THE INFLUENCE OF TRAINING, FORMAL EDUCATION ON EMPLOYEE PERFORMANCE MEDIATED BY THE QUALITY OF WORK LIFE AT HOTEL ARYADUTA MANADO

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Abstract

Employees in a company are one of the most important elements and deserve special attention from the company. In the hospitality industry, formal training and education can be influential in improving employee performance. In this study, the authors made Hotel Aryaduta Manado as a research location, with the aim of assessing employee performance based on training, formal education which is mediated by the quality of work life. The method used in this research is a quantitative approach using path analysis. The results of research using SPSS v25 software, it is known that; training has a significant effect on the quality of work life of employees at Hotel Aryaduta Manado, and quality of work life does not mediate the effect of training and formal education on employee performance at Hotel Aryaduta Manado

Keywords: Training, Formal Education, Employee Performance, Quality of Work Life.

INTRODUCTION
background

Human resource management (HRM) is one of the key factors for getting the best performance, because in addition to dealing with issues of skills and expertise, HR management is also obliged to develop conducive employee behavior to get the best performance. According to Edy Sutrisno (2016), human resources are the only resources that have reasons, feelings, desires, skills, knowledge, encouragement, power, and work. Quality human resources will provide a distinct advantage for the company, therefore apart from having to recruit competent human resources, companies should also support their human resources by conducting training to get good performance. According to Sedarmayanti (2011: 260) reveals that, performance is a translation of achievement which means the work of a worker, a management process or an organization as a whole, where the results of the work must be shown concretely and can be measured (compared to standards that have been determined). The best performance given by employees is of course balanced with the quality of work life provided by the company. Hariandja (2007) states that the quality of work life is a process that responds to the needs of employees by developing a mechanism that gives full opportunity to employees in making decisions and planning their work life. Training is needed in ensuring

the quality of human resource services at work. According to Hayes and Ninemeier (2016) stated that training is the process of developing a staff member's knowledge, skills, and attitudes necessary to perform the tasks required for a position. Education is influence, assistance or demands given by people who are responsible for students, to form personalities and be able to carry out tasks and functions, so it can be said that the role of education is as a basis for forming, preparing, fostering, and developing human resource capabilities. which is very decisive in the success of development in the future (Ahmadi and Uhbiyanti, 2003).

Table 1. Employee Education of Hotel Aryaduta Manado

No.	Education	Number of Employees
1.	S1/D4	14 employees
2.	D3	3 employees
3.	SMA/SMK	24employees
Total		41employees

Source: Hotel Aryaduta, 2023

From table 1 it can be seen the level of education of Hotel Aryaduta Manado employees, a total of 41 people, there are still many employees who have only graduated from high school/vocational school. Therefore, it is necessary to hold training so that employees who have only graduated from SMA/SMK can understand and master the tasks given. So that every employee who does not know the work system and duties in their field can understand how to work properly and correctly, so that unwanted errors are reduced.

Hotel Aryaduta Manado is one of the hotels in North Sulawesi which is a four-star hotel. Hotel Aryaduta is a member of the Lippo Group. In Employee Performance at Hotel Aryaduta Manado, each of the duties and responsibilities of each employee is carried out properly according to the department of the employees. From the training and education of employees, it can be seen the performance or results of work done by these employees. Employee performance is generally a benchmark used by companies in evaluating their employees. Handoko (2011) states performance as a company process in evaluating or assessing employee performance. From the background above, the author raises the title "The Influence Of Training, Formal Education On Employee Performance Mediated By The Quality Of Work Life At Hotel Aryaduta Manado".

Research purposes
1. Analyzing the effect of training on the quality of work life at Hotel Aryaduta Manado.
2. Analyzing the effect of education on the quality of work life at Hotel Aryaduta Manado.
3. Analyze the effect of training on employee performance at Hotel Aryaduta Manado.
4. Analyze the effect of education on employee performance at Hotel Aryaduta Manado.
5. Analyzing the influence of the quality of work life on employee performance at Hotel Aryaduta Manado.
6. Analyzing the effect of training on employee performance mediated by the quality of work life at Hotel Aryaduta Manado.
7. Analyzing the effect of education on employee performance which is mediated by the quality of work life at Hotel Aryaduta Manado.

LITERATURE REVIEWS

Human Resource Management

Dessler (2010) argues that human resource management is the process of acquiring, training, appraising and compensating employees, paying attention to their work relationships, health, safety and fairness issues.

Training

According to Nawawi (2011), training means the process of providing assistance to workers to master specific skills or helping to correct deficiencies in carrying out work. The focus of its activities is to improve work ability to meet the demands of the most effective way of working today.

Formal Education

According to Suwatno (2013) education is the activity of maintaining and improving employee competence in order to achieve organizational effectiveness through career development as well as education and training.

Quality of Work Life

Hadari Nawawi (2008: 23) reveals that the quality of work life is that companies must create a sense of security and satisfaction at work in order to realize company goals. Cascio (2006:24) states that the quality of work life is the employee's perception of their mental and physical well-being at work.

Employee Performance

Mangkunegara (2009) argues that performance is the result of work both in quality and quantity achieved by a person in carrying out tasks in accordance with the responsibilities given. According to Rivai and Jauvani (2011) argued that, performance is a function of motivation and ability to complete a task or job one should have a certain degree of willingness and level of ability.

PreviousResearch

Silvia (2020). This study entitled The Influence of Education and Training on Employee Performance through the Quality of Work Life at PT PLN (Persero) Main Unit Transmission of Eastern Java and Bali. Panjaitan, et al (2022). This study entitled The Effect of Job Training on Front Office Employee Performance at the Khas Parapat Hotel. Hidayat and Budiatma (2018). This study entitled Education and Job Training on Employee Performance. Astutik (2018). This study entitled The Effect of Quality of Work Life on Employee Performance at PT. Polowijo Gosari. Muliantika, et al (2020). This study entitled The Influence of Education and Competency on Employee Performance at Hotel Puri Sebali Ubud, Gianyar.
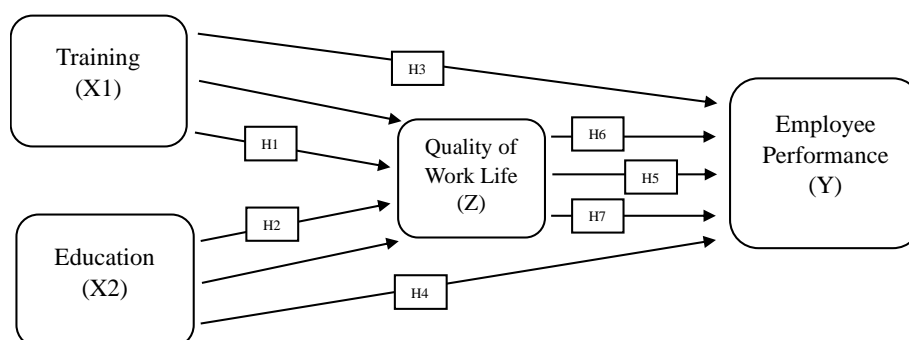
Research Model and Hypothesis

Figure 1. Research Model

H1: It is suspected that there is an effect of training on the quality of work life at Hotel Aryaduta Manado.

H2: It is suspected that there is an influence of education on the quality of work life at Hotel Aryaduta Manado.

H3: It is suspected that there is an influence between training on employee performance at Hotel Aryaduta Manado.

H4: It is suspected that there is an influence between education on employee performance at Hotel Aryaduta Manado.

H5: It is suspected that there is an influence of the quality of work life on employee performance at Hotel Aryaduta Manado.

H6: It is suspected that there is an effect of training on employee performance which is mediated by the quality of work life at Hotel Aryaduta Manado.

H7: It is suspected that there is an influence of education on employee performance which is mediated by the quality of work life at Hotel Aryaduta Manado.

RESEARCH METHODS

The method used in this research is a quantitative approach. This approach is used in order to be able to test objective theory by examining the relationship between variables (Cresswell, 2009).

Location and Research Object

The research location is at Hotel Aryaduta Manado. With the address: Jalan Piere Tendean (Boulevard, Wenang Utara, Kec. Wenang, Manado City, North Sulawesi).

Method of Collecting Data

1.   Questionnaires. Questionnaire is a data collection technique that is carried out by giving a set of written statements or questions to respondents to answer them (Sugiyono, 2014).

2.   documentation. Documentation is a way to obtain data directly from the research site. With this documentation technique, researchers can obtain information not from sources, but they obtain information from various other written sources or from documents available to informants in the form of documents.

Population and Research Sample

The population in this study are employees at Hotel Arya Duta Manado, with the data on the number of employees per department below. Total population of 41 employees of Hotel Aryaduta Manado. The sample in this study was taken using the census method, namely the sampling method if the population is used as the sample. So, the sample of this study were all employees at Hotel Aryaduta Manado, a total of 41 people.

Data Analysis and Sobel Test

In this study, using path analysis. Path analysis is used to analyze the pattern of relationships between variables with the aim of knowing the direct or indirect effect of a set of independent (exogenous) variables on the dependent (endogenous) variable.

Direct influence:

X1 (Training) $\rightarrow$ Z (Quality of Work Life)

X2 (Formal Education) $\rightarrow$ Z (Quality of Work Life)

X1 (Training) $\rightarrow$ Y (Employee Performance)

X2 (Formal Education) $\rightarrow$ Y (Employee Performance)

Z (Quality of Work Life) $\rightarrow$ Y (Employee Performance)

Indirect influences:

X1 (Training) $\rightarrow$ Z (Quality of Work Life) $\rightarrow$ Y (Employee Performance)

X2 (Education) $\rightarrow$ Z (Quality of Work Life) $\rightarrow$ Y (Employee Performance)

Research Instruments
Validity and Reliability Test

Validity test is a measure that shows the level of validity of an instrument. According to Rahmawati (2019), testing the validity of a questionnaire or questionnaire is tested by a validity test. Questionnaire items are declared valid if the outer loading value is > 0.50. Reliability refers to the notion that an instrument can be trusted enough to be used as a data collection tool because the instrument is good. If the results of the alpha coefficient are > 0.60 then the questionnaire is declared reliable.

Classic Assumption Test
Multicollinearity Test

The multicollinearity test is used to test whether a research regression model has a correlation between the independent variables. To find out whether the research data contains multicollinearity or not, it can be based on the assumption that if the tolerance value is > 0.10 and VIF < 10.00, it can be concluded that there are no symptoms of multicollinearity.

Normality Test

The normality test is used to test whether the regression model in this study has residuals that are normally distributed or not. An indicator of a good regression model is having normally distributed data. The way to detect whether the residuals are normally distributed or cannot be done with the Kolmogorov-Smirnov non-parametric statistical test (KS) test contained in the SPSS program. The data distribution can be said to be normal if the significance value is > 0.05.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from one residual observation to another. To determine heteroscedasticity, you can use the Glejser test. The basis for decision making in this test is if the significance value is $\geq$ 0.05, it can be concluded that there is no heteroscedasticity problem.

RESEARCH RESULTS AND DISCUSSION
Research Results
Validity Test

The following are the results of the validity test using SPSS 25 software.

Table 2. Validity Test Results

Variable	Statement	*Pearson Correlation*	Sig	Alpha	Status
Training (X1)	X1.1	0.858	0.000	0.05	Valid

	X1.2	0.789	0.000	0.05	Valid
	X1.3	0.857	0.000	0.05	Valid
	X1.4	0.804	0.000	0.05	Valid
	X1.5	0.876	0.000	0.05	Valid
	X1.6	0.801	0.000	0.05	Valid
	X1.7	0.804	0.000	0.05	Valid
	X1.8	0.831	0.000	0.05	Valid
Formal Education (X2)	X2.1	0.667	0.000	0.05	Valid
	X2.2	0.754	0.000	0.05	Valid
	X2.3	0.722	0.000	0.05	Valid
	X2.4	0.536	0.000	0.05	Valid
	X2.5	0.452	0.003	0.05	Valid
	X2.6	0.502	0.001	0.05	Valid
	X2.7	0.466	0.002	0.05	Valid
	X2.8	0.487	0.001	0.05	Valid
Quality of Work Life (Z)	Z. 1	0.887	0.000	0.05	Valid
	Z. 2	0.840	0.000	0.05	Valid
	Z. 3	0.816	0.000	0.05	Valid
	Z. 4	0.717	0.000	0.05	Valid
	Z. 5	0.479	0.002	0.05	Valid
	Z. 6	0.671	0.000	0.05	Valid
	Z. 7	0.486	0.001	0.05	Valid
	Z. 8	0.847	0.000	0.05	Valid
Employee Performance (Y)	Y. 1	0.557	0.000	0.05	Valid
	Y.2	0.618	0.000	0.05	Valid
	Y.3	0.562	0.000	0.05	Valid
	Y.4	0.615	0.000	0.05	Valid
	Y.5	0.629	0.000	0.05	Valid
	Y.6	0.606	0.000	0.05	Valid
	Y.7	0.677	0.000	0.05	Valid
	Y. 8	0.553	0.000	0.05	Valid

Source: Data Processed, 2023

Based on the results of the questionnaire validation test with 41 respondents, it is explained as follows:

1. Training Variable (X1) with 8 questionnaire statements (X1.1-X1.8), obtained the lowest correlation value in statement X1.2, namely 0.789. With a significant value of 0.000.

2. Formal Education Variable (X2) with 8 questionnaire statements (X2.1 – X1.8), obtained the lowest correlation value in statement X2.5, namely 0.452. With a significant value of 0.003.

3. Variable Quality of Work Life (Z) with 8 questionnaire statements (Z.1 – Z.8), obtained the lowest correlation value in statement Z.5, namely 0.479. With a significant value of 0.002.

4. Employee Performance Variable (Y) with 8 questionnaire statements (Y.1-Y.8), obtained the lowest correlation value in statement Y.8, namely 0.553. With a significant value of 0.000.

It can be concluded that each statement in the questionnaire from each variable is stated to be valid, because it has a significant value of less than 0.05. Thus the entire questionnaire questions can be used for research.

Reliability Test

The following are the results of the reliability test using SPSS 25 software:

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Status
Training (X1)	0.934	Reliable
Formal Education (X2)	0.704	Reliable
Quality of Work Life (Z)	0.869	Reliable
Employee Performance (Y)	0.748	Reliable

Source: Data Processed, 2023

Based on the results of the reliability test, it can be explained that the Cronbach's Alpha value of the variables X1, X2, Z, and Y is above 0.6. So, it can be concluded that the variables in this study are declared reliable. Thus, the entire questionnaire questions can be used for research.

Classic Assumption Test Results

Multicollinearity Test

Based on the multicollinearity test using SPSS software version 25, the following results are obtained:

Table 4. Multicollinearity Test Results

Variable	tolerance	VIF	Status
Training (X1)	0.269	3,722	Non Multicollinearity
Education (X2)	0.754	1.327	Non Multicollinearity
Quality of Work Life (Z)	0.287	3,485	Non Multicollinearity

Source: Data Processed, 2023

It can be seen from the table above that all variables X1, X2, and Z have tolerance values > 0.10 and VIF <10.00, so it is concluded that there are no symptoms of multicollinearity.

Normality Test

The results of the normality test using SPSS software version 25 are as follows:

Table 5. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		41
Normal Parameters, b	Means	.0000000
	std. Deviation	2.31167165
Most Extreme Differences	absolute	.113
	Positive	.113
	Negative	-.089

Test Statistics	.113
asymp. Sig. (2-tailed)	.200

a. Test distribution is Normal.

b. Calculated from data.

Source: Data Processed, 2023

From the table above it can be seen that the value of Asymp.Sig. (2-tailed) of 0.200 is greater than 0.05, it is concluded that the data is normally distributed.

Heteroscedasticity Test

The results of the heteroscedasticity test using SPSS software version 25 are as follows:

Table 6. Heteroscedasticity Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	std. Error	Betas	t	Sig.
1	(Constant)	.190	3,517		054	.957
	X1	-.028	.121	-.074	-.235	.815
	X2	.073	.103	.133	.708	.483
	Z	002	.131	006	.019	.985

a. Dependent Variable: ABS_RES

Source: Data Processed, 2023

Based on the table above, it is concluded that:

1. The training variable (X1) has a significant value of 0.815 (> 0.05), meaning that the data does not show heteroscedasticity.

2. The formal education variable (X2) has a significant value of 0.483 (> 0.05), meaning that the data does not show heteroscedasticity.

3. The Variable Quality of Work Life (Z) has a significant value of 0.985 (> 0.05) so that the data does not show symptoms of heteroscedasticity.

Data Analysis
Path Analysis
Table 7. First Model Line Substructure

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	std. Error	Betas	t	Sig.
1	(Constant)	8,254	4.137		1995	053
	Training	.739	089	.830	8,298	.000
	Formal education	.037	.127	.029	.292	.772

a. Dependent Variable: Quality of Work Life

Source: Data Processed, 2023

Based on the table above, it can be concluded that the training variable value is 0.830 and a significant value is 0.000 <0.05. So it can be concluded that the variable Training has a positive and significant effect on the Quality of Work Life variable. Furthermore, the value of the Formal Education variable is 0.029 and a significant value is 0.772 > 0.05. So it can be concluded that the variable Formal Education has a positive but not significant effect on the Quality of Work Life.

Table 8. First Track Summary Model

Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.844a	.713	.698	1657

a. Predictors: (Constant), Formal Education, Training

Source: Data Processed, 2023

Based on the table above, it is known that the R Square value is 0.713 which means that the influence of the Training and Formal Education variables on the Quality of Work Life variable is quite strong. In finding the value of $\varepsilon 1$ obtained by using the formula below:

$$\sqrt{(1-0,713)} = 0.5357$$

Table 9. Substructure of the Second Model Line

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	std. Error	Betas	t	Sig.
1	(Constant)	27,857	6,307		4,417	.000
	Training	.113	.217	.158	.522	.605
	Formal education	.280	.184	.275	1,516	.138
	Quality of Work Life	-.150	.235	-.187	-.638	.527

a. Dependent Variable: Employee Performance

Source: Data Processed, 2023

Based on the table above it is concluded that:

1. The training variable value is 0.158 and a significant value is 0.605 > 0.05. So it can be concluded that the training variable has a positive but not significant effect on employee performance variables.

2. The value of the Formal Education variable is 0.275 with a significant value of 0.138 > 0.05. So it can be concluded that the variable Formal Education has a positive but not significant effect on the Employee Performance variable.

3. The value of the variable Quality of Work Life is -0.187 with a significant value of 0.527 > 0.05. So it can be concluded that the variable Quality of Work Life has a negative and insignificant effect on Employee Performance.

Table 10. Second Track Summary Model

Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.289a	083	.009	2,404

a. Predictors: (Constant), Quality of Work Life, Formal Education, Training

Source: Data Processed, 2023

Based on the table above, it is known that the R Square value is 0.083 which means that the influence of the variables Training, Formal Education and Quality of Work Life on Employee Performance variables is relatively weak (not strong). In finding the value of ε2 obtained by using the formula below:

$\sqrt{(1 - 0,083)}$= 0.9576

Discussion

The Effect of Training on the Quality of Work Life

Based on the research results, the training variable value is 0.830 and a significant value is 0.000 <0.05 and it can be concluded that the training variable has a significant effect on the Quality of Work Life variable. These results are in line with previous research from Silvia (2020) entitled "The Influence of Education and Training on Employee Performance Through the Quality of Work Life at PT PLN (Persero) Transmission Main Unit Eastern Java and Bali" which states that training has an effect on the quality of work life.

The Effect of Formal Education on the Quality of Work Life

Based on the results of the study, the value of the Formal Education variable was 0.029 and a significant value of 0.772 > 0.05, it can be concluded that the Formal Education variable has a positive but not significant effect on the Quality of Work Life. The formation of human resources through investment in education is one of the most important ways to form quality human capital. But the fact found in the results of this study, formal education is still inadequate in achieving quality work life. Most of the last education employees of Hotel Aryaduta Manado are high school/vocational high school graduates.

The Effect of Training on Employee Performance

The results showed that the training variable value was 0.158 and a significance value was 0.605 > 0.05. With the conclusion, that the training variable has a positive but not significant effect on the Employee Performance Variable. These results are in line with previous research from Prastyo and Sudiro (2016) entitled "The Influence of Training on Employee Performance Mediated by Work Motivation (Study on Employees of the Assembling Department of PT. Industri Kereta Api (Persero) Madiun City)" stated that training has a direct influence not significant to the performance of employees in the Assembling Department of PT. Railway Industry (Persero) Madiun City.

The Effect of Formal Education on Employee Performance

From the results of the study it was found that the value of the Formal Education variable was 0.275 with a significant value of 0.138 > 0.05. The results of the study stated that the variable Formal Education had a positive but not significant effect on the variable Employee Performance. These results are in line with previous research from Hendrayani (2020), which stated that education has a positive and insignificant effect on employee performance. This proves that the level of education in employee performance in PD. Makassar Raya Market, Makassar City has not made a significant contribution to improving employee performance.

The Effect of Quality of Work Life on Employee Performance

The results showed that the value of the Quality of Work Life variable was -0.187 with a significant value of 0.527 > 0.05. In conclusion, the variable Quality of Work Life has a negative and insignificant effect on Employee Performance. These results are in line with previous research from Agow et al (2020)

which stated that the Quality of Work Life has a significant negative effect on Employee Performance. This result is also in line with Nadiroh and Rijanti (2022), who stated that the quality of work life has no effect on employee performance.

The Effect of Training on Employee Performance which is mediated by the Quality of Work Life

The results of the indirect test using the Sobel test show that the Quality of Work Life variable is not able to mediate the effect of the Training variable on Employee Performance. This result is inversely proportional to the results of research from Silvia (2020) which states that a high level of training will indirectly have a significant effect on high employee performance through the quality of employee work life.

The Effect of Formal Education on Employee Performance which is mediated by the Quality of Work Life

The results of the indirect test using the Sobel test state that the Quality of Work Life variable is unable to mediate the relationship between the Formal Education variable and the Employee Performance variable. This is in line with previous research from Silvia (2020) which stated that education in the PT. PT PLN (Persero) Transmission Master Unit for Eastern Java and Bali indirectly does not have a significant effect on high employee performance through the quality of employee work life.

CLOSING
Conclusion

1. Training has a significant effect on the Quality of Work Life of employees at Hotel Aryaduta Manado.

2. Formal education has a positive but not significant effect on the quality of work life of Hotel Aryaduta Manado employees.

3. Training has a positive but not significant effect on employee performance at Hotel Aryaduta Manado.

4. Formal education has a positive but not significant effect on employee performance at Hotel Aryaduta Manado.

5. Quality of Work Life has a negative and not significant effect on Employee Performance at Hotel Aryaduta Manado.

6. The Quality of Work Life does not mediate the effect of Training on Employee Performance at Hotel Aryaduta Manado.

7. The Quality of Work Life does not mediate the influence of Formal Education on Employee Performance at Hotel Aryaduta Manado.

Suggestions

1. Hotel Aryaduta Manado can pay more attention to the Quality of Life of Employees for example by providing compensation to employees who excel or provide benefits for employees according to the tasks assigned, so that employees feel more comfortable and last longer in the company, because quality work life can improve employee performance so that they can help the company achieve its goals.

2. Seeing the number of employees with high school/vocational high school education, Hotel Aryaduta Manado can take advantage of training to increase knowledge and skills in completing work. So that with the training, employees can understand and master the tasks given, and reduce errors in work.

3. For future researchers, who will examine the same subject matter in order to be able to use other

variables and indicators so that they can add insight regarding training, formal education, quality of work life, and employee performance.

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