

1 THE EFFECT OF JOB TRAINING AND REWARDS ON EMPLOYEE PERFORMANCE OF PT BENING'S PRATAMA GROUP (BENING'S CLINIC) BANDUNG BRANCH

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Abstract

This study aimed to determine the effect of job training and rewards on employee performance at PT. Bening's Pratama Group (Bening's Clinic) Bandung Branch. This research is quantitative. The population in this study amounts to 30 respondents who were all employees of PT. Bening's Pratama Group (Bening's Clinic) Bandung Branch. The data analysis method used in this research is multiple linear regression analysis. The results of the study stated that Job Training (X1) and Rewards (X2) affected the performance of employees (Y) of PT. Bening's Pratama Group (Bening's Clinic) Bandung Branch with an Fcount of 12.869 > Ftable 3.34 (df = n-k-1). In addition, the significant result is 0.000 < 0.05. The effect of the correlation coefficient obtained between job training (X1) and reward (X2) on employee performance (Y) PT. Bening's Pratama Group (Bening's Clinic) Bandung branch is 0.699 with a strong relationship interpretation.

Keywords: job training, rewards, and employee performance

1. Introduction

Job training and reward are two crucial things that Bening's Clinic must do to improve employee performance to be more effective and efficient. PT. Bening's Pratama Group (Bening's Clinic) is a private company founded by Dr. Oky Pratama Dipl.AAAM was first in the city of Jambi and opened branches in several cities in Indonesia, including the city of Bandung. PT. Bening's Pratama Group is engaged in the Aesthetic & Laser Center clinic business and sells merchandise such as skincare.

Training can help employees be motivated and have confidence in their work, but it can also help make it easier for them to complete work more effectively and efficiently. Training can also increase employee productivity and performance so that it has a positive impact on the Clinic where employees work. Many factors can affect the performance of an employee, one of the factors that affect employee performance is training and giving rewards to employees. This follows initial observations made at Bening's Clinic Bandung branch, where employee performance is still not optimal, and there has been a decline in performance in recent times.

Bening's Clinic has conducted training for its employees, but the training activities have not been maximized. Implementing this training that has not been maximized has caused many employees who do not understand the training material so that the level of competence possessed by employees does not increase after training. In addition to job training, rewards are also one of the factors that can affect employee performance. The pre-survey results showed that the tips given by Bening's Clinic were not optimal due to the lack of bonuses and rewards for employees. The less than optimal performance of employees at Bening's Clinic Bandung branch impacts the service and sales level of Bening's Clinic. Some employees think that the company has not provided training materials that match the needs of employees. As a result, the performance level of employees at Bening's Clinic has decreased. The following will present data regarding the performance appraisal of PT. Bening's Pratama Group (Bening's Clinic) Bandung branch, which are as follows:

Job Assessment Aspect	January 2021		February 2021		March 2021		April 2021		May 2021		June 2021	
	Score	Category	Score	Category	Score	Category	Score	Category	Score	Category	Score	Category
Cooperation	3,10	Good	3,10	Good	3,00	Good	2,83	Good	2,74	Low	2,68	Low
Skills	2,85	Good	2,90	Good	2,85	Good	2,82	Good	2,67	Low	2,65	Low
Work Quantity	2,89	Good	2,89	Good	2,75	Low	2,78	Low	2,53	Low	2,50	Low
Work Quality	3,10	Good	3,00	Good	2,95	Good	2,85	Good	2,79	Low	2,68	Low
punctuality	3,00	Good	3,00	Good	2,90	Good	2,72	Low	2,65	Low	2,66	Low
Total	2,99	Good	2,98	Good	2,89	Good	2,80	Good	2,68	Low	2,63	Low

Source: Company Data January – June 2021

Training is a learning process that emphasizes practice rather than theory by a person or group by using various learning approaches and aims to improve ability in one or several specific skills. This study aims to determine how training and reward giving is intended to determine how much influence it has on employee performance in a company. Good employee performance can be used as a strong incentive for the Clinic to compete with other Clinics. In its implementation at the Clinic, employees who work are required to have good performance and service to make Clinic visitors feel happy and rate the Clinic well. Sinambela (2012) states that performance can be interpreted as the ability of employees to carry out their work in various skills possessed by an employee. Kreitner and Kinicki (Wibowo: 2012) make rewards into two parts, namely extrinsic rewards and intrinsic rewards. Extrinsic reward is described as an external reward for tasks that have been carried out, such as payments, promotions, social security. In contrast, Intrinsic rewards are defined as positive values from part of the work such as learning ability, responsibility, feedback from work, and challenges. Rewards can also be interpreted as a result of the payments received and the level of compatibility between these payments and the job done.

2. Literature Review

Job Training

Employee development can be carried out in training for employees, which is one of the company's efforts to create quality resources following company goals. According to Hasibuan (2012), training is a short-term educational process using systematic and organized procedures so that operational employees learn engineering knowledge and skills with specific goals. Training is related to an increase or increase in the abilities and skills of employees within the company (Natoadmojo: 2003). One aspect of human resource management is human resources development, and improving employee performance through expansion can be done with training. According to Hanggraeni (2012: 97), training helps workers carry out their current work.

Training is a systematic process of changing the behavior of employees in a direction to improve organizational goals. In contrast, the objectives of training, according to Simamora (in Sulistyani and Rosidah: 2003), include (1) improving performance, (2) helping solve operational problems, (3) preparing employees for promotion, and (4) meeting the need for personal growth. Successful training can be seen from the output produced by employees after participating in the training; one of the most visible and assessed outputs is employee performance. The factors in the training include the accuracy and suitability of the facilities, cost-effectiveness, required program materials, principles in learning, the abilities and preferences of the trainees, and the abilities and priorities of the training instructors.

According to Mangkunegara (2017), there are several indicators in training such as:

1. Instructor
2. Participants
3. Material
4. Method Purpose of

Giving Rewards

According to Sunyoto (2008), Rewards mean all forms of return or financial rewards and tangible services and goals obtained due to an employment relationship. Wibowo (2012:362) states that reward provides incentives to employees beyond the basic salary given for carrying out the work presented by superiors or managers to appreciate employee performance. According to Sutrisno (2009: 197), he argues that meaningful reward is a reward for services provided by the company to its employees based on sacrifice for the energy given, thoughts that have helped the company, and the time that has been shown to the company. According to Irfham Fahmi (2016: 64), reward or often referred to as compensation, is a form of company gratitude for the provision of remuneration given to an employee because of the work that has been done, both financial and non-financial.

According to Purwanto (2011), reward means a tool to educate employees to feel happy for their work and feel proud to get an award. According to Slameto (2010:171), the reward is valuable evidence that there has been good behavior and has succeeded in carrying out the given task. The main goals, according to Ivancevich (2006), that every company wants from the rewards are as follows:

1. Work
2. Attracting qualified
3. employees Retaining employees in the company
4. Motivating employees to achieve high

Performance Employee performance

Payaman Simanjuntak (2005:1) states that performance is a level of achievement in implementing the particular tasks given. The performance also means the level of achievement of the results to realize the company's goals. The performance, which is the result of work, has a strong relationship with the company's strategic objectives, customer satisfaction and contributes to the economy (Wibowo, 2012: 8). Performance is also the overall activity carried out to increase or improve the performance of the company or organization, including the performance of each individual and the workgroups within the company. The following are factors that affect the performance of an employee:

1. Individual
Factors are factors born in a person and affect his performance, such as knowledge, skills, abilities, and self-confidence.
2. Leadership
factor This factor is the support given by the company leader to an employee (encouragement, motivation, and direction).
3. Team
Factors that include the support provided by teammates, such as trust in fellow members and team cohesiveness.
4. System
Factors These factors come from the company where they work, such as work culture at the company, work systems, and work facilities.
5. Contextual (situational)
Factors that come from a person's external and internal environment (home environment, work environment, work pressure, etc.).

3. Thinking Framework

Below will be described the framework of thinking as a form of thought flow of researchers, namely as follows:

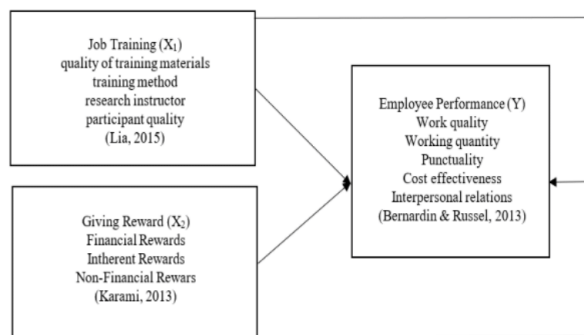


Figure 1. Thinking Framework

- H₁ : Job training affects the performance of employees of PT. Bening's Pratama Group (Bening's Clinic) Bandung branch
- H₂ : Giving rewards affects the performance of PT. Bening's Pratama Group (Bening's Clinic) Bandung branch
- H₃ : Job training and reward giving effect on the performance of employees of PT. Bening's Pratama Group (Bening's Clinic) Bandung branch.

4. Methodology

The type of research used is quantitative research using primary and secondary data sources collected. Secondary data were obtained through various literature sources, articles, journals, and internet sites subject to the same title. The primary data used was collected from the first source, where the research object is being carried out at the Bening's Clinic company. Primary data collection in this study was by distributing questionnaires to employees of Bening's Clinic. The data collection process begins by asking respondents to fill out a questionnaire via a google form. The questionnaire was collected using the online method. The population in this study were Bening's Clinic employees, totaling 30 people. The independent variable is job training and reward, while the dependent variable is employee performance. The data analysis method taken for this research is the multiple linear regression analysis method.

5. Research Results

Data analysis was carried out through multiple linear regression testing to determine the effect of job training and rewarding variables on employee performance. Where the results can be seen in the following table:

Table 1. Multiple linear regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,464	2,383		6490	.000
	Job Training	.331	.106	.450	3.137	.004
	Provision Reward	.309	.105	.421	2,935	.007
R Square (R2)		.488				
F = 12.869 Sig. F = 0.000						
Ftable (α = 0.05) (3.34) Ttable (α = 0.05) (2.052)						

Source: SPSS Output Results

$$Y = a + b1.x1 + b2.x2$$

$$Y = 15,464 + 0,331.x1 + 0,307.x2$$

The equation can be explained as follows:

1. The constant value of 15,464 means job training (X₁) and reward (X₂) on employee performance (Y) is equal to 0 (zero), then employee performance (Y) is 15,464.
2. Variable-job training (X₁) has a value of 0.331. It is stated that every single variable of job training contributed a total of 0.331 or 33.1% of the employee performance
3. variable reward(X₂), which has a value of 0.307. It is stated that every single variable in the provision of rewards contributed 0.307 or 30.7% to employee performance.

Table 2. partial hypothesis testing of

Model	T Value	Prob. Value	Result
of Job Training (X ₁)	3.137 > 2.052	0.004 < 0.05	H ₁ Received
Giving Reward (X ₂)	2.935 > 2.052	0.007 < 0.05	H ₂ Accepted

Source: SPSS Output Results

Based on the results of testing variable X_1 (job training) obtained $t_{\text{calculate}} 3,137 > t_{\text{table}} 2,052$, so it can be concluded that H_1 is accepted, which means there is influence X_1 on Y . Test results (reward) is obtained as well as $t_{\text{count}} 2,935 > 2,052$. It can be concluded that H_2 is acceptable, which means that there is an influence between X_2 on Y .

Table 3. Simultaneous hypothesis testing of

Model	T Value	Prob. Value	Result
Job Training (X_1) and Giving Reward (X_2)	Job 12.869 3.34	$0.000 < 0.05$	H_3 Accepted

Source: SPSS Output Results

Based on table 3, the results of simultaneous hypothesis testing show that job training and reward giving affect employee performance. Know the value of sig. for the effect of X_1 and X_2 simultaneously on Y is $0.000 < 0.05$, and the F value is calculated $12.869 > F_{\text{table}} 3.34$.

Table 4. Simultaneous determination coefficient test

Model Summary ^b						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Change Statistics
						R Square Change
1	.699 ^a	.488	.450		2.37175	.488
						F Change
						12.869

Source: SPSS Output Results

Based on table 4, shows that the effect of the correlation coefficient obtained between job training (X_1) and reward (X_2) on the performance of employees (Y) PT. Bening's Pratama Group (Bening's Clinic) Bandung branch is 0.699, indicating that the relationship between the independent and dependent variables is unidirectional. Based on the category, a strong relationship is in the interval 0.60 – 0.799.

Then the value of R square is 0.488 or 48.8%. This means that simultaneously the influence (contribution) between each variable of job training (X_1) and the provision of rewards (X_2) on the performance of employees (Y) PT. Bening's Pratama Group (Bening's Clinic) Bandung branch collectively amounted to 48.8%, while the remaining 51.2% was influenced by other variables not examined in this study.

Based on the above analysis, it is concluded that from the two variables studied. It turns out that the job training variable (X_1) has the most dominant influence of 45% on the performance of employees (Y) Clear's Clinic Bandung branch.

The effect of job training on employee performance at PT. Bening's Pratama Group (Bening's Clinic) Bandung branch

It is stated that job training has a positive influence on employee performance. This can be evidenced by the significant level of job training variable $t_{\text{count}} 3,137 > t_{\text{table}} 2,052$ ($df = nk - 1$) and 0.004 significantly smaller than the value of $\alpha = 0.05$, consistent with the hypothesis that H_1 that the job training effect on employee performance (Y) PT. Bening's Pratama Group (Bening's Clinic) Bandung branch. This is supported by previous research by Agung and Sintya (2019), showing that job training has a positive effect on the performance of PT Vaccido Satwa Nusantara employees.

The effect of giving rewards on the performance of employees of PT. Bening's Pratama Group (Bening's Clinic) Bandung branch.

It was stated that the provision of rewards had a positive and significant effect on employee performance. This can be proven by the reward variable $t_{\text{count}} 2,935 > t_{\text{table}} 2,052$ ($df = nk - 1$) and significantly 0.007 less than the value = 0.05, then following H_2 that reward (X_2) affects performance employee (Y) PT. Bening's Pratama Group (Bening's Clinic) Bandung branch. Reward giving affects employee performance as evidenced by previous research conducted by Rizka (2017) with the research title on the Effect of Career Development and Rewards Employee Performance at PT. Bank Rakyat Indonesia (Persero) Tbk. According to Debby's research (2019), The Effect of Job Training, Rewards, and Organizational Culture on Employee Performance at PT. KAI DAOP 9 Jember shows the results that rewards affect employee performance.

1 The effect of job training and rewards on the performance of employees of PT. Bening's Pratama Group (Bening's Clinic) Bandung branch.

The results state that the variable of job training (X_1) and reward (X_2) on the performance of employees (Y) PT. Bening's Pratama Group (Bening's Clinic) Bandung branch has an F value calculated of $12.869 > F_{table} 3.34_{22} = nk-1$. In addition, the significant result is $0.000 < 0.05$. From the test results of the simultaneous hypothesis that there is a significant effect simultaneously on the job training independent variable (X_1) and reward (X_2) on employee performance (Y) PT. Bening's Pratama Group (Bening's Clinic) Bandung branch. This shows that the better the training and reward system, the better the performance of the company's Clinic.

6. Conclusion

Research on the job training and rewarding the performance of employees of PT. Bening's Pratama Group (Bening's Clinic) Bandung branch has been carried out and explained in the previous chapter, it can be concluded as follows:

- 1) Job training (X_1) at PT. Bening's Pratama Group (Bening's Clinic) Bandung branch positively and significantly affects employee performance. Thus H_0 is rejected, and H_1 is accepted.
- 2) Giving Reward (X_2) to PT. Bening's Pratama Group (Bening's Clinic) Bandung branch positively and significantly affects employee performance (Y). Thus H_0 is rejected, and H_2 is received.
- 3) Job training (X_1) and reward (X_2) at PT. Bening's Pratama Group (Bening's Clinic) Bandung branch positively and significantly affects employee performance (Y). Thus H_0 is rejected, and H_3 is accepted.

7. Suggestions

4 Based on the results of the study and the conclusions obtained, the researcher proposes several suggestions:

1. In improving job training, companies need to make a training needs analysis so that the training provided is following the needs. The company needs to make a schedule regarding the implementation of training that will be carried out in the future so that all employees who are participants in the activity can prepare themselves to carry out job training and minimize the lack of worker participation in the future implementation of job training.
2. Companies should further increase rewards to employees as a form of appreciation for services and gratitude for employees so that employees are more enthusiastic in carrying out their work. Companies can also apply awards such as "employee of the year" because they have successfully achieved the target correctly and according to PT. Bening's Pratama Group (Bening's Clinic) Bandung branch.
3. Companies need to improve by evaluating the performance of employees periodically to find out the progress of employee performance and can immediately assess the performance of employees who are considered unfavorable.

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