

The Effect Of Training, Work Ability And Work Experience On Performance Of Contract Workers In Bandung Kebonjati Hospital

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Abstract

The phenomenon that occurs in contract employees at Kebonjati Hospital currently shows that there are some senior employees who have long work experience or have worked for more than 3 years but have not experienced performance improvement. In addition, with longer work experience, there are still few employees with sufficient work experience, lack of training. Most senior employees assume that training is only necessary for new employees and is not part of the company's work plan to improve performance. The purpose of this study was to determine the effect of training, work ability and work experience on the performance of contract employees in Kebonjati Hospital. This type of research this study is a quantitative research with the source data used in this study in the form of questionnaires distributed and filled by respondents who are contract employees at Kebonjati Hospital. The population of this study was 48 contract employees at Kebonjati Hospital. The test results showed that training had no significant effect on the performance of contract employees at Kebonjati Hospital Bandung evidenced by the value of t count $0.916 < 1.677$ with significance $0.365 > 0.05$. Work ability has a significant effect on the performance of contract employees at Kebonjati Hospital Bandung evidenced by the value of t count $3.003 > 1.677$ with significance $0.004 < 0.05$. Work experience has a significant effect on the performance of contract employees at Kebonjati Bandung hospital evidenced by the value of t count $-2.321 > 1.677$ with significance $0.025 < 0.05$. In addition, training, skills and work experience simultaneously have a significant effect on the performance of contract employees at



Kebonjati Bandung hospital evidenced by the calculated F value of 4,182 with significance of $0,011 < 0.05$.

Keywords: Job Training, Work Ability, Work Experience, Employee Performance

INTRODUCTION

Background of the problem

In carrying out its activities, an organization requires a variety of important resources so that activities can run smoothly. The competition that occurs is not only national or international, but also involves many internal aspects. Human resources play a crucial role in moving organizational activities. Therefore, organizations must consider the characteristics of human resources that are really needed for Organizational Development, one of which is through aspects of training, abilities, and work experience. The competence and ability of individuals in dealing with their environment will affect the performance of each employee. Through training, skills, and work experience, employees are required to understand and recognize the tasks they must perform. Training is not only important for new employees, but also for old employees, so that they are able to adapt and carry out tasks in accordance with their responsibilities. While having potential employees is important, it is no guarantee of success without a clear understanding of the manager's expectations of what to do and how to do it.

In addition, companies also need to regularly evaluate the performance of all employees. Basically, training is an ongoing process, not just a one-time process. Moreover, with the rapid development of technology and science today, training plays a major role in equipping employees to be more creative in achieving company targets in an effective and efficient manner. In general, the purpose of training is to improve the effectiveness and efficiency of employees in carrying out work and achieving the work program goals that have been set by the company.

Another factor that also affects the performance of employees is their work ability. Work-related ability is a condition in a person that is shown with an attitude of sincerity, efficiency, and success in carrying out tasks, resulting in optimal results. Employees who are able to complete the assigned tasks well will provide positive benefits to the organization. Individual abilities include technical skills such as mastery of work tools and computer systems, understanding of work procedures and methods, knowledge of tasks and work rules, as well as conceptual abilities that include understanding organizational policies and goals to be achieved. In addition, social skills such as the ability to work

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together with colleagues without causing conflict and being able to collaborate in a team are also very important.

In addition to training and employability, work experience is also an important factor that affects employee performance. Work experience is indispensable for improving the results of the work of an employee. Experience this is the knowledge and skills that the employee acquires during the performance of the duties entrusted to him. Employees who already have sufficient work experience tend to be better able to show good performance, while lack of experience often has an impact on failure to complete tasks. Therefore, assessing a person's abilities should be based not only on the education and training received, but also on the work experience that he had during his work in a particular organization or company.

The phenomenon that often occurs is that senior employees with long work experience are sometimes reluctant to participate in training because they feel they are able to complete their duties and consider training as a routine that is not essential. This kind of attitude can degrade the overall performance of the company. However, employees with a long service life generally have a high employability for the company. In Bandung, especially Kebonjati hospital, there are several senior contract employees who have worked for more than three years. Their performance is at a standard level that is not very good but also not bad which is likely to be affected by their position and long service life. Although contract employees with more mature work experience usually perform well, there are still few of them who have sufficient experience and sufficient training. Most senior employees assume that training is only important for new employees and not part of the company's strategy to improve performance.

Human resource management plays a very important role in ensuring that human resources in hospitals carry out their duties and responsibilities properly. To improve the performance of contract workers, adequate training, improved job skills and sufficient work experience are required. However, there are still obstacles in the form of lack of training received by some employees. Most senior employees assume that training is only important given to new employees and not part of the company's strategy in improving overall performance. Therefore, the role of Human Resource Management is crucial in managing and ensuring the implementation of training, skill development, and empowerment of work experience of contract workers so that their performance can be increased in accordance with the needs of the hospital.



THEORETICAL BASIS

Employee Performance

Performance is a complex construct that includes various aspects, such as the performance of tasks and the contextual roles assumed by employees (Chaudhary, 2020). Performance signifies the actions and behaviors demonstrated by employees regarding work-related responsibilities, as well as non-work aspects related to organizational goals. Furthermore, performance is characterized by the capacity of employees to adjust their behavior to meet job requirements (Park et al., 2020).

Training

According to Noe (2019) training is a process designed in a planned manner by an organization to facilitate the learning of work-related competencies, knowledge, skills, and behaviors performed by employees. The main goal of training is for employees to master the knowledge and skills emphasized during training and to be able to apply them in everyday work. Training also serves to eliminate the gap between the competencies that employees have with the standards expected by the company. Dessler (2020) asserts training means giving new or current employees the skills they need to do their job. Education and training programs seek to teach participants how to carry out certain activities or jobs.

Work Ability

Work ability is defined as the capacity or proficiency of individuals in carrying out various tasks that are their responsibility efficiently and effectively to achieve optimal work results (Surajiyo et al., 2021). Work skills include technical aspects such as mastery of tools, methods, and work procedures, conceptual ability to understand organizational policies and goals, and social skills to collaborate well in teams. This ability not only includes knowledge and skills acquired through training and formal education, but also experience and maximum and sincere attitude in carrying out work so that the results obtained are effective and effective (Budiyatno et al., 2022).

Work Experience

According to Wirawan (2021), work experience is the total time that an employee has lived at his workplace since being accepted to date. Meanwhile, according to Foster (in Yahya, 2023), work experience is defined as a measure of the length of service that a person has taken in understanding and carrying out his job duties well. Meanwhile,

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Sutrisno (quoted in Suwanto et al., 2021) states that work experience is an employee's ability to carry out all responsibilities based on the experience he has in the field of work.

Measurement of employee work experience is defined as the length of time a person works which is used as a measure in understanding and carrying out job duties well. Work experience includes mastering the knowledge and skills of employees, as measured by the duration of work and the level of mastery of these skills and knowledge (Bangun, 2019). An employee is said to be experienced if he has worked long enough and has done various jobs that provide understanding and the ability to carry out tasks well (Hasibuan, 2020).

Job rotation or job rotation in organizations aims to provide opportunities to gain wider experience and knowledge for the workforce (Bangun, 2019). In addition, work experience is also seen as a process of forming knowledge and skills regarding work methods through the active involvement of employees in carrying out their duties (Astuti & Raharjo, 2023). The knowledge and skills gained from actions or work carried out within a certain period of time allow companies to place employees in positions that are in accordance with their expertise (Sunarjo, 2018). Employees with more work experience certainly have a better understanding of dealing with problems and are usually able to work faster because they don't need to adjust to the tasks carried out (Rofi, 2019).

RESEARCH METHODS

The author focuses on research in Bandung Kebonjati Hospital which is located at Jalan Kebon Jati No.152, Ciroyom, District Andir Bandung, West Java. The population in this study is contract employees in Bandung Kebonjati hospital totaling 48 people. This sampling technique uses a Total Sampling technique that is the entire population used as a sample of 48 people.

RESULTS AND DISCUSSION

Multiple Linear Regression Analysis

Table 1. Multiple Linear Regression Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	18.489	.837		22.086	.000



Training	.038	.042	.134	.916	.365
Work Ability	.117	.039	.453	3.003	.004
Work Experience	-.090	.039	-.350	-2.321	.025

a. Dependent Variable: Employee Performance

Source: SPSS Processing Results 20

Based on Table 1, it is known that the value of Beta Unstandardized Coefficients

the value of the training variable is 0.038, the value of work ability is 0.117, the value of the work experience variable is -0.090 and the value of the constant (a) is 18.489, then the multiple linear regression equation is obtained as follows:

$$Y = 18.489 + 0.038 X_1 + 0.117 X_2 - 0.090 X_3 + e$$

Based on the multiple linear regression equation model above, it can be analyzed as follows

- The value of the constant 18.489 means that if the training (X1), employability (X2) and work experience (X3) is equal to 0, the performance of the contract worker (Y) increases by 18.489
- The value of the training coefficient of 0.038 is positive. This shows that training (X1) increased by 1 with the assumption of work ability (X2) and work experience (X3) fixed or zero, so that the performance of contract workers increased by 0.038.
- The value of the coefficient of workability of 0.117 is positive. This shows that the ability to work (X2) increased by 1 assuming training (X1) and work experience (X3) is fixed or zero, so that the performance of contract workers increased by 0.117.
- The value of the coefficient of work experience equal to -0.090 is negative. This shows that work experience (X3) increased by 1 assuming training (X1) and work ability (X2) are fixed or zero, so that the performance of contract workers decreased by -0.090.

Hypothesis Testing

Table 2. Partial Significance Test (t-test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	18.489	.837		22.086	.000
Training	.038	.042	.134	.916	.365

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Work Ability	.117	.039	.453	3.003	.004
Work Experience	-.090	.039	-.350	-2.321	.025

a. Dependent Variable: Employee Performance

Source: SPSS Processing Results 20

Based on the table above, it can be explained as follows:

- Training variable (X1), the value of $t = 0.916 < 1.677$ with significance $0.365 > 0.05$. This shows that the effect of training on employee performance is partially insignificant, so the hypothesis of the effect of training is rejected.
- Workability variable (X2), the value of $t = 3.003 > 1.677$ with significance $0.004 < 0.05$. This means that employability has a significant positive effect on employee performance partially, and the hypothesis of the influence of employability is accepted.
- Work experience variable (X3), the value of $t = -2.321 > 1.677$ with significance $0.025 < 0.05$. This means that work experience has a partially significant effect, but the negative coefficient indicates the direction of the relationship inversely proportional to the performance of employees.

Simultaneous Significance Test (F-Test)

**Table 3. F test
ANOVA^a**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.246	3	2.415	4.182	.011 ^b
1 Residual	25.415	44	.578		
Total	32.661	47			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Training, Work Ability, Work Experience

Based on the above test results obtained F value of 4182 with significance (Sig.) $0.011 < 0.05$ indicates that the overall regression model is significant. This means that training, employability, and work experience simultaneously have a significant effect on employee performance.



Coefficient of Determination (R²)**Table 4. Test Results for the Coefficient of Determination (R²)
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.471a	.222	.169	.76001

a. Predictors: (Constant), Training, Work Ability, Work Experience

Based on the results of the determination coefficient test, the value of the correlation coefficient (R) of 0.471 indicates a moderate positive relationship between the independent variable (training, work ability, work experience) with the dependent variable (employee performance). The R Square value of 0.222 means that the variables of training, employability, and work experience together explain 22.2% of the variation in employee performance. While the rest (77.8%) were influenced by other variables outside the model that was not studied.

DISCUSSION

Based on the results of multiple linear regression analysis, the regression equation is obtained as follows: $Y = 18.489 + 0.038X_1 + 0.117x_2 - 0.090X_3 + e$. The constant value of 18.489 indicates that if the variables training (X₁), employability (X₂), and work experience (X₃) are zero, then the performance level of contract workers (Y) still increases by 18.489. Coefficient of training of 0.038 and 0.117 indicates that the increase in one unit of training and work ability will increase the performance of 0.038 and 0.117, respectively, assuming the other variables remain. While the coefficient of work experience of -0.090 indicates that an increase in work experience of one unit actually decreases performance by 0.090 with other variables remain.

The results of the t test showed that training had no significant effect on performance with a t value of 0.916 and significance of 0.365 (>0.05), while the ability to work a significant positive effect with t of 3.003 and significance of 0.004 (<0.05). Work experience has a negative significant effect with t of -2.321 and significance of 0.025 (<0.05). The F test with F value of 4.182 and significance of 0.011 (<0.05) shows that the regression model as a whole is significant, meaning that the variables of training,



employability, and work experience simultaneously affect employee performance. The R Square value of 0.222 indicates that 22.2% of the variation in employee performance can be explained by these three variables, while the remaining 77.8% is influenced by other factors outside this model

Thus, work ability becomes the most positive influence factor on performance, training is less influential, and work experience actually shows a negative influence in the context of this study.

CONCLUSION

Based on the results of the study it can be concluded that:

- a. Training did not significantly affect the performance of contract employees at Kebonjati Hospital Bandung.
- b. Work ability significantly affect the performance of contract employees at Kebonjati Hospital Bandung.
- c. Work experience has a significant effect on the performance of contract employees at Kebonjati Hospital Bandung.
- d. Training, skills and work experience simultaneously significantly affect the performance of contract employees at Kebonjati Hospital Bandung.

SUGGESTION

Recommendations based on the results of this study are as follows:

- a. Although training does not have a partial significant effect, companies are still advised to provide training on an ongoing basis so that employees are always adaptive to changing tasks and new technologies.
- b. Negative work experience indicates the need for evaluation and job rotation so that senior employees do not experience stagnation in performance. Providing new job challenges or job rotations can increase their motivation and performance.
- c. A system of rewards and recognition to employees who demonstrate increased employability and good performance can motivate contract employees to perform better.
- d. Human resource management should improve communication, provide constructive feedback, and create an inclusive work environment so that contract workers feel valued and motivated to improve their performance.



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