PENGARUH PELATIHAN DAN KONDISI LINGKUNGAN KERJA TERHADAP PRODUKTIVITAS KARYAWAN PADA PT CARSHEN JAYA ANUGRAH MANADO

THE IMPACT OF TRAINING AND WORKING CONDITION ON EMPLOYEE PRODUCTIVITY (CASE STUDY AT PT CARSHEN JAYA ANUGRAH MANADO)

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Abstrak:. Untuk meningkatkan produktivitas karyawan dalam suatu organisasi, mereka harus menerapkan disiplin karyawan. Selain itu, kondisi kerja, juga merupakan faktor pendukung peningkatan produktivitas seorang karyawan. Dengan hal tersebut, karyawan diharapkan bertanggung jawab dalam pekerjaan tertentu karena karyawan diberi pendidikan dan pelatihan, disamping juga diharapkan dapat mencapai target perusahaan. Kualitas pelatihan dan kondisi kerja adalah hak setiap karyawan dan juga kewajiban bagi perusahaan untuk mendkung kontribusi karyawannya untuk mencapai beberapa tujuan tertentu. Penelitian ini merupakan jenis penelitian kausal yang menggunakan data primer untuk diperoleh melalui kuesioner dan menggunakan analisis regresi berganda. Tujuan dari penelitian ini adalah untuk menganalisis Dampak Pelatihan dan Kondisi Kerja terhadap Produktifitas Karyawan (Studi Kasus PT. Carshen Jaya Anugrah Manado). Populasi mengamati semua karyawan di PT. Carshen Jaya Anugrah, sehingga sampel penelitian ini sama dengan populasi, yaitu 50 responden. Hasil penelitian ini menunjukkan bahwa Kondisi Pelatihan dan Kerja berpengaruh signifikan terhadap Produktifitas Karyawan.

Kata kunci: pelatihan, kondisi lingkungan kerja, produktivitas karyawan

Abstract: *To improve the employee productivity in an organization, they should enforce discipline of the employees. In addition, working condition, are also the factor supporting increased the productivity of an employee. Through these things, employees are expected to be responsible in a given job because employees are provided with education and training, in addition to the employees are also expected to reach the target of the company. The quality of training and working condition is the right of every employee and also an obligation for a company to support the contribution of its employees to achieve some specific goals. This research is causal type of research which are used primary data to obtained through questionnaires and uses multiple regression analysis. The aims of this study are to analyze the Impact of Training and Working Condition on Employee Productivity (Case Study of PT. Carshen Jaya Anugrah Manado). The population observed all the employees at PT. Carshen Jaya Anugrah , so the sample of this research is the same as the population, which are 50 respondents. This research result shows that the Training and Working Condition has significant impact on Employee Productivity.*

Keywords: training, working condition, employee productivity

INTRODUCTION

Research Background

Human resource issues are still the main focus for the company to still be able to survive in the era of globalization and able to make the company still running well. Every human resource team faces problems both in the running of their department and in the consistent enforcement of policies across the company in general. Human resources have a major role in every activity of the company. Although supported by the infrastructure and natural resources are adequate, but without the support of qualified human resources activities of the company will not be resolved properly. This shows that human resources are the key principal that must be considered with all its needs. As the key, human resources will determine the successful execution of the company's activities.

Any successful business knows much of its success is due to diligent workers with excellent productivity. Employees who put forth extra effort often make a big difference in company profits. The employees who do only what the job duties require, and no more, can stymie the progress of a company. It is important to motivate all employees to reach their full potential and maximal level of productivity. Companies that recognize and encourage increased productivity are likely to be more successful than their counterparts that does not do.

In improving the productivity of the employee, the employee must give more focus in education and training. In addition, working condition, are also the factor supporting increased the productivity of an employee. Through these things, employees are expected to be responsible in a given job because employees are provided with education and training, in addition to the employees are also expected to reach the target of the company. Meanwhile, the quality of working condition is the right of every employee and also an obligation for a company to support the contribution of its employees to achieve some specific goals.

The business development of the air freight cargo began to show a trend to strengthen, although the volume of air freight cargo during the first quarter of 2016 grew only 6% thinner. Based on data from PT Angkasa Pura II, the current air freight cargo volume in the first quarter / 2016 totaled 185.263 tonnes, a slight increase of 7% from the same period last year of 172.165.

The air freight cargo in international airport Sam Ratulangi, Manado is still far below installed capacity. Cargo transportation is expected to gradually increase when businesses are more productive in North Sulawesi. Manado geographical position actually strategic for businesses to expand, especially to East Asia and East Indonesia. Because the travel time from Manado to East Asian countries such as China, Korea, Japan, and Hong Kong a maximum of only six hours. There are some of air freight cargo companies that already open their business in Manado, such as PT. Suryagita Nusaraya (SN), PT. Dirga Gerak Semesta (DGS), PT. Andi Sarana Express, and PT. Charsen Jaya Anugerah.

Employee should improving skills to follow the working system and make the good working conditions and do his/her job effectively and efficiently, and then in the end showed high productivity in an effort to realize the mission and objectives that have been set. Things like workplace environment and facilities in the office need to be noticed and developed, because it is one factor to keep the employee focus to be productive. Considering the importance of the problem, the writer are interested in conducting research about: "The Impact of Training and Working Condition on Employee Productivity at PT. Carshen Jaya Anugrah Manado".

Research Problems

Based on the research background, this research conducts the research problem as follows:
1. Do training and working condition have significant impact on Employee Productivity in PT. Carshen Jaya Anugrah simultaneously?
2. Does training have significant impact on employee productivity in PT. Carshen Jaya Anugrah partially?
3. Does working condition have significant impact on employee productivity in PT. Carshen Jaya Anugrah partially?

Research Objectives

The research objectives of this research :

1. To know the significant impact of training and working condition on Employee Productivity in PT. Carshen Jaya Anugrah simultaneously.
2. To know the significant Impact of Training on Employee Productivity in PT. Carshen Jaya Anugrah partially.
3. To know the significant Impact of Working Condition on Employee Productivity in PT. Carshen Jaya Anugrah partially.

THEORETICAL FRAMEWORK

Human Resources Management

Human Resource Management defined as a system of strategies and activities that focus on successfully managing employees at all levels of an organization in order to achieve organization's goal (Byars and Rue, 2006). Employees are the most valuable asset of an organization. Organization successfull is very depending on the level of their employee's performance, human resouce managem is the system that can develop and maintaining the employee performance.

Training

Training has a significant effect on employee productivity. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Indeed, research indicates that investments in training employees in problem-solving, teamwork and interpersonal relations result in beneficial firm level outcomes (Russell, Terberg, and Powers 1985; Bartel 1994; Cianni and Wnuck 1997; Ettington 1997; Barak, Maymon, and Harel 1999). In a rare organization level study, Russel *et al*., (1985) found that training was correlated with sales volume per employee and store image in a sample of retail outlet stores.

Working Condition

According to Roelofsen (2002) improving the working environment reduces complaints and absenteeism while increasing productivity. Wells (2000) states that workplace satisfaction has been associated with job satisfaction. In recent years, employees comfort on the job, determined by workplace conditions and environment, has been recognized as an important factor for measuring their productivity.

Employee Productivity

Mathis and Jackson (2000) suggested that to measure organizational human resource productivity one has to consider unit labour cost, or the total labour cost per unit of output. The authors further stated that and individual performance depends on three factors which are : ability to do the work, level of effort and support given to that person. The relationship of these factors, widely acknowledged in management literature, is that Performance (P) is the result of Ability (A) times effort (E) time support (S), that is: (P=AxExS). Performance is diminished if any of these factors are reduced or absent. They further emphasize that quality of production must also be considered as part of productivity because one alternative might be to produce more but a lower quality.

Previous Research

Leblebici (2012) conducted research about Impact of Workplace Quality on Employee's Productivity. This research used a quantitative method and the data was implemented to a private foreign bank in Turkey which has been operating for 4 years on consumer credits basis with 300 Head Count. In the study both primary and secondary data is used. The primary data is the inferences drawn from the results of the survey which is conducted among 50 employees. The survey is employed to the call center personel of the bank who mostly are affected from the workplace conditions than the other employees due to their job requirements. A well designed

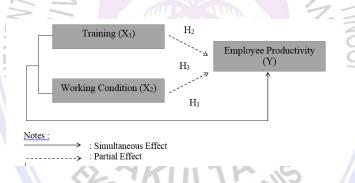questionnaire was conducted to collect the primary data. The data which is collected by survey is subjected to some basic statistical techniques for analyzing the workers' opinions towards the workplace and its impact on performance. This research found that while the employees are unhappy with the physical conditions of the workplace, they have remarkable satisfaction with the workplace by having strong behavioral workplace conditions. According to the survey results it is proven that workplace environment affects employee performance but behavioral workplace environment has greater effect on employees' performance.

Yassin et, al (2014) conducted research about Working Conditions and Employees Productivity in Manufacturing Companies. This research used a quantitative method and data was collected within one month (May, 2013) using questionnaire adapted from Traumata Bhaga, (2010). The survey was pilot-tested with 30 students from SIMAD University, who were selected at convenience and majority of them were researchers' friends. They used Statistical Package for the Social Science (SPSS, Version 16.0) as tool to analyze their data collected from the manufactures in Somalia; we utilize the following statistic techniques in order to explain the relationship between working conditions and employees' productivity: Descriptive statistics to analyze the demographics of respondents, Pearson correlation to analyze the relationship existence and in order to test hypothesis we used Liner Regression. This research found that working condition is found to have an impact on employee productivity the case of manufacturing firms; generally the researchers concludes working condition is significant negative relationship to Employee productivity at level of sig. 0.267. So the hypothesis of this study that was there is relationship between working conditions is significant relationship to Employee productivity was accepted, and hypothesis three which proposed that there is relationship between Workload and employees productivity was accepted.

Conceptual Framework

Figure.1 Conceptual Framework

Research Hypotheses

The hypotheses of this research are:

H_0: There is no significant Impact of Training and Working Condition on Employee Productivity in PT. Carshen Jaya Anugrah simultaneously.

H_1: There is significant Impact of Training and Working Condition on Employee Productivity in PT. Carshen Jaya Anugrah simultaneously.

H_2: There is significant Impact of Training on Employee Productivity in PT. Carshen Jaya Anugrah partially.

H_3: There is significant Impact of Working Condition on Employee Productivity in PT. Carshen Jaya Anugrah partially.

RESEARCH METHODOLOGY

Type of Research
This research is causal type with quantitative method. According to Aliaga and Gunderson (2000), quantitative research is explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (in particular statistics).

Place and Time of Research
This research was conducted at PT. Carshen Jaya Anugrah with address Jl Lansat No. 41 Manado, North Sulawesi. The time of research started from March – April 2017.

Population and Sample
According to Sekaran and Bougie (2009), population is the entire grouppeople, events or things of interest that theresearcher wishes to investigate. The population in this research is the employee of PT. Carshen Jaya Anugrah Manado. For the sample of this research is employee in PT. Carshen Jaya Anugrah. This research will use Purposive Sampling Methodas the sampling technique and sample size of this research is 50 employees in PT. Carshen Jaya Anugrah Manado.

Data Collection Method
Data collection technique in this study is questionnaire. Measurement scale used is the Likert Scale.

Operational Definition and Research Measurement
Variable Y: Employee Productivity
Productivity is a measure of the quantity and quality of jobsthat has been done, taking into the cost of resourcesused to do the work. It is also useful in viewproductivity as the ratio between input and output.
Variable X1: Training
Training is a means to increase the ability of theemployees in a company.
Variable X2: Working Condition
Working condition is everything both physical and non-physical around the workers and could affect themselves in performing the duties which have been assigned to them.

Data Analysis Method Validity and Reliability Test
Reliability is a test of how consistently a measuring instrument measures whatever concept is measuring. Validity is a test of how well an instrument that is develop measures the particular concept it is intended to measure.

Multiple Linear Regression Analyis
Multiple linear regression analysis is a linear relationship between two or more independent variables $(X_1, X_2, X_3 \dots X_n)$ with the dependent variable(Y). The formula of multiple regression models in this research is shown:

$$\gamma = \alpha + \beta 1 x1 + \beta 2 x2 + e$$

Description:

γ **: Employee Productivity**

α	: The constant, when all independent variable equal to 0
$\beta1,\beta2$	: The regresion coefficient of each variable
x1	: Training
x2	: Working Condition
e	: Error

RESULT AND DISCUSSION

Result

Validity and Reliability Test

Validity Test

Validity test is aimed to test whether the question item or indicators are able to measure what is supposed to be measured. MSA (measures of sampling adequacy) was intended to test the validity of question items. If the value of MSA is above 0.5, the data is considered as valid so it can be used for further tests and analyses.

Table 1. Result of Validity Test

Indicator		MSA Correlation	Conclusion
Training (X_1)	Question 1	.904	Valid
	Question 2	.825	Valid
	Question 3	.571	Valid
	Question 4	.826	Valid
	Question 5	.842	Valid
Working Condition (X_2)	Question 1	.611	Valid
	Question 2	.631	Valid
	Question 3	.682	Valid
	Question 4	.794	Valid
	Question 5	.820	Valid
Employee Productivity (Y)	Question 1	.846	Valid
	Question 2	.734	Valid
	Question 3	.723	Valid
	Question 4	.817	Valid
	Question 5	.827	Valid

Source: Data Processed, 2017

Table 1 shows that the value of MSA of all 15 items used in this research are above 0.5. Therefore, the data is considered as valid and it can be used for further tests and analyses. Training question 1 is the most influencing factor on Employee Productivity with value 0.904 compared to other questions in this research.

Reliability Test

Reliability test is used to check the consistency of the measurement instrument. To see whether the data is reliable or not, Alpha Cronbach test was utilized as reliability test in this research. The minimum value of Alpha Cronbach must be 0.6 or it is better if the value is above 0.8 (close to 1). If the reliability coefficient (alpha) is below 0.6, it means that the measurement is considered as not consistent or not reliable.

Table 2. Result of Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.896	15

Source: Data Processed, 2017

Table 2 shows that Alpha Cronbach is 0.896 which is above the acceptance limit of 0.6; therefore the research instrument is reliable.

Multiple Linear Regression Analysis

Table 3. Result of Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.260	2.166		1.043	.302
	Training	.508	.145	.496	3.507	.001
	Working Condition	.342	.165	.293	2.074	.044

a. Dependent Variable: Employee Productivity

Source: Data Processed, 2017

From the result in the table above, the model define as:

Y = 2.260 + 0.508 X1 + 0.342 X2

Y = Employee Productivity

X1 = Training

X2 = Working Condition

Multiple Regression Coefficient of Correlation and Determination

Table 4. Result of Coefficient Correlation R and R²

				Model Summary
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.735ᵃ	.540	.520	2.239

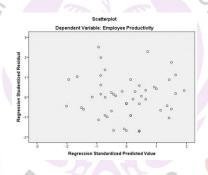a. Predictors: (Constant), Working Condition, Training

Source: Data Processed, 2017

The coefficient correlation (R) (as shown in table 4) indicates that there is significant relationships between the two independent variables with dependent variable. The value of R is 0.735. It proves that the relationship among variable independents and dependent is very strong positive association. The coefficient of determination ($R2$) measures how far the ability of a model in explaining variation of dependent variable. The value of $R2$ is 0.540, it means that the linear relationship in this model is able to explain the employee productivity (Y) by 54%. And the rest of 46% are caused by other factors not discussed in this research.

Classical Assumption Test

Heteroscedasticity Test
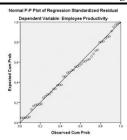
Figure 1. Result of Heteroscedasticity Test

Source: Data Processed, 2017

The Figure 1 shows the pattern of the dots is spreading and they do not create a clear pattern. The dots are spreading above and below 0 (zero) in the Y axis. It proves that the model is free from heteroscedasticity.

Normality Test

Figure 2. Result of Normality Test

Source: Data Processed, 2017.

Multicollinearity

Test Figure 3. Result of Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Training	.490	2.040
	Working Condition	.490	2.040

a. Dependent Variable: Employee Productivity

Source: Data Process, 2017

Figure 2 and 3 shows that the tolerance value of training is 0.490 and working condition is 0.490 meaning that the tolerance value of each variable is more than 0.1. The VIF value of training is 2.040 and working condition is 2.040 meaning that the VIF value of each variable is less than 10. Since all the tolerance values are more than 0.1 and VIF value of each independent variable is less than 10, this research is free from multicollinearity.

Autocorrelation Test

Table 5. Result of Autocorrelation Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.735[a]	.540	.520	2.239	2.292

a. Predictors: (Constant), Working Condition, Training

b. Dependent Variable: Employee Productivity

Source: Data Process, 2017

The table 5 shows the critical value of Durbin Watson is 2.292. The Durbin Watson is between dU (1.628) until 4-dU (2.372). If dU < d < 4-dU, meaning that there is no evidence of autocorrelation, so there is no auto correlation in this regression.

Hypotheses Testing

F-Test

Table 6. Result of F-Test

F-Test

ANOVAa						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	276.033	2	138.017	27.535	.000b
	Residual	235.587	47	5.012		
	Total	511.620	49			

a. Dependent Variable: Employee Productivity
b. Predictors: (Constant), Working Condition, Training
Source: Data Process, 2017

Table 6 shows that F-count is 27.535 with level of significance 0.000. Since the value of Fcount = 24.396 > Fα (0.05) = 3.20, it means that Ho is rejected and Ha is accepted. Sig <0.05 means that the confidence of this prediction is above 95% and the probability of this prediction error is below 5% which is 0.000. The result declares that there is a simultaneously significant impact of training(X1) and working condition (X2) on employee productivity (Y).

T-Tes

Table 7. Result of T-Test

Coefficientsa						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.260	2.166		1.043	.302

Training	.508	.145	.496	3.507	.001
Working Condition	.342	.165	.293	2.074	.044

a. Dependent Variable: Employee Productivity

Source: Data Process, 2017

Discussion

This study has been conducted to analyze the impact of training and working condition on employee productivity at PT. Carshen Jaya Anugrah Manado.

Training on Employee Productivity

Based on the coefficient result in multiple linear regression analysis, the significant of training is 0.001 which is below than 0.05. So, the training (X1) has a significant impact on employee productivity (Y). This finding supports the theory of Sastrohadiwiryo (2002) stated that one of the benefits of the training is to increase work productivity. The goal of every company is acquiring higher levels of productivity and each process has increased as expected. To obtain high levels of productivity should be supported some a factor in the company. In order to increase employee productivity, one way that should be taken for the management of the workforce is organized training for its employees.

Based on the research of questionnaire, the respondents who are employees of PT. carshen Jaya Anugrah Manado mostly agree that reactions of participants,learning, behavior, and results affect the employee productivity. Employees satisfied to training as a whole, toward trainer/instructor, the materials submitted, its content, materials provided, and training environments. Learning is also in the good category, where employees master the concepts, knowledge and skills given during training. Similarly, the behavior for the better as a result of the influence of training toward change their performance.

Working Condition on Employee Productivity

The result of this multiple regression analysis shows that working condition has significant impact on employee productivity at PT. Carshen Jaya Anugrah Manado. In this research, it is represented by air temperature, noise, cleanliness, job security, and employee relations. This result is supported by previous research conducted by Awan and Tahir (2015), which revealed that working environment is helpful increasing employees' level of productivity.According to business dictionary, the term working condition refers to working environment and all existing circumstance affecting labor in the work place, including job hours, physical aspects, legal rights and responsibility organizational climate and workload.

Based on the coefficient result in multiple linear regression analysis, the significant of working condition is 0.04 which is below 0.05. So, the working condition (X2) has a significant impact on employee productivity (Y). This findings support the theory of Bornstein (2007) states that in organizations where employees are exposed to stressful working conditions, productivity are negatively influenced and that there is a negative impact on the delivery of service. On the other hand if working conditions are good, productivity increase and there is a positive impact on the delivery of service.

Based on the research of questionnaire, the respondents who are employees of PT. Carshen Jaya Anugrah Manado mostly agree that air temperature, noise, cleanliness, job security, and employee relations affect the employee productivity. Employees found that air temperature in the workplace is good. It is able to make the job smoothly and does not have error, so that corporate objectives can be achieved. Workplace always clean make employees who run the work feel comfortable in their work. Clean room made the atmosphere wonderful and the employees have become more enthusiastic in completing their tasks.

CONCLUSION AND RECOMMENDATION

Conclusion

After examining the findings and discussing the result, three conclusions can be formulated:

1. The independent variables which are training and working condition simultaneously impact employee productivity as the dependent variable. The increasing of these two variables simultaneouslyincrease the employee productivity.
2. Training as one of independent variables in this research partially affects employee productivity positively.
3. Working condition as one of independent variables in this research partially affects employee productivity positively.

Recommendation

By looking in the discussion and the result of the research, some recommendation has been made as listed below:

1. Company is advised to keep hold the training quality in order to make work productivity of employees in carry out the work result will be more satisfactory. This thing should be supported with appropriate training methods, training contents that are relevant to practice of the work of employees, as well as supported the ability of professional and training instructor advanced training in the implementation of the training.
2. Company should be more pay attention and improve the things that concerns about employee relations, security of employment, the employee's feelings and career with together creating a harmonious relationship between superiors and subordinates, fellow employees, labor warranty, hiring employees in accordance with the ability or skills of employee, so that the working condition become better to support the comfort of the employees work in the effort of optimizing work productivity.

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