

## **Employee Performance Through Improved Teamwork and Training at Lv 8 Resort Hotel**

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### **ABSTRACT**

*The hotel industry before the COVID-19 pandemic experienced rapid development and growth. This study aims to analyze the effect of teamwork and training on employee performance at Lv8 Resort Hotel and the role of training as a mediator on the effect of teamwork on employee performance. This research was conducted at Lv8 Resort Hotel and data collection using a questionnaire. The research population is all employees who work at Lv8 Resort Hotel. The method of determining the sample using saturated sampling. All data collected using SEM-PLS analysis technique with Smart PLS 3.0. The results of this study indicate that teamwork and training have a positive and significant effect on employee performance, training has a positive and significant effect on employee performance and training acts as a partial mediator of the effect of teamwork on employee performance.*

**Keywords: Teamwork, Training and Employee Performance**

## INTRODUCTION

The hospitality industry in Bali before the COVID-19 pandemic experienced rapid development and growth (Bali Provincial Statistics Agency, 2019). At that time, there were 524 star hotels in Bali recorded (Bali Provincial Statistics Center, 2020). To maintain the existence of its business, various ways are carried out including increasing employee performance (Astuti et al., 2018). Improving organizational performance really requires the involvement of every individual (Schneider et al., 2018). Several human resource practices can drive individual behavior (Para-González et al., 2018; Sajid, 2016). However, the hospitality industry is always faced with continuous improvement to ensure its existence (Saeed et al., 2019). The hospitality industry is highly demanded to be able to encourage every individual to be able to contribute to improving organizational performance.

Of the many hotels that exist, Lv8 Resort Hotel is one hotel that seeks to improve the performance of its employees. How much effort is made by individuals towards their work and how much contribution is made to the organization (Aristana & Dewi, 2022; Ashforth et al., 2008; Pawirosumarto et al., 2017; Stocker et al., 2014). However, this hotel still has a record in employee performance such as a decrease in work quality due to the high quantity of work. The lack of employee creativity in carrying out each task and responsibility is of particular concern. In addition, guest comments submitted by tourists are still inadequate, especially in several departments related to providing

information. This is the cause of the decline in the level of employee performance. To be able to improve the performance of employees, several ways can be done by the hotel such as providing training and building teamwork in carrying out hotel operations.

Various problems that exist are suspected by the lack of teamwork that is built and implemented. So far, the communication made by employees is still less effective, giving rise to different perceptions in carrying out their duties. This difference in perception has the effect of completing the task not according to the time allotted. Increased collaboration should be followed by the development of modes of communication to achieve common goals (McAlpine et al., 2021). As it is known that cooperation is the key that can unite all elements in the organization. When the team considers collaborating, it can anticipate job uncertainty (Meslec et al., 2020). The competencies possessed by the team were identified as contributing to team building (Stowers et al., 2021; Soboleva & Karavaev, 2020). Thus teamwork becomes one of the important things to improve employee performance through synergy using the system that is formed.

Development programs through training are also considered important to help increase competence and are expected to have an impact on teamwork (Marjaya & Pasaribu, 2019; Al Mamun et al., 2019). When coworkers are interested in participating in a training program, they better understand the conditions that occur (Salamon et al., 2022).

Davidson & Stigmar (2020) through the training methods provided will help employees to provide feedback, demonstrate ethics and have the ability to communicate. So that the provision of this training will improve coordination with various interested parties. Given that so far the coordination carried out by employees is still limited, this is due to low communication skills. However, the implementation of the training carried out should refer to the needs of employees related to the work being carried out.

Employee performance is an important thing and needs to be improved by Lv8 Resort Hotel. Given this, the study aims to analyze the effect of teamwork on employee training and performance, the effect of training on employee performance and examine the role of training in mediating the effect of teamwork on employee performance at Lv8 Resort Hotel.

## **LITERATURE REVIEW**

### **Teamwork**

Teamwork is the ability to adapt within a team and refers to strategic adjustments and being able to respond to changing team circumstances (Stowers et al., 2021). The teamwork process also involves the ability to communicate and coordinate effectively (Fernando & Wulansari, 2020). Ahmad & Manzoor (2017); Soboleva & Karavaev (2020) describe teamwork as a joint effort in which each individual in the team contributes to the group's effectiveness. Teamwork is also defined as the interaction of group members showing interdependent

actions in achieving common goals (Meslec et al., 2020).

### **Training**

Training is articulated as a learning process, where this process can increase understanding and increase ability in carrying out their duties (Ahmad & Manzoor, 2017; Santos et al., 2021). In addition, employees who learn new skills through training can demonstrate their abilities at work (Tukunimulongo, 2016; Wang & Main, 2021). Training programs can be a way for the development of any organization or entity that can affect business performance (Al Mamun et al., 2019). Diller et al. (2021) states that training is the first step in increasing competence that can have an impact on organizational performance.

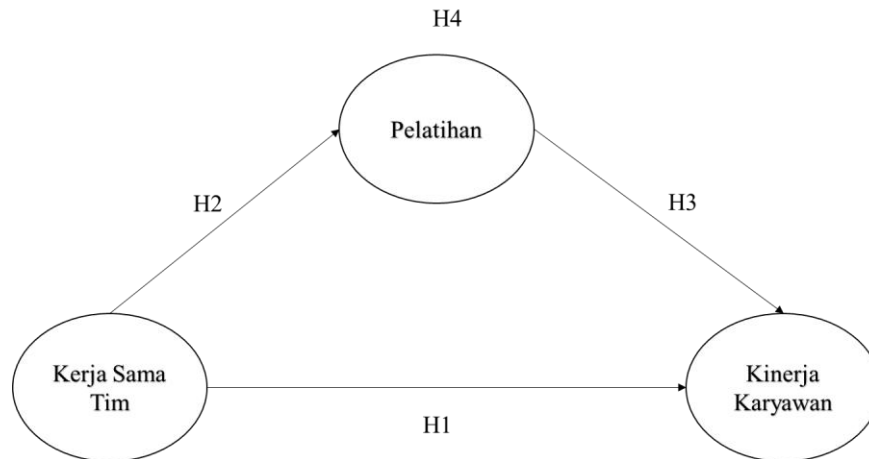
### **Employee performance**

Employee performance in every organization always gets attention, so employee performance should be able to be increased (Karatepe, 2013). Employee performance itself is defined as the ability of an employee to complete his duties (Ahmad & Manzoor, 2017). Rantesalu et al. (2017) describes employee performance as the result of an employee's work in a certain period compared to various applicable things such as standards, targets and specified job criteria. In other words, employee performance is assumed by looking at the productivity of the work done and the extent to which they are able to work effectively and efficiently (Tukunimulongo, 2016). So that it can be said that employee performance is an individual achievement to the extent that they

can meet expectations (Mohamed et al., 2013). However, after the employee's performance is evaluated in accordance with existing provisions, it is necessary to know how to do it develop/improve it (Al-Saffar & Obeidat, 2020).

**Research Concept Framework**

Based on the research objectives, the conceptual framework of this research can be explained as follows (Figure 1):



**Figure 1 Research Concept Framework**

**Hipotesis**

Based on the research concept framework, the following hypotheses can be formulated:

H1 Teamwork has a significant positive effect on employee performance.

H2 Teamwork has a significant positive effect on training.

H3 Training has a significant positive effect on employee performance.

H4 Training acts as a mediator of the effect of teamwork on employee performance.

**RESEARCH METHODS**

This research is a causality study with a quantitative approach, collecting data using a questionnaire and then distributing it via google form. The research population is all employees at Lv8 Resort Hotel totaling 116 employees, and

determining the research sample using the saturated sampling method where all members of the population are sampled (Sugiyono, 2017). Data collection was carried out in two stages, the first stage was the questionnaire distributed to 30 respondents to test the validity of using and the reliability of the instrument. From the tests carried out, it shows that all instruments have a product moment correlation coefficient (r) greater than 0.3 ( $r > 0.3$ ). The reliability test uses the Cronbach Alpha criteria and based on the tests carried out, it shows that all variables have a value greater than 0.6 ( $CA > 0.6$ ) (Hair et al., 2016). After all instruments are declared valid and reliable, data collection is continued according to the specified target sample and then the direct effect hypothesis testing is carried out using

the Smart PLS 3.0 program, while mediation testing uses the Sobel Test..

## RESEARCH RESULT

### 1. Characteristics of Respondents

Based on data collection, it can be seen the characteristics of the respondents involved in this study. Characteristics of respondents based on gender are dominated by male respondents as much as 60.3% and female respondents as much as 39.7%, with the majority of the age level being between 21-30 years as much as 63.8%. Meanwhile, the highest education level is Diploma as much as 56%, then undergraduate as much as 31%, SMA/K as much as 12.1% and postgraduate as much as 0.9%. For the most working period, the range of 6-10 years is 46.6%, the range of 11-15 years is 34.5%, the range of 1-5 years is 10.3% and the range of 16-20 years is 8.6%. . Based on the information obtained, it is explained that respondents who work at Lv8 Resort Hotels can provide information related to employee performance, considering that respondents have years of service, education, and age that can represent employee performance.

### 2. Model Measurement

The evaluation of the model in partial least squares (PLS) aims to analyze the influence between the variables used in this study. The evaluation of the PLS model is carried out in two stages, the first is the evaluation of the measurement model and the second is the evaluation of the structural model, as follows:

### Evaluation of measurement model

Evaluation of the measurement model was carried out to determine the validity and reliability as well as the correlation of the variables described in this study. Evaluation of the structural model is carried out through convergent validity, discriminant validity, and composite reliability.

#### a. Convergent validity

Convergent validity is a criterion that must be met for reflective indicators in order to be declared valid. This evaluation is done by checking the value of the outer loading (OL) is greater than 0.5 ( $OL > 0.5$ ). The results of the analysis show that all indicators have met the criteria for convergent validity (Table 1) and are declared valid.

#### b. Discriminant validity

The measurement of discriminant validity is used to ensure the validity of the variables used (Hair et al., 2016). Discriminant validity is done by comparing the AVE value with the construct (rule of thumb:  $AVE > \text{correlation between constructs}$ ). Based on the results of the analysis, it can be seen that the discriminant validity value is included in the adequate category (Table 2).

#### c. Composite reliability

Furthermore, composite reliability aims to determine the value of the reliability of the variable. Variables are declared reliable if they have Composite Reliability (CR) and Cronbach's Alpha (CA) values greater than

0.6. Based on the analysis variables have met the reliability criteria (Table 1).

Table 1. The value of outer loading, Cronbach's alpha and composite reliability

Variabel	Indicator	Outer Loading	CA	CR
Teamwork	KST1	0,820	0,869	0,898
	KST2	0,716		
	KST3	0,763		
	KST4	0,659		
	KST5	0,643		
	KST6	0,707		
	KST7	0,721		
	KST8	0,751		
Training	PLT1	0,673	0,767	0,843
	PLT2	0,669		
	PLT3	0,739		
	PLT4	0,763		
	PLT5	0,751		
Employee performance	KNJ1	0,734	0,860	0,891
	KNJ2	0,771		
	KNJ3	0,709		
	KNJ4	0,708		
	KNJ5	0,719		
	KNJ6	0,637		
	KNJ7	0,733		
	KNJ8	0,670		

Source: Data Processing, Year 2022

Tabel 2. AVE and Correlation Between Variables

Variabel	AVE	Teamwork	Employee performance	Training
Teamwork	0,525	0,724		
Employee performance	0,518	0,952	0,711	
Training	0,506	0,923	0,935	0,720

Source: Data Processing, Year 2022

1) Evaluation of structural models

Structural model evaluation aims to determine the variation of exogenous variables to endogenous variables by taking into account the R-Square (R<sup>2</sup>). The approaches used are; a) Q-Square predictive relevance (Q<sup>2</sup>); b) hypothesis testing; and c) mediation testing.

a. Q-Square predictive relevance

Calculation of the Q-Square predictive relevance (Q<sup>2</sup>) is based on the R-square (R<sup>2</sup>) value of the endogenous variables. The R<sup>2</sup> value of the training variable (0.851) and the employee performance variable R<sup>2</sup> (0.928), then Q<sup>2</sup> is calculated as follows:

$$Q^2 = 1 - (1-R^2_1)(1-R^2_2)$$

$$Q^2 = 1 - (1-0.851)(1-0.928)$$

$$Q^2 = 0.989$$

From the calculation of Q-Square predictive relevance of 0.989 or 98.9 percent of the overall relationship between variables can be explained in the model and it can be said that the model predicts very well. Meanwhile, 0.011 percent is influenced by errors or variables that are not used in the model.

b. Hypothesis test

Hypothesis testing was carried out using the Structural Equation Model - Partial Least Square (SEM-PLS). The hypothesis testing is carried out by taking into account the path coefficient and p-value (Figure 1 and Table 3).

Based on the model testing carried out, it can be seen that teamwork has a positive and significant effect on employee performance with

a path coefficient value of 0.599 and a p-value of 0.000 (H1 is supported). The results of the analysis also show that teamwork has a positive and significant effect on training with a path coefficient value of 0.923 and a p-value of 0.000 (H2 is supported). Furthermore, the H3 test shows that training has a positive and significant effect on employee performance with a path coefficient of 0.383 and a p-value of 0.000 (H3 is supported).

**Mediation testing**

The mediation test in this study used the Sobel Test formulation (Table 4). The calculation results show that training plays a role as a mediator of the effect of teamwork on employee performance from the results of the Sobel Test calculation of 5,835, which is greater than 1.96 with a significance level of 5% (H4 is supported).

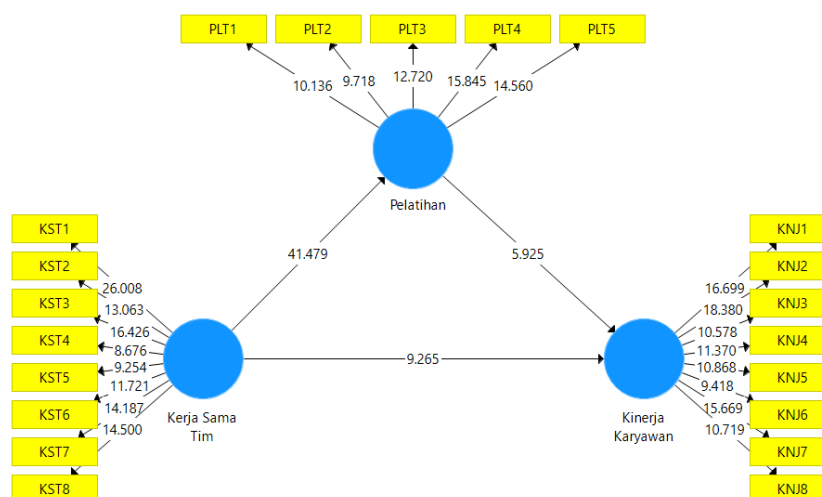


Figure 1. Analysis Model  
Source: SEM-PLS analysis results



Tabel 3. Direct Effect Path Coefficient

Relationship between variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Teamwork -> Employee Performance	0,599	0,606	0,065	9,265	0,000
Teamwork -> Training	0,923	0,922	0,022	41,479	0,000
Training-> Employee Performance	0,383	0,376	0,065	5,925	0,000

Source: Data Processing, Year 2022

Table 4. Mediation test results

Teamwork -> Training -> Employee performance	$0,923 - 0,383/\sqrt{(0,383^2 \cdot 0,022^2)} + (0,923 \cdot 0,065) = 5.835$	1,96	Supported
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Source: Data Processing, Year 2022

## DISCUSSTION

Based on hypothesis testing, it shows that teamwork has a significant positive effect on employee performance. These results indicate that the higher the teamwork, the higher the performance of employees at Lv8 Resort Hotel. These results are in line with the findings of previous studies (Fernando & Wulansari, 2020; McAlpine et al., 2021; Meslec et al., 2020; Soboleva & Karavaev, 2020; Stowers et al., 2021). This confirms that the basis of all hotel operational activities can run well if the entire team can work together as a team. So that building and growing teamwork on the work pattern applied at Lv8 Resort Hotel can help employees complete work on time even though the hotel has a high quantity of work and most importantly can help employees achieve the quality standards applied.

The analysis also shows that teamwork has a positive and significant effect on training. This finding explains that the higher the teamwork formed, the better the

training. These results confirm that the training program conducted by Lv8 Resort Hotel is increasingly beneficial because of the cooperation that has been built within the team. In addition, the teamwork carried out by employees can also support the training programs provided. This is because those who are accustomed to working in the same team will provide support to teammates in understanding useful material for developing competence which can later have an impact on performance. This study supports previous research (Santos et al., 2021; Al Mamun et al., 2019; Salamon et al., 2022).

Subsequent hypothesis testing shows that training has a positive and significant effect on employee performance. This explains that the more precise the training provided, the higher the employee performance at Lv8 Resort Hotel. These results are in line with previous findings (Ahmad & Manzoor, 2017; Kleefstra et al., 2020; Tukunimulongo, 2016). Training is something that organizations must provide to their



employees. It aims to improve individual competence in the hope that later it can assist employees in carrying out their duties and responsibilities. The training provided by the organization must of course pay attention to the needs of employees so that the training provided can be effective. These findings indicate that the training provided at Lv8 is in accordance with the task requirements of the employees, but the training must still receive attention and be improved.

Based on calculations using the Sobel Test formulation, it shows that training plays a role in mediating the effect of teamwork on employee performance. These results explain that providing training can increase the effect shown by teamwork on employee performance. Proportionally the provision of training can increase individual competence. If this ability is converted as something capable of supporting increased performance, then this will have a positive impact on individual performance. Furthermore, the competencies possessed can also help employee performance in the team. All competency improvements are strongly influenced by training methods and worker needs, so organizations need to conduct a study on employee training needs. This study supports previous research (Salamon et al., 2022; Guerri et al., 2016; Riana et al., 2020).

### **Conclusions and suggestions**

#### **Conclusion**

Based on the results and discussion, some conclusions can be drawn as follows;

1. Teamwork has a significant positive effect on employee performance. This shows that the better the teamwork, the better the performance of employees at Lv8 Resort Hotel.
2. Teamwork has a significant positive effect on employee performance. This shows that the better the teamwork, the more beneficial the training at Lv8 Resort Hotel will be.
3. Training has a significant positive effect on employee performance. This shows that the more useful the training, the higher the employee's performance at Lv8 Resort Hotel.
4. Training is proven to play a role in mediating the effect of teamwork on employee performance. This shows that training is an important thing to do at Lv8 Resort Hotel. Through proper training, teamwork can increase in an effort to improve individual (employee) performance.

#### **Suggestion**

Efforts to improve employee performance at Lv8 Resort Hotel, it is necessary to increase teamwork. Teamwork in question is not only in operational activities, it can also be carried out in all activities. This is because a strong team can have a positive impact on the work climate. In addition to teamwork, training also needs attention, although in this study the results were positive. However, it needs to be considered and considered in providing training. It takes a study, needs analysis, input from employees related to the required training. This is so that the training provided is effective and contributes to improving employee performance

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