

The Influence of Compensation, Training and Workload on Employee Performance at the Mona Plaza Hotel Pekanbaru

Lutfi Aprillia^{1*}, Rahayu Setianingsih¹, Ikhbal Akhmad¹, Hammam Zaki¹, Alum Kusumah¹

¹Management Study Program, Faculty of Economics and Business, Universitas Muhammadiyah Riau

Jl KH Ahmad Dahlan No. 88 Sukajadi , Riau, Indonesia

*Email: 180304051@student.umri.ac.id

ABSTRACT

This research aims to find out whether compensation, training and workload have an impact on employee performance. This research uses a quantitative descriptive method using interviews in which the Mona Plaza Hotel employees are asked several questions, distributing questionnaires which are distributed to all employees of the Mona Plaza Hotel Pekanbaru and also using literature studies which are used to support this research, with a total of 32 respondents. Data analysis was carried out based on a questionnaire that had been distributed in the form of themes and categories that identified emerging patterns and trends. Data analysis was carried out using descriptive statistical analysis, instrument tests, classical assumption tests and model tests. The research results show that there is a significant relationship between compensation, training and employee performance or in other words an increase in compensation and training is followed by an increase in employee performance and the research results show that there is no significant relationship between workload and employee performance or in other words there is no increase in workload. followed by an increase in workload.

Keywords: Compensation, Training, Workload and Employee Performance

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

“Entrepreneurship on Global Economics Development in the Era of Society 5.0”

INTRODUCTION

Human resources are a central factor in an organization, whatever its form and purpose, organizations are created based on various visions, missions and goals for the benefit of humans and in carrying out their missions they are managed and managed by humans, so humans are a strategic factor in all institutional or organizational activities (Larasati , 2018). The development of the tourism industry, especially in the hotel sector in Indonesia, has experienced a significant increase, which can be seen in the level of room occupancy in star hotels in 2021 (www.bps.go.id).

This development encourages companies or organizations to optimize their resources to face competition. Competition is a challenge that every company must face. Companies must prepare a competitive position amidst competition by determining a clear vision and mission and working more efficiently, effectively and productively. And the hotel sector, especially in Pekanbaru, has also experienced an increase, this can be seen by the large number of two-star hotels in Pekanbaru. The following is data on the number of two-star hotels in Pekanbaru:

Table 1. Data on 2 Star Hotel Ratings in Pekanbaru
Viewed Based on Hotel Ratings

No	Hotel Name	Hotel Ratings
1	Pramita Hotel	4.4
2	Hotel Edotel Nilam Sari	4.2
3	Zuri Express Pekanbaru	4.2
4	Amaris Hotel Pekanbaru	4.2
5	The Place Hotel	4.1
6	D'Lira Syariah Hotel	4.1
7	Stefani City Hotel	4.1
8	Hotel Mona Plaza	4.0
9	Cordex Oasis	4.0
10	Sabrina Panam Hotel	4.0
11	Citismart Hotel	4.0
12	Hotel Parma	3.9
13	Lotus Inn	3.9
14	Hotel Sabrina City	3.9
15	Majestiq Hotel	3.9
16	Sri Indrayani Sharia Hotel	3.9
17	SPOT ON 2721 Wisma Dahlia	3.9
18	Wisma 63 Pekanbaru	3.8
19	Hotel Parma City	3.7
20	Asiatique Guesthouse	3.7
21	Hotel Flora	3.7
22	Aloha Hotels	3.7
23	Hotel Sabrina 81	3.6
24	Damon Boutique Hotel	3.3

Source : Google Travel

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

“Entrepreneurship on Global Economics Development in the Era of Society 5.0”

From the table above, it is known that the number of two-star hotels in Pekanbaru is 24 hotels and the Mona Plaza Hotel is in eighth position. With this ranking, the Mona Plaza Hotel is included in hotels that have good quality. However, the increasing number of hotels makes competition between hotels even tighter. In this ranking, of course the Mona Plaza Hotel still has obstacles to compete with other hotels in the top rankings. The high level of hotel competition in the city of Pekanbaru affects the level of rentals and room rental income at the Mona Plaza Hotel. As seen in the following table:

Table 2. Number of Mona Plaza Hotel Room Sales

Month	2019	2020	2021
January	460	711	223
February	304	594	320
March	345	555	234
April	472	755	277
May	494	2236	230
June	926	2053	251
July	1090	2065	306
August	665	1123	181
September	594	1583	346
October	755	2178	378
November	2236	2205	426
December	3338	2250	445

Source: HRD Hotel Mona Plaza Pekanbaru.

The number of room sales at the Mona Plaza Hotel from 2019 to 2021 has decreased. This decrease was due to Covid-19 which occurred in Indonesia and there were customer complaints about hotel rooms. According to the Mona Plaza Hotel HRD, these complaints were usually about rooms that were not clean, mosquitoes and rooms that were not cold. The decline that occurs will have a direct effect on the company's income level. This shows that improving performance is one of the main demands for Hotel Mona Plaza in order to maintain the quality and quantity of services that can be met and company goals can be achieved and so that Hotel Mona Plaza is able to compete with other hotels.

Employee performance is the main factor that determines the success of a company or organization. Performance is about doing work and the results achieved from that work, performance is about what is done and how to do it. Companies must have the right strategy to improve the performance of their employees. There needs to be a good plan so that the process of improving employee performance runs effectively (Hanaz, 2020). Compensation is the first factor in improving performance in a sustainable manner, compensation is everything a worker receives in carrying out their work (Ajabar, 2020).

The phenomenon of compensation is that increases in wages or salaries at the Mona Plaza Hotel are given unequally, these salary increases are given individually. This allows gaps between employees to occur and personal conflicts between employees at the Mona Plaza Hotel. Compensation policies are very important, especially in fulfilling employee rights for the services they provide. Correct compensation will also be able to increase employee morale and performance. The second factor is training, training specifically

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

focuses on the problem of providing special skills or helping employees to correct deficiencies in their performance (Chaerudin, 2019).

At the Mona Plaza Hotel, training is held once a year and training is given only to HODs. This aims to minimize complaints in each line and later the results of the training, the HOD must be able to socialize it to each staff. However, if the HOD is not able to disseminate information properly to staff, then the staff will not capture or understand the content of the information provided. Because this will result in a low level of accuracy and quality of work for employees, especially housekeeping employees .

The knowledge and skills possessed by employees who have attended training will increase. This will be seen from the work results or work achievements achieved while working later. If this happens then both the company and employees will benefit from training. However, if the opposite happens, it is relatively difficult for employees to excel (Kasmir, 2019).

The final factor is workload, workload is the volume of work imposed on workers both physically and mentally and is their responsibility. Every job is a burden for the perpetrator and each worker has their own ability to handle their workload as a workload which can be physical, mental or social workload (Mahawati et al ., 2021).

HRD of the Mona Plaza Hotel, stated that the hotel employees did not have enough quantity of available hotel rooms. There are 80 rooms available and only 32 employees. HRD said that the number of employees should exceed the number of rooms available. Therefore, employees are required to do more than one job. Every job is a burden for the person concerned. This burden can be a physical burden or a mental burden. Excessive physiological workload will have an impact on health and work productivity (Heriziana & Rosalina, 2021).

The important role of compensation, training and workload greatly influences the high and low performance of employees in a company or organization. If compensation, training and workload are in accordance with the employee's wishes, then the employee's performance level will be classified as high and conversely, if compensation, training and workload are not in accordance with the employee's wishes, the employee's performance level will be classified as low. Because of this, employee performance in a company has a very important impact on the company in order to achieve company goals.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Employee performance

Employee performance is an individual performance based on the work results provided to the organization where they work so that each employee has different work results from each other in completing their duties and responsibilities. Experts often call employee performance (employee performance) because performance is the real behavior displayed by each employee as the work achievement they produce . Employee performance (work achievement) is defined as the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Maximum quality and quantity that achieves targets is the emphasis given in this definition. Achievements must be adjusted to the targets for the burden of responsibility they have achieved (Suryani et al. , 2020). Employee performance indicators are as follows: (a) Quality (b) Quantity (c) Time (d) Cost suppression (e) Supervision (f) Relationships between employees.

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

Compensation

Compensation is all rewards received by employees for services rendered by employees to the company or in other words, compensation is all awards (material and non-material) given by the company for employee services (Larasati, 2018). Compensation indicators are as follows: (a) Financial compensation: salary, wages, incentives, allowances and facilities (b) Non-financial compensation: interesting and challenging tasks with an appropriate amount,

Training

Training is short-term education that usually focuses more on practices that are useful for improving employee performance and reducing errors at work (Sudaryo et al., 2018). Training indicators are as follows: (a) Instructor (b) Participants (c) Material (d) Method (e) Goal (f) Target.

Workload

Workload is the volume of work imposed on workers both physically and mentally and is their responsibility (Heriziana & Rosalina, 2021). Workload indicators are as follows: (a) Working conditions (b) Use of working time (c) Targets that must be achieved.

Hypothesis Development

The Effect of Compensation on Employee Performance

Compensation can have an influence on employee performance. Compensation plays an important role in creating employee performance, because one of the main goals of someone working is because they want to earn income. Compensation provided by the company fairly and appropriately will provide encouragement to employees to work optimally. Compensation policies are very important, especially in fulfilling employee rights for the services they provide.

Decent compensation will also provide strong work motivation within employees. Besides correct compensation, it will also be able to increase employee morale and performance (Kasmir, 2019). Compensation will directly affect employee performance, good compensation will encourage employees to work better, for example by giving bonuses to employees who work well. So with this, employees will always be motivated to work well and improve the quality of their work.

Research by Johansyah & Wahyuati (2020), Hanaz & Winarningsih (2020), Atalariksyah et al (2023) and Dika et al (2023) states that the compensation variable has a significant relationship with employee performance.

H₁ : Compensation has a positive effect on employee performance

The Effect of Training on Employee Performance

The training provided by the company to employees contains matters related to the work that the employees have. Proper training will shape employee behavior in accordance with company expectations, then will equip employees with various knowledge, abilities and expertise, according to their field of work.

If employees understand and apply the knowledge gained from training in carrying out their work, then employees can master their work processes and improve employee performance because it will be easier for employees to complete their work. This is in accordance with the research results of Wahyuddin & Zaki (2023) and Aina Sari et al (2023) which state that job training has a significant effect on employee performance.

H₂ : Training has a positive effect on employee performance

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

“Entrepreneurship on Global Economics Development in the Era of Society 5.0”

The Influence of Workload on Employee Performance

Workload can occur if employees are unable to complete tasks according to their capacity due to excessive work demands. Too much work that must be completed is due to short time constraints and could also be due to a lack of employees in a company (Fransiska & Tupti, 2020).

The workload will result in disruption to employees in completing their work, employees will experience fatigue which will cause employees to lose focus in carrying out their work. If this continues to happen, employee performance will continue to decline and company goals will be hampered.

This is in accordance with the research results of Lukito & Alriani, (2018) and Amalia et al (2023) which state that workload has a negative effect on employee performance.

H₃ : Workload has a negative effect on employee performance

The Influence of Compensation, Training and Workload on Employee Performance

There are several factors that influence employee performance, including compensation, training and workload. These factors greatly influence the high and low levels of employee performance and determine whether employee performance is good or bad. If the company really pays attention to these factors. The higher employee loyalty to the company will be and the employees will work optimally.

If the company ignores these factors, employee loyalty to the company will decrease and will result in poor employee performance. This is in accordance with the research results of Supatmi et al., (2012) which states that training and compensation have a significant effect on employee performance. then the research results of Muhammad et al., (2016) stated that the work environment, compensation and workload have a significant effect on employee performance.

H₄: Compensation, training and workload have a positive effect on employee performance.

METHOD

This type of research is quantitative descriptive research. This research was carried out at the Mona Plaza Hotel Pekanbaru which is located on Jalan HR. Soebrantas, panam. The data collection methods used were questionnaires, interviews and literature studies. This research used a closed questionnaire and the scale used in this research was the Likert scale. The population in this study was 32 Mona Plaza Hotel employees. The sampling technique in this research uses saturated samples. Saturated samples are a sampling technique when all members of the population are used as samples (Lubis, 2021), so the number of samples in this research is 32 people.

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

RESULT AND DISCUSSION

Respondent Characteristics

Table 3. Respondent Characteristics

No	Gender	Amount	Percentage (%)
1	Man	17	53.1%
2	Woman	15	46.9%
	Total	32	100%

No	Age	Amount	Percentage (%)
1	20 – 25	23	71.9%
2	25 – 30	4	12.5%
3	30 – 35	2	6.3%
4	35 – 40	1	3.1%
5	> 40	2	6.3%
	Total	32	100%

No	Years of service	Amount	Percentage (%)
1	1 - 5 yrs	27	84.4%
2	5 - 10 yrs	1	3.1%
3	10 - 15 yrs	1	3.1%
4	15 - 20 yrs	2	6.3%
5	> 20 yrs	1	3.1%
	Total	32	100%

No	Education	Amount	Percentage (%)
1	SENIOR HIGH SCHOOL	28	87.5%
2	D3	0	0.0%
3	S1	2	6.3%
4	S2	2	6.3%
	Total	32	100%

Source: processed data, 2022

The employees who work at the Mona Plaza Hotel are dominated by men. This is because in hotels people are more likely to do work in the field, and for work that is quite heavy, men are more able to do it. Mona Plaza Hotel employees are dominated by the age range of 20 - 25 years, because this age range is the most productive age and this age range is also the most active age for socializing. And the working mass of Mona Plaza Hotel employees predominantly has a working period of 1 – 5 years, this is because skills in the hospitality sector continue to develop and new knowledge is discovered from year to year.

With new employees, the skills or knowledge they know will also be better so that the work produced will be more optimal. The education of Mona Plaza Hotel employees predominantly has a high school education background, this is because the hospitality sector really needs workers who already have skills or knowledge about hospitality. Having knowledge or knowledge regarding basic hotel matters makes it easy for the hotel to direct them to the work that must be done.

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

Model Test

Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression
Coefficients a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23,353	7,788		2,999	,006
	Compensation (X1)	,289	,093	,423	3,119	,004
	Training (X2)	,332	,124	,370	2,680	,012
	Workload (X3)	-.530	,185	-.293	-2,872	,008

a. Dependent Variable: Employee Performance (Y)

Source: processed data, 2022

Based on table 4, a multiple linear regression model can be constructed as follows:

$$Y = 23.353 + 0.289x_1 + 0.332x_2 - 0.530x_3 + e$$

The multiple linear regression model above can be interpreted as follows:

1. The constant value $\alpha = 23.353$, meaning that if the compensation variable is zero, training is zero, and workload is zero, then employee performance is 23.353.
2. The constant value $X_1 = 0.289$, meaning that if the compensation variable is increased by one unit, employee performance will increase by 0.289 units.
3. The constant value of $X_2 = 0.332$, meaning that if the training variable is increased by one unit, employee performance will increase by 0.332 units.
4. The constant value

Coefficient of Determination Test (R²)

Table 5. Coefficient of Determination
Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,855 a	,731	,703	3.91934

a. Predictors: (Constant), Workload (X3), Compensation (X1), Training (X2)

b. Dependent Variable: Employee Performance (Y)

Source: processed data, 2022

Based on table 3, the adjusted R square value is 0.703. These results show that the variables compensation, training and workload together are able to explain employee performance by 70.3%.

F test

Table 6. F test
ANOVA a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1171,760	3	390,587	25,427	,000 b
	Residual	430.115	28	15,361		
	Total	1601.875	31			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Workload (X3), Compensation (X1), Training (X2)

Source: processed data, 2022

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

Based on table 6 of the F test results, the calculated F value is 25.427 and the significance value is 0.000. The F table value in this research can be calculated as follows:

$$\begin{aligned}
 F \text{ table} &= F (k ; nk) \\
 &= F (3; 32-3) \\
 &= F (3 ; 29) \\
 &= 2.93
 \end{aligned}$$

From the results above, it can be concluded that the compensation, training and workload variables together have a significant effect on employee performance. This is because the calculated F value > F table is $25.427 > 2.93$, and the sig. < 0.05.

T test

Table 7. T test

No	Variable	t count	Sig.	t table	Information
1	Compensation (X1)	3,119	0.004	2,048	H0 is rejected
2	Training (X2)	2,680	0.012	2,048	H0 is rejected
3	Workload (X3)	-2,872	0.008	2,048	H0 is accepted

Source: processed data, 2022

$$\begin{aligned}
 t \text{ table} &= t (\alpha/2 ; nk-1) \\
 &= t (0.025 ; 32-3-1) \\
 &= t (0.025 ; 28) \\
 &= 2.048
 \end{aligned}$$

So it can be seen in table 5 of the t distribution, that the t table value in this study is 2.048.

The effect of compensation (X 1) on employee performance

Based on the results of the t test above, the calculated t value for the compensation variable is 3.119 and the t table value is 2.048. These results explain that H0 is rejected and H1 is accepted, or that compensation has a positive effect on employee performance, because the calculated t value > t table is $3.119 > 2.048$.

The effect of training (X 2) on employee performance

Based on the t test results above, the calculated t value for the training variable was 2.680 and the t table value was 2.048. These results explain that H0 is rejected and H2 is accepted, or that training has a positive effect on employee performance, because the calculated t value > t table is $2.680 > 2.048$

The effect of workload (X 3) on employee performance

Based on the results of the t test above, the calculated t value for the workload variable is -2.872 and the t table value is 2.048. These results explain that H0 is accepted and H3 is rejected, or that workload has a negative effect on employee performance, because the calculated t value < t table, namely $-2.872 < 2.048$.

CONCLUSION

This research is intended to find out whether compensation has a positive effect on employee performance, whether training has a positive effect on employee performance, whether workload has a negative effect on employee performance. After the researcher carried out data analysis and data testing using the SPSS 20.0 application program in the previous chapter, the research can draw the following conclusions: (X1) Compensation has a positive and significant effect on the performance of Mona Plaza Hotel Pekanbaru

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

employees. This means that the compensation given influences the high and low performance of employees. (X2) Training has a positive and significant effect on the performance of Hotel Mona Plaza Pekanbaru employees. This means that the training provided by the company really helps employees to increase their knowledge or perfect the skills they have in completing their tasks. (X3) Workload has a negative and significant effect on the performance of Hotel Mona Plaza Pekanbaru employees. This means that the more workload the company gives to employees, the more it will affect the work results provided by the employees. (Y) Compensation, training and work load together influence the performance of Hotel Mona Plaza Pekanbaru employees.

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

REFERENCES

- Aina Sari, N., Kusumah, A., & Zaki, H. (2023). The Influence of Training and Human Resource Development on the Performance of Teaching Staff at Sempoa Sip Riau. *EMBA Independent Student Scientific Journal* , 2 (1), 215–225.
- Ajabra. (2020). *Human Resource Management* . Deepublish.
- Amalia, R., Akhmad, I., & Kusumah, A. (2023). The Influence of Workload and Compensation on the Performance of Casual Daily Employees (THL) of Health Workers at Madani Hospital, Pekanbaru City. *SNEBA: Proceedings of the National Seminar on Economics, Business & Accounting* , 3 , 1197–1207.
- Atalariksyah, GKA, Bakaruddin, & Zaki, H. (2023). The Influence of Compensation and Work Motivation on Employee Performance (Case Study of JNE Couriers, Pekanbaru Main Branch). *Sne* , 3 , 242–251. <https://doi.org/10.37715/jp.v4i6.1716>
- Chaerudin, A. (2019). *Education Management and HR Training* . Trace CV.
- Dika, RNF, Kusumah, A., & Ramadhan, RR (2023). The Influence of Compensation, Discipline and Motivation on Employee Performance at PT. Matahari Department Store Tbk Mall SKA Pekanbaru. *EMBA Independent Student Scientific Journal* , 2 (1), 509–519.
- Fransiska, Y., & Tupti, Z. (2020). The Influence of Communication, Workload and Work Motivation on Employee Performance. *Master of Management Scientific Journal* , 3 (2), 224–234.
- Hanaz, AA (2020). The Influence of Compensation, Motivation and Workload on Employee Performance. *Management Science And Research* , 9 (9), 1–20.
- Hanaz, AA, & Winarningsih. (2020). The Influence of Compensation, Motivation and Workload on Employee Performance. *Management Science and Research* , 9 , 1–20.
- Heriziana, & Rosalina, S. (2021). *Analysis of Health Workers' Job Stress Perceptions During the Covid-19 Pandemic* . CV. Azka Library.
- Johansyah, & Wahyuati, A. (2020). The Influence of Compensation, Training and Development on the Performance of Hokben Employees in Surabaya. *Management Science and Research* , 9 , 20.
- Cashmere. (2019). *Human Resource Management (Theory And Practice)* . PT. RAJAGRAFINDO PERSADA.
- Larasati, S. (2018). *Human Resource Management* . Deepublish.
- Lubis, Z. (2021). *Applied Statistics for the Social and Economic Sciences (RI Arhadi (ed.))*. Andi Publisher.
- Lukito, LH, & Alriani, IM (2018). The Influence of Workload, Work Environment, Work Stress on Employee Performance at PT. Sinarmas Distribution Nusantara Semarang. *Journal of Management Economics and Accounting* , 25 (45), 24–35.
- Mahawati, E., Yuniwati, I., Ferinia, R., Fani, PPRT, Sari, AP, Fitriyatunur, RASQ, Cecilia, AP, Dewi, IMIK, & Bahri, S. (2021). *Workload and Work Productivity Analysis* . We Write Foundation.
- Muhammad, SR, Adolfini, & Lumintang, G. (2016). The Influence of the Work Environment, Compensation and Workload on Employee Performance at the Manado City Regional Revenue Service. *EMBA* , 4 , 1–11.
- Sudaryo, Y., Aribowo, A., & Sofiati, NA (2018). *Human Resource Management* . ANDI (IKAPI Member).
- Supatmi, ME, Nimram, U., & Utami, H.N. (2012). The Effect of Training, Compensation on Employee Job Satisfaction and Employee Performance. *Profit Journal* , 7 (1), 25–37.
- Suryani, NK, Sugianingrat, IAPW, & Laksemini, KDIS (2020). *Human Resources Performance* . NILACAKRA.
- Wahyuddin, A., & Zaki, H. (2023). The Effect of Training, Rewards and Punishment on the Performance of Global Store Employees at Cab Building. *Jackfruit Pekanbaru. EMBA Independent Student Scientific Journal* , 2 (1), 95–107.