

The Mediation Effect of Work Ability on The Relationship between Job Training, Work Experience, and Job Performance

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Abstract. This study aims to determine the mediating effect of work ability on the relationship between job training and work experience and employee performance at Java Heritage Hotel Purwokerto. The population used in this study were all employees with a total sample of 101 employees with a simple random sampling technique. By using Partial Least Square, the results of this study indicate that: first, job training has a positive effect on work ability. Second, work experience has a positive effect on work ability. Third, job training has no positive effect on employee performance. Fourth, work experience has a positive effect on employee performance. Fifth, work ability has a positive effect on employee performance. Sixth, work ability mediates the effect of job training on employee performance. Seventh, work ability mediates the effect of work experience on employee performance. The value of the coefficient of determination (R^2) of 0.68 indicates that the effect of job training, work experience and work ability on employee performance is 76.6%.

Keywords: Work Ability, Job Training, Work Experience, Job Performance, Hotel.

1 Introduction

Human resources (HR) are one of the most important things in supporting the operational activities of a company or organization, so that HR becomes an asset that needs to be developed or more often called human capital. The management of the company who views employees as human capital, they emphasize the role of employees as the company's main asset in achieving company goals.

Since March 2, 2021, the covid virus has started to be found in Indonesia. The impact of Covid-19 can be seen from the decline in the rate of global economic growth. Covid-19 not only has a negative impact on the decline in economic growth of developing and poor countries, but also hit the economies of developed countries. Some developed countries are even caught in a deep economic recession.

In Indonesia, the impact of COVID-19 on one sector, namely tourism, is quite deep. With the government's policy of implementing social restrictions and regional quarantine with the aim of suppressing the spread of the covid-19 virus, it has caused the lack of hotel visitors in all regions in Indonesia (Suara.com, 2020). The Central Statistics Agency recorded the room occupancy rate (ROR) for star classification hotel in Indonesia in September 2021 reached an average of 36.64 percent, an increase of 4.52 points compared to the ROR in September 2020 which was 32.12 percent. The increase in hotel room occupancy was driven by the government's decision to loosen the rules for restricting community activities. This makes the mobility of the community begin to increase. Currently the hotel industry is also slowly starting to improve due to a program from the government, namely intensifying the standardization of health protocols so that guests are calmer and more comfortable staying at hotel. [11]

The same is the case with Java Heritage Hotel (JHH). Java Heritage Hotel is a company engaged in services and was established in 2016. With the decrease in the number of guests staying at the hotel, employees have become less active so that management can use them to improve their abilities and performance by conducting job training. Training is carried out for new and old employees so that their employees become experienced in their fields. The main purpose of job training is for guests to get service satisfaction while at the hotel. However, it is not yet known the effect of job training that has been carried out so far on the work ability and performance of their employees.

According to Bernardin & Russell in [6], "training is every effort to improve the performance of workers in certain jobs that are their responsibility, or a job that is related to their work". Thus, the results of the training will have a positive impact on the performance of employees participating in the training. The results of research from [27] and [30] conclude that training has a positive and significant effect on ability. Then the results of another study from [5] and [9] concluded that training has a positive and significant effect on employee performance. However, the results of other studies by [1] and [22] state that training has no significant effect on employee performance.

In addition to training, work experience. In improving the ability and performance of employees, employee experience is very important because with work experience a person can complete his duties and responsibilities, as well as add insight, knowledge and work skills that can improve employee performance. Work experience is obtained directly when they do their daily work according to the type of work they do. Employees who already

have a longer working period will be more experienced than those who have just started working [5]. According to Sutrisno (2009: 158) in [19] Work experience is a basis possessed by employees to be able to position themselves appropriately according to conditions, dare to take risks, be able to face challenges with full responsibility and be able to communicate well with various people. parties so that they can maintain their productivity and performance and also produce competent individuals in their fields.

The results of research from [17] and [29] concluded that work experience had a positive and significant effect on abilities, then the results of other studies from [16] and [9] concluded that work experience had a positive and significant effect on significant to job performance of employee. However, [2] and [28] stated that work experience had no significant effect on job performance of employee.

This research is a development of [27] research, but there are differences, namely first, the addition of work experience variables. Work experience is considered to have an influence in improving employee abilities and performance [7]. Second, the object of previous research was conducted at PT. XYZ Karawang is a motorcycle manufacturing company, while this research was conducted at the Java Heritage Hotel.

The formulation of the research problem are:

1. What does job training affect the work ability of employee at Java Heritage Hotel Purwokerto?
2. What does job training affect the job performance of employee at Java Heritage Hotel Purwokerto?
3. What does work experience affect the work ability of employee at Java Heritage Hotel Purwokerto?
4. What does work experience affect the job performance of employee at Java Heritage Hotel Purwokerto?
5. What does work ability affect the job performance of employee at Java Heritage Hotel Purwokerto?
6. Is there an effect of work ability mediating the effect of job training on the job performance of employee at Java Heritage Hotel Purwokerto?
7. Is there an influence of work ability mediating the effect of work experience on the job performance of employee Java Heritage Hotel Purwokerto?

2 Literature reviews

The important literature was obtained to create research hypothesis and will be served on the next sub-bab.

2.1 Training

"Training is every effort to improve the performance of workers in certain jobs that are their responsibility, or a job that is related to their work [6]". While another definition according to [10] "Training is a process of systematically changing employee behavior to achieve organizational goals. Based on the above definition, it can be concluded that job training is very important for capacity building so that job performance of employee can increase.

The purpose of job training is to increase appreciation of the soul and ideology, increase work productivity, improve work quality, improve moral attitudes and work spirit, and increase stimulation so that employees are able to perform optimally [14]. According to Kasmir (2018: 144) in [13] several factors that influence training are: trainees, instructors/trainers, training materials, training venues, training environment, training time, and there are other factors.

The training indicators according to [14]: (1) Training instructors, (2) Training participants, (3) Training Materials, (4) Training Methods, (5) Training Objectives. Hypothesis 1: Job training has an effect on work ability. Hypothesis 2: Job Training Affects Job Performance of Employee.

2.2 Work experience

According to Handoko (2014:24) in [21] work experience is the mastery of employee knowledge and skills as measured by length of work, level of knowledge and skills in completing work. Based on this definition, it can be concluded that experience is a collection of knowledge and can affect performance.

Factors that influence work experience are personal background, talents and interests, attitudes and needs, analytical and manipulative abilities, technical skills and abilities. Employees who are experienced and have a longer working period will have better work skills than employees who have just entered the world of work, because these employees have gained knowledge during their work and have learned from the activities and problems that exist in their work [17].

Work experience indicators according to Foster (2014:2) in [2] are: (1) Length of time or tenure, (2) Level of knowledge and skills possessed by a person, (3) Mastery of work and equipment. Hypothesis 3: Work experience affects work ability, and Hypothesis 4: Work experience affects job performance of employee.

2.3 Work ability

"Work ability is the capacity of an individual to perform various tasks in a company [24]". Another definition according to Hasibuan (2009:166) in [23] "Ability is showing people's potential to carry out work, maybe that ability is utilized or maybe not. Ability is closely related to the physical and mental abilities that people have to carry out work and not those who want to do it. From the above definition, it can be concluded that work ability is very influential on one's performance.

The factors that influence work ability according to Gibson (1994) in [2] are formal education, training, access to information, experience. The indicators of work ability according to Robbins (1998) in [2] are: (1) Ability to work, (2) Education, (3) Period of work. Hypothesis 5: Work ability has an effect on job performance of employee.

Based on the literature section 2.1 until section 2.3, there is a potential for the employee's ability variable to be an intervening variable. Hypothesis 6: Job ability mediates the effect of job training on job performance of employee, Hypothesis 7: Work ability mediates the effect of work experience on job performance of employee.

2.4 Job performance of employee

“Performance is a person's success in carrying out work. A person's performance can be seen through his activities in carrying out daily work [25]”. Expectancy theory predicts that workers will exert all their efforts if they perceive that there is a strong relationship between effort and performance, hard work with rewards and rewards with the fulfillment of personal goals [24]. Thus, according to this theory, performance will appear for someone if someone's expectations can be fulfilled. Performance itself is influenced by one's abilities, opportunities given and one's motivation.

Job performance indicators according to Bangun (2012:233) in [2], are: (1) Quantity of work, (2) Quality of work, (3) Punctuality, (4) Attendance, (5) Cooperation.

The framework of research is shown below.

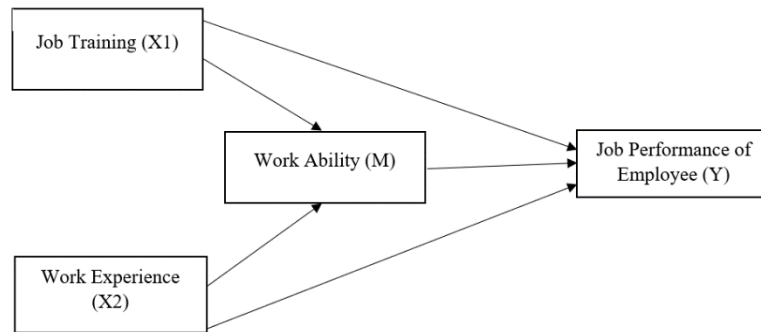


Fig.1. Framework

3 Research methodology

This research is a quantitative-survey research. The research population is all employees of the Jawa Heritage Hotel in Purwokerto. Based on the Slovin formula, the minimum sample size is 96 employees. The sampling technique used is simple random sampling. The research instrument to collect data is a questionnaire. The questionnaire that had been prepared was then distributed to 101 employees randomly. The answer score uses a 5-level Likert scale, namely: strongly agree (5) to strongly disagree (1).

There are 3 variables in this study, namely: (1) independent variables, namely: Job Training (X1) and Work Experience (X2). (2) Intervening variables are: Workability (M). (3). Employee Job Performance of Employee (Y).

All tests were carried out with the SmartPLS 3.2.9 software tool. PLS (partially Least Square) analysis consists of two sub-models, namely the measurement model or the outer model and the structural model or the inner model. The measurement model consists of: Convergent validity, Discriminant Validity, and Composite Reliability. Structural model consists of: Model fit, Direct Effect, Indirect effect, Total Effect, R-Square.

Testing hypotheses 1 to 5 using the t test (t statistic) with $\alpha = 0.05$ in the direct model. If the significant value of t statistics < 0.05 then the hypothesis is declared accepted. Testing hypotheses 6 and 7 using significant t statistics < 0.05 on the indirect effect model. If the significant value of $t < 0.05$ then the hypothesis is declared accepted.

4 Research Results and Discussion

The evaluation of the outer model has been carried out with the following results. In the Convergent Validity analysis, the outer loading value of each variable indicator of job training, work experience, work ability and job performance of employee is obtained, the outer loading value above 0.7 means it is valid. The value of Discriminant Validity of all variables shows that the correlation value of the indicator with its construct is higher than the other block constructs, meaning that the construct of the variable in this study has a good discriminant.

The composite reliability value of all variables shows a value above 0.7 so that it can be said that all constructs have good reliability.

Furthermore, the evaluation of the inner model is used to see Model fit, Direct effect, Indirect effect, Total Effect, R-Square. Model fit shows how well the model is researched. The NFI value of 76.6% and the SRMR value of $0.071 < 0.10$ can be concluded that the model fits the data. The value of direct effects and indirect effects can be seen in table 1.

Table 1. Direct effects and Indirect effects Results.

Variable	M	X1	X2	Y
Direct Effects				
M (Kemampuan Kerja)				0,523
X1 (Pelatihan Kerja)	0,525			0,040
X2 (Pengalaman Kerja)	0,361			0,321
Y (Kinerja Karyawan)				
Indirect Effects				
M (Kemampuan Kerja)				0,523
X1 (Pelatihan Kerja)	0,525			0,040
X2 (Pengalaman Kerja)	0,361			0,321
Y (Kinerja Karyawan)				

From table 1 above, work ability (M) has the greatest influence on the job performance of employee at JHH, followed by work experience (X2) and job training (X1). Indirect influence Work experience \square Work ability \square Job performance of employee has a greater influence than indirect effect Job training \square Work ability \square Job performance of employee. The value of the total effect of the influence of work experience \square Work ability \square Job performance of employee has a greater influence than the indirect effect Job training \square Work ability \square Job performance of employee. Finally, the R-Square Adjusted value of 0.679 means that the variables of job training, work experience, and work ability can affect job performance of employee by 67.9 percent, the remaining 32.1 percent is influenced by other variables.

3.1 The effect of job training on the work ability

The effect of the independent variable on the dependent variable can be seen from the results of the bootstrapping path coefficients in the following table 2.

Table 2. Path Coefficients Bootstrapping Results

Hipotesis	Original Sample (O)	T/Statistics (O/STDEV)	P-Values	Kriteria
Pelatihan Kerja -> Kemampuan Kerja	0,525	4,978	0,000	Diterima
Pengalaman Kerja -> Kemampuan Kerja	0,361	3,324	0,001	Diterima
Pelatihan Kerja -> Kinerja Karyawan	0,040	0,328	0,743	Ditolak
Pengalaman Kerja -> Kinerja Karyawan	0,321	2,695	0,007	Diterima
Kemampuan Kerja -> Kinerja Karyawan	0,523	4,058	0,000	Diterima
Pelatihan Kerja -> Kemampuan Kerja -> Kinerja Karyawan	0,274	3,021	0,003	Diterima
Pengalaman Kerja -> Kemampuan Kerja -> Kinerja Karyawan	0,189	2,547	0,011	Diterima

Based on table 2, job training has a positive and significant effect on work ability with a t value of 4.978 (0.00), thus hypothesis 1 is declared accepted. Job training is important in improving JHH's work ability. The training conducted at the JHH hotel succeeded in increasing the work ability of JHH employees. This is in accordance with the opinion of Yunarsi (2008:134) in [5] which states that "training is one of the factors for developing human resources, training is not only to increase knowledge but also to improve skills and abilities that can increase productivity at work". Hotel leaders should continue to pay attention to the issue of adequate job training for employees because it can significantly improve work skills. The results of this study are supported by previous research conducted by [30], [15], [27], [12]

3.2 Job training affects the job performance of employee at Java Heritage Purwokerto Hotel

Based on table 2, job training has a positive and non-significant effect on Job performance of employee with a t value of 0.328 (0.743), thus hypothesis 2 is declared rejected. The training carried out at the JHH hotel did not directly improve the job performance of employee at JHH but was able to significantly increase their work ability. The results of this study are inconsistent with the opinion of Dessler (2010) in [27] which states that training is a process of teaching employees such as basic knowledge or skills that are needed by employees in carrying out job duties. The teaching process aims to improve the quality of human resources in carrying out their work, so that with the holding of human resource training it increases and the job performance of its employees also increases. Hotel leaders should not expect job training programs to directly improve job performance of employee but be able to improve employee performance.

The results of this study are supported by previous research conducted by [1] and [22]. Based on previous research, it can be concluded that job training has no significant effect on job performance of employee.

3.3 Work experience affects employees' work ability

Based on table 2, work experience has a positive and significant effect on work ability with a t value of 3.324 (0.00), thus hypothesis 3 is declared accepted. Work experience can actually improve the work ability of employees' JHH.

This is in accordance with the opinion of Marwansyah (2014) in [1] work experience is a knowledge, skills and abilities possessed by employees to carry out responsibilities in their work. Hotel leaders should accept experienced employees because the more experienced employees, the better their work skills. The results of this study are supported by previous research conducted by [21], [17], [7].

3.4 Work experience affects the job performance of employee at Java Heritage Hotel Purwokerto

Based on table 2, work experience has a positive and significant effect on the job performance of employee at JHH with a t value of 2.695 (0.00), thus hypothesis 4 is accepted. Work experience can directly affect the job performance of employee at JHH. This is in accordance with the opinion of Manullang (2000) in [8]. Work experience is knowledge and skills that are already known and mastered by someone, experienced people will be smarter than those who lack experience, with work experience employees can complete their work properly so that it will produce good job performance and the goals of the company will be achieved. Hotel leaders should if they want employees who are ready to work, it is necessary to accept employees who have enough experience. The results of this study are supported by previous research conducted by [30], [15], [27], [12].

3.5 Work ability affects the job performance of employee at Java Heritage Hotel Purwokerto

Based on table 2, job training has a positive and significant effect on work ability with a t value of 4058 (0.00), thus hypothesis 5 is accepted. Work ability can directly affect the job performance of employee at JHH. This is in accordance with Mangkunegara's opinion (2017) [14] that job performance of employee is influenced by two factors, namely ability and motivation. The hotel management should ensure that the employee's abilities are sufficient so that they can work well. The results of this study are supported by previous research conducted by [21], [19], [15], [27], [4].

3.6 Work ability mediates the effect of job training on job performance of employee at Java Heritage Hotel Purwokerto

Based on table 2, work ability mediates the effect of job training having a significant effect on job performance of employee with a t value of 3.021 (0.00), thus hypothesis 6 is declared accepted. Training can affect job performance if employees have good work ability. The results of this study are supported by previous research conducted by [27], [4], [15].

3.7 Work ability mediates the effect of work experience on job performance of employee Java Heritage Hotel Purwokerto

Based on table 2, work ability mediates the significant effect of work experience on job performance of employee with a t value of 2,547 (0.00), thus hypothesis 7 is accepted. Work experience can affect job performance of employee if employees have good work ability. The results of this study are not yet supported, thus confirmation is still needed to ensure consistent test results.

4 Conclusions and recommendations

4.1 Conclusions

The conclusions of the study are as follows:

1. Job training has a positive and significant effect on the work ability of Java Heritage Hotel Purwokerto employees.
2. Job training has a positive and insignificant effect on the job performance of employees at Java Heritage Hotel Purwokerto.
3. Work experience has a positive and significant effect on the work ability of Java Heritage Hotel Purwokerto.
4. Work experience has a positive and significant effect on the job performance of employees at Java Heritage Hotel Purwokerto.
5. Work ability has a positive and significant effect on the job performance of employee at Java Heritage Hotel Purwokerto.
6. Work ability mediates the effect of job training on job performance of employee at Java Heritage Hotel Purwokerto.
7. Work ability mediates the effect of work experience on job performance of employee at Java Heritage Hotel Purwokerto.

4.2 Recommendations

Research suggestions are as follows:

1. Hotel leaders need to improve training to improve employee ability.
2. Hotel leaders should not expect job training programs to directly improve job performance of employee.
3. Hotel leaders should accept experienced employees because the more experienced employees, the better their work ability.
4. Hotel leaders should if they want employees who are ready to work, it is necessary to accept employees who have enough experience.
5. The hotel management should ensure that the employee's abilities are sufficient so that they can work well.
6. Hotel leaders need to pay attention that employees must have the ability before being trained so that job performance can increase.
7. Hotel leaders can pay attention that work experience can affect job performance if employees have good work ability.

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