There is a positive relationship between seniority and achievement. Seniority and experience are better indicators of job satisfaction than a person's age

### **Employee Performance**

According to Kasmir (2016: 182), performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period. According to Mangkunegara (2013: 67) the factors that influence the achievement of performance are the psychological ability factor consisting of the potential ability called IQ (Intelligent Quotient) and reality ability (knowledge + skill) and the motivation factor is formed from the attitude of an employee in dealing with situations (situation) work

**Framework**



**Figure 1. Research Framework**

**Hypothesis:**

H1: Training has a partial effect on employee performance at PT. Global Penta Continent

H2: Communication has a partial effect on employee performance at PT. Global Penta Continent

H3: Work experience has a partial effect on employee performance at PT. Global Penta Continent

H4: Training, Communication and Work Experience simultaneously affect the performance of employees at PT. Global Penta Continent.

**3. Methods**

According to Sugiyono (2012:13), the approach used in this study is a quantitative approach. Quantitative research method is a research method based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative/statistical with the aim of testing predetermined hypotheses. According to Sugiyono (2012:29), quantitative descriptive research. According to Sugiyono (2012:8), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing hypotheses. has been established. The nature of the research used in this study is explanatory in order to better explain the influence or relationship between variables. The population in this study were permanent employees of PT. Global Penta Continent with 60 employees. The sampling technique used in this research is saturated sampling. According to Sugiyono (2011:85), saturated sampling is a sampling technique when all members of the population are in the sample. The number of samples used by the researchers were 60 permanent employees of PT. Benua Penta Global while 30 respondents were used to test the validity and reliability taken from CV Fountain (Fountain Café) which is a similar company engaged in the food and beverage sector. In this study using multiple linear regression method, to test the effect of the independent variable on the dependent variable. Testing the data used in this study includes validity, reliability, classic assumption tests (normality

test, multicollinearity test, heterocedasticity test, multiple linear regression analysis, t test to test and prove the research hypothesis, simultaneous, and the coefficient of determination.

#### 4. Results and Discussion

##### Validity Test

According to Sujarweni (2015: 192), the validity test is used to determine the feasibility of the items in a list of questions in defining a variable. With the following criteria, if  $r_{count} > r_{table}$ , then the question is declared valid and if  $r_{count} < r_{table}$ , then the question is declared invalid. Based on the results of data processing, here are the results of the validity test in this study.

**Table 1. Validity Test**

Variables	Item	Validity
Training	10	Valid
Communication	10	Valid
Work Experience	6	Valid
Performance	10	Valid

Based on the test results from table 1, that the Training variable is 10 statements, Communication is 10 statements, Work Experience variable is 6 statements and Performance is 10 statements. Of the three variables, all statements are declared valid because all of them have a calculated  $r$  number greater than the  $r$ -table number of 0.361 which means valid.

##### Reliability Test

According to Ghazali (2016:47), reliability is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answer to the statement is consistent or stable over time. For testing, the limit used is 0.60. This means that the criteria for an instrument are said to be reliable if the Alpha value  $> 0.60$ .

**Table 2. Reliability Test**

Variables	Alpha Cronbach	Validity
Training	0.769	Reliable
Communication	0.874	Reliable
Work Experience	0.741	Reliable
Performance	0.864	Reliable

Based on table 2, it can be seen that the Cronbach Alpha is greater than 0.6. This shows that all statements in this study are said to be reliable or have a good level of reliability so that they can be used in subsequent research analyzes.

##### Multiple Linier Regression

Multiple linear regression analysis is used in this study in order to determine whether there is an influence of the independent variable on the dependent variable. Statistical calculations in multiple linear regression analysis used in this study were to use SPSS software. The results of multiple linear regression are as follows:

**Table 3. Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.615	5.135		1.288	.203
	Training	.264	.087	.360	3.019	.004
	Communication	.277	.103	.288	2.687	.009
	Work Experience	.507	.163	.373	3.115	.003

a. Dependent Variable: Performance

Based on the SPSS output above, the regression equation is obtained as follows:

$$Y = 6.615 + 0.264 X_1 + 0.277 X_2 + 0.507 X_3 + e$$

The constant of 6.615 states that training, communication and work experience on performance is 6.615 units if it is not present or constant. The training coefficient which is defined as 0.264 and has a positive value, which means that the performance of 0.264 will correspond to every increase in the training variable by 1 unit, considering that other factors do not change. The communication coefficient value is 0.277 and is optimistic, which means that performance can be increased by 0.277 with an increase in every 1 communication component, assuming other variables do not change. The work experience coefficient value is 0.507 and is positive, which means that performance will increase by 0.507 according to each increase in the work experience variable of 1 unit, provided that other factors do not change.

**Partial Test**

The t test is used to determine whether there is a significant (significant) relationship or influence between the independent variables partially on the dependent variable.

**Table 4. Hypothesis Test**

No.	Variables	t-value	Sig	t-table
1.	Training	3,019	0,004	2,003
2.	Communication	2,687	0,009	2,003
3.	Work Experience	3,115	0,003	2,003

Based on the results of the trial test for the Training variable, it was found that t-value = 3.019 with a significance value of 0.004 < 0.05, then Ha1 was accepted. This shows that partially Ha1 which states that there is an influence of training on employee performance is accepted. As well as a partial test for the communication variable obtained t-value = 2,687 with a significant value of 0.009 < 0.05, then Ha2 is accepted. This shows that partially Ha2 which states that there is an influence of work communication on employee performance is accepted. As well as a partial test for the work experience variable obtained t-value = 3,115 with a significant value of 0.003 < 0.05, then Ha3 is accepted. This shows that partially Ha2 which states that there is an influence of work experience on employee performance is accepted.

**Simultaneous Test**

The F statistical test basically shows whether all the independent variables included in the model have a simultaneous effect on the dependent variable

**Table 5. ANOVA**

	<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	591.360	3	197.120	12.043	.000 <sup>b</sup>
	Residual	916.573	56	16.367		
	Total	1507.933	59			

With the df degree, the F table value at the 0.05 significance level of confidence is 3.15. The test results obtained the calculated F value (12.043) > F table (3.15) and the significance probability is 0.000 < 0.05, meaning that Ha is accepted and Ho is rejected, namely simultaneously training, communication and work experience have a positive and significant effect on employee performance.

**Coefficient of Determination (R2)**

Priyatno (2016) explains that the coefficient of determination is used to determine how much the percentage of the contribution of the influence of the independent variables together on the dependent variable. The coefficient of determination can be seen in the following table:

**Table 6. Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.626 <sup>a</sup>	.392	.360	4.04566

This means that 36% of the performance that can be clarified by the variables of training, communication and work experience in the coefficient of determination test results produced with an Adjusted R Square value of 36%, while the remaining 64% is explained by other variables. analyzed in this analysis.

**Discussion**

Based on the results of statistical testing, it can be seen that simultaneously the of training, communication and work experience variables have a positive and significant effect on the performance variable. Furthermore, for partial testing it can be seen that the training variable has a positive and significant effect on the performance variable, while the communication variable has a positive and significant effect on the performance variable and the work experience variable has a positive and significant effect on the performance variable. The explanation of each variable effect is explained as follows:

*The Effect of Training on Performance*

Hypothesis testing (H1) shows that the hypothesis can be accepted, it can be seen that there is an influence between training on performance. And based on the statistical test of training, it shows the t value of 3.019 with a significance of 0,004, which means that the discipline variable has a positive effect on performance. Because  $t_{count} > t_{table}$  or  $3.019 > 2.003$ . This shows that training can affect the performance of employees of PT. Benua Penta Global.

*The Effect of Communication on Performance*

Hypothesis testing (H2) shows that the hypothesis is acceptable, it can be seen that there is an influence between communication on performance. And based on the statistical test on work communication, it shows the t value of 3.115 with a significance of 0.009, which means that the work

motivation variable has a positive influence on performance. Because  $t_{count} > t_{table}$  or  $3.115 > 2,003$ . This shows that communication can affect the performance of employees of PT. Benua Penta Global.

#### *The Effect of Work Experience on Performance*

Hypothesis testing (H3) shows that the hypothesis is acceptable, it can be seen that there is an influence between work experience on performance. And based on the statistical test on work work experience, it shows the t value of 2,687 with a significance of 0.003, which means that the work motivation variable has a positive influence on performance. Because  $t_{count} > t_{table}$  or  $2,687 > 2,003$ . This shows that work experience can affect the performance of employees of PT. Benua Penta Global.

### **5. Conclusion**

The test results from the first hypothesis of the training variable obtained a value of  $3,019 > 2,003$ , meaning that part of this result will have a positive and significant impact. The test results of the second hypothesis of the communication variable obtained a value of  $3.113 > 2.003$ , meaning that part of this result will have a positive and significant impact. The test results of the third hypothesis of the work experience variable obtained a value of  $2.960 > 2.003$ , meaning that part of this result will have a positive and significant impact. The test results also obtained the value of  $F_{count} (12.043) > F_{table} (3.15)$ . The results of the coefficient test show that 36% of people explain training, communication and work experience and the remaining 36% explain other variables not examined in this study.

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