

Effect of Training, Job Loyalty and Job Satisfaction on Employee Work Productivity at Muhammadiyah Hospital Gresik

Zahrotul Firdaus, Sukaris
Universitas Muhammadiyah Gresik
zahrotulfirdaus9@gmail.com, sukaris21@umg.ac.id

Received: June 16, 2022

Accepted: June 22, 2022

Published: June 30, 2022

Abstract

The low level of work productivity is due to the lack of training received by employees. In addition, employee dissatisfaction with co-workers can lead to negative employee behavior towards the company and a decrease in commitment which in turn will reduce work productivity. This study aims to determine the effect of training, job loyalty and job satisfaction on work productivity in Gresik Muhammadiyah Hospital. This study uses a quantitative approach. The population in this study were employees of Muhammadiyah Hospital Gresik. The sample used is as many as 128 employees. The types and sources of data used are primary data in the form of answers to questionnaires from respondents. Analysis of the data used is Multiple Linear Regression Analysis. The results of the study concluded that the variables of training, job loyalty and job satisfaction had a positive and significant effect on work productivity at Muhammadiyah Hospital Gresik. This research can be used as a reference, but can use different research methods and indicators and hospitals. Muhammadiyah Gresik is expected to pay more attention to the ability of employees, especially job satisfaction, so that in the future it can increase productivity again according to the predetermined target. This study still has limitations, namely the limited time when distributing questionnaires due to the COVID-19 pandemic and sometimes respondents' answers differ from the actual reality.

Keywords: Training, Job Loyalty, Job Satisfaction, Employee Work Productivity.

1. Introduction

Hospitals are institutions that provide quality and affordable health services to the community. With this, hospitals are more intensive in managing their resources, because humans are the most important factor in improving services to the community. One of the goals of human resource management is to improve productivity levels so that the quality of work produced is effective and efficient. The competencies possessed by human resources greatly affect the service so that an increase in employee productivity is needed to provide professional services. Whether or not the service and target services in the hospital depend on the work productivity of its human resources.

Table 1.1. Work Productivity Assessment of Muhammadiyah Hospital Gresik 2018-2020

Year	Number of Employees	Service Indicators				Level Productivity
		Outpatient		Inpatient		
		General	BPJS	General	BPJS	
2018	230	54971	13880	2142	4861	330%
2019	230	49805	22820	4365	6384	362%
2020	189	42192	15435	2499	4577	342%

Source: Hospital Service Indicators Muhammadiyah Gresik

Based on table 1 above shows that the level of work productivity of Muhammadiyah Hospital Gresik employees fluctuates. This can be seen in 2018 the level of employee productivity is 330%. In 2019 there was an increase with a work productivity level of 362%. Furthermore, in 2020 it experienced a decline with an employee productivity level of 342%. The cause of the decline in employee productivity at Muhammadiyah Hospital Gresik is thought to be influenced by several of them, work loyalty and job satisfaction.

Hasibuan (2002), said that the implementation of training programs can shape and increase employee knowledge, so that the more often you take part in training, the higher your productivity. Implementation must be in accordance with the needs and right on target so that the training program can be realized properly. The following is data on training programs that employees have participated in during 2018-2020.

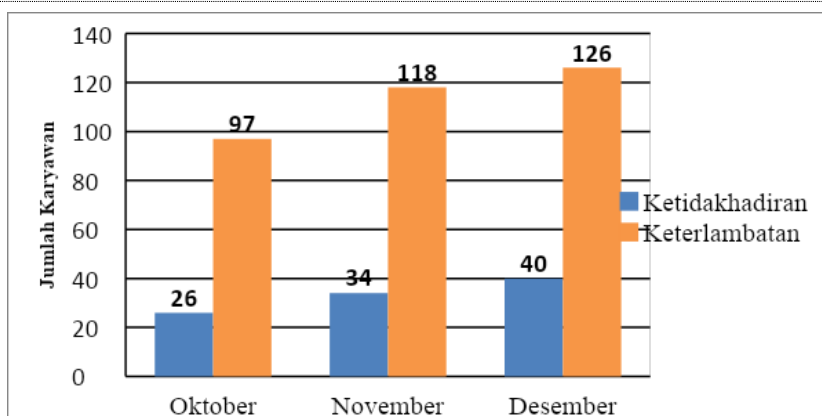
**Table 1.2. Data on Employee Training of Muhammadiyah Hospital Gresik
Period 2018-2020**

Year	Type of Training	Number of Employees
2018	1. Triage Training	164
	2. Advanced Life Support	
	3. Nurse	
	4. Basic PPI	
	5. TB	
	6. EWSS Training	
	7. Aseptic	
	8. in ICU	
	9. Sedation and patient care after anesthesi	
	10. Technical	
2019	1. ECG	184
	2. PPI	
	3. OJT Training HIV	
	4. Training on KHANZA Implementation	
	5. EWSS and Code Blue	
	6. training on the use of fire extinguishers	
	7. Basic Life Support for Non Medic	
	8. Safety targets	
	9. Operation of the siren	
	10. Therapeutic Communication Training	
2020	1. Diagnosis and Management of Covid-19	140
	2. PMKP	
	3. Training on the use of fire extinguishers	
	4. Aseptic Techniques	
	5. Catheter Insertion Training	
	6. Covid 19 Patient Care	
	7. Patient Safety Target	
	8. Home Remedies for Covid-19 Patients According to the	
	9. PPI	
	10. Disaster Simulation	

Source: Data on Employee Training at Muhammadiyah Hospital Gresik

In the table above shows that training at the Muhammadiyah Hospital h Gresik has experienced fluctuations, this is because there are several employees who attended the same training in the previous year and there were several types of training specifically aimed at employees in certain fields.

In addition, employee loyalty needs to be cultivated in employees to create a sense of togetherness which can later have a positive impact on the company. The existence of a sense of unity in the workplace is a manifestation of a sense of loyalty. If feelings have been formed, employees will feel partly responsible for complying with applicable regulations in the company. The decrease in work loyalty at Muhammadiyah Gresik Hospital is seen in the number of absenteeism and lateness of employees in the last three months of 2020.



Source: Employee Assessment Data at Muhammadiyah Gresik Hospital

Figure 1.1. Employee Absenteeism and Lateness Muhammadiyah Hospital Gresik Period October - December 2020

In the picture above shows that the number of absenteeism and tardiness of employees of Muhammadiyah Hospital Gresik has increased. This is because employees do not have a commitment to the provisions set by the agency, resulting in decreased work loyalty.

Another factor that is thought to affect work productivity is job satisfaction. Sutrisno (2014: 75), says that job satisfaction is a condition that reflects employees' feelings towards work. Employees who are satisfied with their work tend to be more loyal to the company in the long term. The following are the results of a pre-survey conducted on job satisfaction.

Table 1.3. Pre Survey Employee Work Objectives

No	Dimension	Frequency					Score	Average
		5	4	3	2	1		
1	Work Level of comfortable and conducive working conditions	1	1	2	0	1	16	3,20
2	Salary Level of salary provision according to job standards	1	2	1	1	0	18	3.60
3	Promotion The level of great promotion opportunities provided by the company to employees	0	1	2	2	0	14	2.80
4	Supervision The level of encouragement and attention from supervision of the work done by employees	0	1	3	1	0	15	3.00
5	Coworkers The level of working relations in the company is harmonious	0	1	2	1	1	13	2.60

Source: Results of pre-survey data processing by researchers, 2021

Based on the survey results that overall employee job satisfaction is still not optimal, this shows the weakest aspect of the relationship between co-workers in participating in the work environment is considered still lacking, so that employee productivity decreases.

Based on the explanation above, the researchers conducted research on employee training productivity factors which were influenced by several things, namely, work loyalty and job satisfaction. The results of this study were written in the form of a thesis with the title "The Influence of Training, Job Loyalty and Goals on Employee Work Productivity at the Gresik Muhammadiyah Hospital". Muhammadiyah Gresik

2. Research Methods

According to Sodikin, Djaka and Suhenda (2017: 118), are activities carried out to meet current needs or that will improve skills, knowledge and broaden horizons. The training indicators in this study refer to the Mangkunegara book (2017: 44), among others:

1. The purpose of training for the
2. Instructor
3. Material
4. Method
5. Participants

From Work Loyalty Ardana *et al* (2012: 136), is an employee's mental attitude aimed at the existence of the company, so that employees remain in the company regardless of current conditions. Work loyalty according to Sayd am in Firmansyah (2016), among others:

1. Obedience or obedience
2. Responsible
3. Devotion
4. Honesty

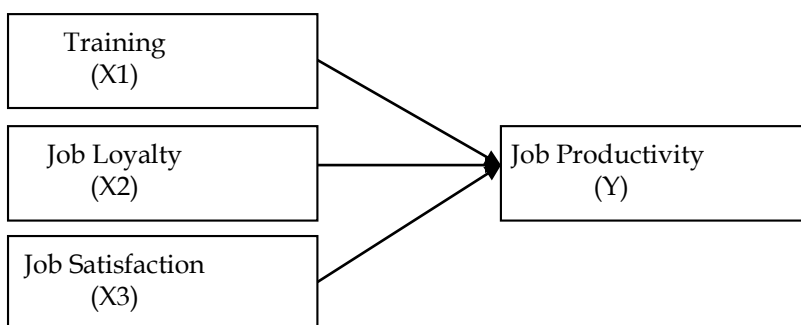
Ardana, *et al* (2012:136) 017:38), is an individual matter, because each individual has a different level of satisfaction. The more aspects of work that are in accordance with individual desires, the higher the level of perceived satisfaction. Job satisfaction indicators according to Smith *et al.* in Indrasari's book (2017:45), including:

1. Work
2. Salary
3. Promotion
4. Supervision
5. Coworkers

Productivity by Aspiyah and Martono (2016), is the extent to which employees are able to complete work in accordance with the quality and quantity that has been set by the company. Work productivity is measured by the total output produced by employees in completing work. Productivity indicators refer to Simamora's book (2004:612), among others:

1. Working quantity
2. Quality of work
3. Punctuality

3. Frame



Description:

→ : Partial

Figure 3.1. Conceptual Framework

4. Research Methodology

Approach and Research Location

This approach uses quantitative research. This research was conducted at Gresik Muhammadiyah Hospital which is located on Jl. KH. Kholil No. 88, Kroman, Pekelingan, Gresik District, Gresik Regency, East Java Province, 61115.

Population and Sample

The population used is the employees of Muhammadiyah Hospital of Gresik, totaling 189 employees. One of the methods used to determine the number of samples is using the Slovin formula with an error rate of 5% (Sugiyono, 2019:137):

$$\begin{aligned}
 n &= \frac{N}{1 + \frac{N e^2}{189}} \\
 &= \frac{189}{1 + 189 (0,05)^2} \\
 &= \frac{189}{1,4725} \\
 &= 128.35 \text{ or } 128 \text{ employees}
 \end{aligned}$$

Information:

n = sample size

N = population size

e = error rate (*margin of error*)

From the results of the above formula, the number of samples obtained is 128 employees. The size of the sample is based on employment status *Stratified Random Sampling* consisting of 26 non-permanent employees and 102 permanent employees.

Researchers and Data Sources The

types and sources of data used are primary data obtained in the form of answers to questionnaires from respondents which include several statements related to training, job loyalty and job satisfaction.

Data Collection Techniques and Data Analysis

The data collection technique used is a questionnaire method with measurement variables using a Likert scale. Questionnaire data in the form of statements distributed to respondents to determine the independent influence variable on dependence. The data analysis technique used is multiple linear regression analysis.

5. Research Instrument

Test Validity Test

Table 5.1. Validity Test Results

Item Pertanyaan	r hitung	Sig	Keterangan
Training (X1)			
X1.1	0,774	0.000	Valid
X1.2	0,772	0.000	Valid
X1.3	0,734	0.000	Valid
X1.4	0,784	0.000	Valid
X1.5	0,747	0.000	Valid
Job Loyalty (X2)			
X2.1	0,831	0,000	Valid
X2.2	0,736	0,000	Valid
X2.3	0,779	0.000	Valid
X2.4	0,769	0.000	Valid
Job Satisfaction (X3)			
X3.1	0,838	0.000	Valid
X3.2	0,754	0.000	Valid
X3.3	0,812	0.000	Valid
X3.4	0,719	0.000	Valid
X3.5	0,566	0.000	Valid
Work Productivity (Y)			
Y.1	0.829	0.000	Valid
Y.2	0.807	0.000	Valid
Y.3	0.768	0.000	Valid

Primary data processed, 2021

Based on the results of the validity test output, it is known that each instrument on all independent variables and the dependent variable is declared valid because the calculated r value is greater than the r table value, which means that each indicator used is able to measure the variables in this study.

Reliability Test

Table 5.2. Test Results

Variable	Cronbach's	Keterangan
Training	0.818	Reliable
Job Loyalty	0.783	Reliable
Job Satisfaction	0.796	Reliable
Work Productivity	0.722	Reliable

Processed, 2021

Based on the reliability test results above, it is known that the results of each indicator on all variables used in this study are declared reliable because it has a *Cronbach's Alpha* greater than 0.70.

Classical Assumption Test Normality Test

Table 5.3. Normality Test Results

One Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
Asymp. Signature. (2-tails)	0.200
a. Normal test distribution.	

Source: Processed primary data, 2021

Based on the results of the normality test output, it is known that the Asymp value. Signature. (2-tailed) which is a value of 0.200, which is greater than 0.05 so it is stated that the data used in this study is normally distributed.

Multicollinearity Test

Table 5.4. Test Results

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tol	VIF
(Constant)	,348	,587		,592	,555		
Training	,206	,053	,318	3,852	,000	,313	3,190
Job Loyalty	,277	,077	,360	3,577	,000	,211	4,748
Job Satisfaction	,150	,054	,240	2,754	,007	,282	3,543

a. Dependent Variable: Work Productivity

Source: Processed primary data, 2021

Based on the results of the multicollinearity test, the *Variance Inflation Factor* (VIF) value is less than 10 and the *Tolerance* is more than 0.10 so it is stated that there is no relationship between the independent variables.

Heteroscedasticity Test

Table 5.5. Heteroscedasticity Test Results

Variable	Signifikansi	Keterangan
Training (X1)	0.299	Tidak terjadi Heteroskedastisitas
Job Loyalty (X2)	0.732	Tidak terjadi Heteroskedastisitas
Job Satisfaction (X3)	0.911	Tidak terjadi Heteroskedastisitas

Source: Processed primary data, 2021

Heteroscedasticity, job loyalty and job satisfaction are greater than 0.05 so that it is stated that the independent variable does not occur heteroscedasticity.

Data Analysis Techniques

Multiple Linear Regression Analysis

Table 5.6. Multiple Coefficient Linear Regression Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std.Error	Beta		
(Constant)	,348	,587		,592	,555
Training	,206	,053	,318	3,852	,000
Job Loyalty	,277	,077	,360	3,577	,000
Job Satisfaction	,150	,054	,240	2,754	,007

a. Dependent Variable: Work Productivity

Source: Processed primary data, 2021

Based on the results of the multiple linear regression test output, the equation model can be arranged as follows: $Y = 0.348 + 0.206X_1 + 0.277X_2 + 0.150X_3 + e$. The regression coefficient of the training variable (X1) is 0.206. The regression coefficient of the work loyalty variable (X2) is 0.277. The regression coefficient of job satisfaction variable (X3) is 0.150.

Coefficient of Determination (R²)

Table 5.7. Coefficient of Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,858 ^a	,735	,729	1,33733

a. Predictors: (Constant), Job Satisfaction, Training, Job Loyalty

Source: Processed primary data, 2021

R value of 0.858, which indicates the strength of the relationship between the independent variable and the dependent variable is positively correlated. If work loyalty and job satisfaction increase simultaneously, work productivity will also increase by 0.858. Adjusted R Square value is 0.729, it is stated that there is an effect of training, loyalty and job satisfaction on work productivity of 72.9%. While the remaining 27.1% is explained by other independent variables not included in this study.

Hypothesis

Testing T Test

Table 5.8. T Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std.Error	Beta		
(Constant)	,348	,587		,592	,555
Training	,206	,053	,318	3,852	,000
Job Loyalty	,277	,077	,360	3,577	,000
Job Satisfaction	,150	,054	,240	2,754	,007

a. Dependent Variable: Work Productivity

Source: Processed primary data, 2021

Based on the results of the t-test output, it can be seen that the significance value of the training variable influence on work productivity is 0.000. This value shows <0.05 so it can be stated that H₀ is rejected and H₁ is accepted, meaning

that the training variable has a significant effect on the work productivity variable. The significance value of the influence of the work loyalty variable on job satisfaction is 0.000. This value shows <0.05 so it is stated that H_0 is rejected and H_1 is accepted, meaning that the work loyalty variable has a significant effect on the work productivity variable. The significance value of the influence of job satisfaction on work productivity is 0.007. This value shows <0.05 so it can be stated that H_0 is rejected and H_1 is accepted, meaning that the job satisfaction variable has a significant effect on the work productivity variable.

6. Results and Discussion

Interpretation of Research Results

Based on what researchers have done using the SPSS program, the researchers are able to interpret the test results as follows:

1. Effect of Training on Work Productivity

Based on the results of research that training has a positive and significant effect on work productivity. With the expected work productivity, the company can achieve the expected goals. Every employee is expected to work effectively and efficiently, both in terms of quality and quantity. To increase employee productivity, training is needed. This is because training is closely related to the skills and abilities of employees to complete work. Samsudin (2010), the purpose of training is to improve the knowledge, skills, and attitudes of employees, as well as improve the quality and productivity of the company as a whole so that the company is more competitive.

2. The Effect of Work Loyalty on Work Productivity

Based on the calculation results, it can be said that work loyalty has a positive and significant effect on work productivity. It can be said that if an employee appears loyal to the company, the employee is automatically motivated to obey company regulations so as to increase employee work productivity. Siswanto (2005:142) states that loyalty is the ability of employees to obey and do something with full awareness and responsibility.

3. Effect of Work Results on Work Productivity

Based on the calculation, it can be said that job satisfaction has a positive and significant effect on work productivity. This shows that job satisfaction is very important to create a conducive work environment. With the achievement of job satisfaction, employees will try to do their best. Employees will love their work more and keep trying to keep their jobs if employees get job satisfaction so that they can increase work productivity.

7. Conclusion

Based on data analysis and interpretation of the research results that have been carried out, the conclusions drawn are: Training has a positive and significant effect on employee productivity. Work loyalty has a positive and significant effect on employee work productivity. Job satisfaction has a positive and significant effect on employee work productivity. Recommendations for further researchers are expected to be able to conduct further research using indicators that are able to measure training productivity variables that can encourage further researchers.

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