

The Influence of Salary, Work Environment, and Workforce Training on the Performance of the Community in Sunggal Subdistrict, Deli Serdang Regency

Darmilisani¹, Dian Yulis Wulandari², Yohanes Parsaoran Tamba³

^{1,2,3}Universitas Pembangunan Panca Budi, Indonesia.

Corresponding Author: Darmilisani

DOI: <https://doi.org/10.52403/ijrr.20240306>

ABSTRACT

The important role of human resources encourages company management to build a balanced (fair) relationship between management and employees so that the community is motivated to deliver their best performance. Performance plays a crucial role in the progress of the company; if the work ethic of the community is high, it will enhance their performance, accelerating the achievement of the company's goals and vision. Performance is the result achieved by an individual in carrying out and completing the tasks assigned to them. This research aims to examine the influence of salary, work environment, and workforce training on the performance of the community in Sunggal District, Deli Serdang Regency. The research is descriptive and qualitative in nature, employing the literature study research method through a literature review based on previous research journals. Primary data, obtained directly from the research location, supports this study. The findings indicate that community performance tends to not show loyalty to the company they work for, and team collaboration is not functioning well. The received salary does not meet expectations, and there is a lack of appropriate recognition during their work. Some of the community members have issues with the work environment, such as limited career information. Job training programs implemented have not significantly contributed to the quality of the community's work as employees.

Keywords: Job Training, Performance, Salary, Work Environment.

INTRODUCTION

The important role of human resources encourages company management to build a balanced (fair) relationship between management and employees so that the community is motivated to give their best performance. Performance plays a crucial role in the progress of the company; if the work ethic of the community is high, it will enhance the performance in accelerating the achievement of the company's goals and vision. Performance is the result achieved by an individual in carrying out and completing assigned tasks (Malikhah et al., 2023). A community that successfully achieves the best performance will be appreciated by the company with good rewards. Conversely, poor performance will lead to punishment. The extent to which one can deliver their best performance depends on their willingness to improve personal competence and motivation to do their best work.

A quality performance is produced by a quality community. To obtain quality employees, continuous and sustainable education and training programs for the workforce are a contributing factor (ARDANI, 2011). Adequate individual quality is an asset that needs to be preserved

by the company because the inherent value in the individual can lead the company to achieve its goals. The company must implement special job training programs for every community, ensuring that all members have skills in their field, enhancing their responsibilities, and indirectly increasing the community's value (Rangkuty & Hidayat, 2021). Workforce education and training programs are oriented towards a futuristic view, making such costly training programs an investment promising success in the future. Workforce training refers to planned efforts to achieve mastery of skills, knowledge, and attitudes of the community or organizational members. The primary goal of workforce training is to improve and enhance performance, updating and adding skills to staff in line with developments, including technological advancements (Yulianti, 2015).

Based on the background, phenomena, and results of several studies, the author aims to prove the influence of salary, working environment, and workforce training on employee performance by conducting a study titled "The Influence of Salary, Working Environment, and Workforce Training on Community Performance in Sunggal District, Deli Serdang Regency".

LITERATURE REVIEW

Performance

Performance is the result achieved by an individual in carrying out and completing tasks assigned to them (Arif & Supriyatin, 2019). It is a depiction of the level of accomplishment in implementing activities/programs/policies to achieve the goals, objectives, vision, and mission of the organization outlined in the strategic scheme of the organization (Diana, 2020). Performance is the outcome of work strongly related to the strategic goals of the organization, consumer satisfaction, and contributing to the economy (Huda & Sholeh, 2019). Simply put, performance is the result of an individual's overall process in carrying out their tasks. In essence, performance is associated with the ongoing

work process and the results obtained from that work (Malikhah et al., 2023). Performance is a representation of the achievement in implementing a program, activity, or policy to attain the goals, objectives, vision, and mission of the organization as articulated through organizational strategic planning (Rizky, 2018). Based on the understanding of performance outlined above, it can be concluded that performance is an evaluation of the process of achieving work activities that contribute economically to the enhancement of the company's value, conducted in line with the company's goals, vision, mission, and strategies effectively and efficiently (Efendi, 2019).

Salary

Salary is a crucial factor that influences the satisfaction of the community, ultimately affecting the community itself. People can meet all their living needs with the salary they receive, and a higher salary allows them to live more comfortably (Safitri, 2019). The role of salary is an attractive factor for the community to improve performance because a higher salary motivates individuals to have higher concentration at work, thus enhancing both individual and overall company performance (Yulianti, 2015). Salary is a fixed monetary remuneration that workers are entitled to receive as a consequence of their efforts to achieve the company's goals (Febrianto, 2011). It serves as compensation for the responsibility a worker assumes for a specific job from the worker/company perspective (Febrianto, 2011). Describing salary as a form of compensation for the responsibility given to employees for a specific job. It's essential to note that periodic compensation to permanent staff is a limitation as salaries are paid even when employees are not at work (ARDANI, 2011).

Work Environment

The work environment can influence the emotions and attitudes of the community in

performing their jobs. If the community enjoys their work environment, they will feel comfortable and happy in their workplace, leading to effective and efficient use of working time, with a high level of optimism in employee performance (Sari et al., 2021). The work environment includes the working relationships formed among colleagues and the relationships between subordinates and superiors, as well as the physical environment where employees work (Batubara et al., 2015). The work environment encompasses everything around the community while working, both in physical and non-physical forms, that can enhance community performance (Batubara et al., 2015). The work environment includes everything around the worker that can influence them in carrying out their assigned tasks. It encompasses the tools and materials encountered, the surrounding environment where someone works, work methods, and the organization of work, both as an individual and as a group (Indriyani, 2014).

Workforce Training

Companies are strongly urged to have a training program for the workforce to facilitate the development of competent and high-quality employees (Yusuf & Ichsan, 2019). Through workforce training programs, it becomes easier to enhance the value and competence of the workforce in

completing all assigned tasks and responsibilities. Workforce training is a short-term educational process that uses systematic and organized procedures where non-managerial employees learn knowledge and technical skills within limited objectives (Fanda & Slamet, 2019). Workforce training is a learning process involving the acquisition of skills, concepts, rules, or attitudes to improve workforce performance. Training for the workforce refers to planned efforts carried out to achieve mastery of the skills, knowledge, and attitudes of employees or organizational members.

MATERIALS & METHODS

This research is a qualitative descriptive study using the literature review method through a review of literature derived from previous research journals (Kurniawan, 2014) related to the title. Additionally, data were accessed from websites as sources of information publication. Qualitative descriptive research can be interpreted as the researcher is the key instrument where data collection techniques are performed through the combination and inductive analysis of data (Sugiyono, 2012). This approach results in the processing of descriptive data, such as narrating the outcomes of interviews and/or observations.

RESULT

Table 1. Pre-Survey Results of Community Performance in Sunggal District, Deli Serdang Regency

| No | Question | Yes | | No | |
|----|---|--------|-----|--------|-----|
| | | Person | % | Person | % |
| 1 | The skills and quality of work of the community are already sufficient for their respective fields of work. | 7 | 70% | 3 | 30% |
| 2 | Taking on additional tasks is a form of loyalty to the company. | 5 | 50% | 5 | 50% |
| 3 | I have no problem working on holidays if it is something urgent and pressing. | 1 | 10% | 9 | 90% |
| 4 | Colleagues are the best partners for me in completing tasks. | 3 | 30% | 7 | 70% |

Table 2. Preliminary Survey Results of Salaries in the Sunggal District, Deli Serdang Regency, Deli Serdang District

| No | Question | Yes | | No | |
|----|---|--------|-----|--------|-----|
| | | Person | % | Person | % |
| 1 | No matter the salary received, still giving the best performance. | 6 | 60% | 4 | 40% |
| 2 | The payment for overtime hours is in accordance with employee expectations. | 2 | 20% | 8 | 80% |
| 3 | Satisfied with the salary received so far. | 5 | 50% | 5 | 50% |
| 4 | Feeling satisfied because still working and still receiving a salary. | 7 | 70% | 3 | 30% |

Table 3. Preliminary Survey of the Work Environment in Sunggal District, Deli Serdang Regency

| No | Question | Yes | | No | |
|----|--|--------|-----|--------|-----|
| | | Person | % | Person | % |
| 1 | The working atmosphere here is pleasant. | 7 | 70% | 3 | 30% |
| 2 | Opportunities to develop a career are wide open. | 4 | 40% | 6 | 60% |
| 3 | No observed favouritism or like and dislike treatment towards employees. | 5 | 50% | 5 | 50% |
| 4 | There is good information openness regarding work among employees. | 3 | 30% | 7 | 70% |

Table 4. Preliminary Survey of Workforce Training in Sunggal District, Deli Serdang Regency

| No | Question | Yes | | No | |
|----|--|--------|-----|--------|-----|
| | | Person | % | Person | % |
| 1 | Work training programs for employees provide significant benefits for me. | 7 | 70% | 3 | 30% |
| 2 | The job training program for employees provides significant benefits for me. | 2 | 20% | 8 | 80% |
| 3 | I am in great need of the job training provided by the company. | 5 | 50% | 5 | 50% |
| 4 | The training material supports the improvement of my work quality. | 5 | 50% | 5 | 50% |

DISCUSSION

The performance perception displayed by the community in Sunggal District, Deli Serdang Regency, shows that 50% tend not to demonstrate loyalty to the company. About 90% of the community is not willing to show dedication to urgent tasks. Additionally, 70% of the community, as employees, feel that teamwork is not functioning well. This indicates a questionable quality of community performance. There are issues with salary distribution in Sunggal District, especially regarding overtime pay and recognition for the community. As shown in Table 2, 80% of the community feels that overtime payments do not meet expectations. Also, 70% of employees believe the company has not provided adequate recognition through the received salary. Both conditions indicate that the community feels the salaries they receive are not in line with their expectations. Based on Table 3, the perceived work environment by some of the community in Sunggal District shows that 60% feel limited in career opportunities. Furthermore, 70% of the community states that job information tends not to be shared with other employees (keeping job information hidden). Both of these conditions indicate that the work environment is problematic for some members of the community. Next, the community's perception of the implementation of job training programs is shown in Table 4. About 80% of the community states that the training methods are unpleasant for some people because

there is more theory than practice (Rusiadi et al., 2024). Additionally, 50% of the community tends to feel that they do not need training and that job training does not contribute much to improving the quality of community work. This situation indicates that the workforce training programs organized do not receive a positive response from a significant portion of the community.

CONCLUSION

Based on the presented results and discussions, the following conclusions can be drawn:

1. The performance of the community tends to not show loyalty to the companies they work for, and team collaboration is not functioning well.
2. The salaries received by the community as employees are not as expected, and there is a lack of appropriate recognition during their employment.
3. There are issues among some members of the community regarding the work environment, such as limited career information within the workplace.
4. Job training programs that have been implemented have not significantly contributed to the quality of the community's work as employees.

To achieve an improved quality of employee performance, the following actions need to be taken:

1. Reviewing the salary scale as a form of recognition for the community as employees, ensuring that it reflects their sacrifices and is commensurate with their efforts.

2. Creating a harmonious relationship to encourage the flow of communication that is smooth, transparent, and effective. This helps to avoid miscommunication and efforts to conceal important work-related information.
3. Providing ample opportunities for high-performing employees to receive promotions and advance their careers to higher levels.
4. Reassessing workforce training programs that are perceived by the community as unappealing, lacking clear direction and goals, leading to low interest in participating in such programs.

Declaration by Authors

Acknowledgement: None

Source of Funding: None

Conflict of Interest: The authors declare no conflict of interest.

REFERENCES

1. Aprida, Y., Fitria, H., & Nurkhalis, N. (2020). Pengaruh supervisi kepala sekolah dan motivasi kerja guru terhadap kinerja guru. *Journal of Education Research*, 1(2), 160–164.
2. ARDANI, O. K. Y. K. (2011). *Pengaruh Gaji, Lingkungan Kerja Dan Pelatihan Kerja Terhadap Kepuasan Kerja Karyawan Pada PO Harta Sanjaya Di Sragen*. Universitas Muhammadiyah Surakarta.
3. Arif, M. W., & Supriyatin, S. (2019). Pengaruh Motivasi, Lingkungan Kerja Dan Pelatihan Kerja Terhadap Kinerja Karyawan PT Toyota Astra Finance Service. *Jurnal Ilmu Dan Riset Manajemen (JIRM)*, 8(12).
4. Batubara, K., Buchari, B., & Pujanggoro, S. (2015). Pengaruh gaji, upah, dan tunjangan karyawan terhadap kinerja karyawan pada pt. xyz. *Jurnal Teknik Industri USU*, 3(5), 219530.
5. Diana, Y. (2020). Pengaruh Job Description terhadap Kinerja Karyawan di Departemen Tata Hidang pada Hotel Grand Ion Delemen Malaysia. *Jurnal Manajemen Tools*, 12(2), 123–139.
6. Efendi, B. (2019). Efektivitas Kebijakan Makroprudensial Terhadap Stabilitas Sistem Keuangan Di Indonesia. *JEPa*, 4(2), 72-78.
7. Fanda, N. M., & Slamet, M. R. (2019). Pengaruh Gaji, Jam Kerja Fleksibel Dan Stres Kerja Terhadap Kinerja Karyawan Pada Perusahaan Di Kota Batam. *Journal of Applied Managerial Accounting*, 3(1), 81–95.
8. Febrianto, F. (2011). *PENGARUH GAJI, LINGKUNGAN KERJA DAN PELATIHAN KERJA TERHADAP KEPUASAN KERJA KARYAWAN TETAP PADA PO SEDYA MULYA DI WONOGIRI*. Universitas Muhammadiyah Surakarta.
9. Haeruddin, M. I. M. (2017). Pengaruh Gaji dan Insentif terhadap Kinerja Karyawan dan Organisational Citizenship Behaviour (OCB) pada Hotel Grand Clarion di Kota Makassar. *Jurnal Aplikasi Manajemen, Ekonomi Dan Bisnis*, 2(1), 11–21.
10. Handayani, T., & Rasyid, A. A. (2015). Pengaruh kepemimpinan kepala sekolah, motivasi guru, dan budaya organisasi terhadap kinerja guru SMA negeri Wonosobo. *Jurnal Akuntabilitas Manajemen Pendidikan*, 3(2), 264–277.
11. Huda, K., & Sholeh, R. (2019). Pengaruh Pelatihan, Motivasi dan Lingkungan Kerja terhadap Kinerja Karyawan pada PT. Sumber Rukun Mandiri Mojokerto. *INOBISS: Jurnal Inovasi Bisnis Dan Manajemen Indonesia*, 2(3), 369–381.
12. Indonesia, M. S. (2016). AA Anwar Prabu Mangkunegara. *Evaluasi Kinerja Sumber Daya Manusia*. Jakarta: Refika Aditama. 2006) AA Anwar Prabu Mangkunegara. *Manajemen Sumber Daya Manusia*. (Bandung: PT. Remaja Rosdakarya 2004) Ambar T Sulistiyani dan Rosidah, *Manajemen Sumber Daya Manu*. *Jurnal Fakultas Ekonomi Dan Bisnis Universitas Sam Ratulangi Manado Vol*, 16(04).
13. Indriyani, A. (2014). Analisis pengaruh gaji dan tunjangan kesejahteraan terhadap produktivitas kerja karyawan operation department pt. export leaf indonesia. *Jurnal Paradigma Universitas Islam Batik Surakarta*, 12(01), 115589.
14. Irawan, M. R. N. (2018). Pengaruh gaji dan insentif terhadap produktivitas kerja karyawan pada PT. Mahkota Sakti Jaya Sidoarjo. *Ecopreneur*. 12, 1(1), 36–41.
15. Malikhah, I., Wulandari, D. Y., & Nst, J. Y. (2023). Analisis Lingkungan Kerja Dan

- Motivasi Kerja Terhadap Kinerja Pegawai (Studi pada Pegawai Dinas Tenaga Kerja Kota Binjai). *NUSANTARA: Jurnal Ilmu Pengetahuan Sosial*, 10(1), 479–483.
16. Oktavia, A. (2021). Pengaruh Gaji, Tunjangan Dan Fasilitas Kerja Terhadap Kinerja Pegawai Pada Sekretariat Daerah Kabupaten Nganjuk. *Otonomi*, 21(1), 48–55.
 17. Rangky, D. M., & Hidayat, M. (2021). Does Foreign Debt have an Impact on Indonesia's Foreign Exchange Reserves?. *Ekulilibrium: Jurnal Ilmiah Bidang Ilmu Ekonomi*, 16(1), 85-93.
 18. Rivai, H. A. (2001). *Pengaruh kepuasan gaji, kepuasan kerja dan komitmen organisasional terhadap intensi keluar*. Universitas Gadjah Mada.
 19. Rizky, M. C. (2018). Pengaruh Loyalitas Pegawai, Motivasi Intrinsik Dan Kepribadian Ekstrovet Terhadap Kinerja (Studi Pada Pegawai Tetap Universitas Pembangunan Panca Budi Medan). *JUMANT*, 9(1), 53–66.
 20. Rusiadi, R., Adivia, A., Yusuf, M., & Rangky, D. M. (2024, February). THE IMPACT OF THE GREEN ECONOMY ON SUSTAINABLE DEVELOPMENT IN THE ABRIC COUNTRIES. In *International Conference on Humanity Education and Society (ICHES)* (Vol. 3, No. 1).
 21. Safitri, D. E. (2019). Pengaruh pelatihan terhadap kinerja karyawan. *Jurnal Dimensi*, 8(2), 240–248.
 22. Saputra, A. (2016). *Analisis Faktor-Faktor Yang Mempengaruhi Kinerja Sumber Daya Manusia Bank Syariah Mandiri Di Karanganyar*. Universitas Muhammadiyah Surakarta.
 23. Sari, W. P. (2016). Pengaruh gaji dan motivasi terhadap kinerja guru pada SMA Swasta Bagan Sinembah, Rokan Hilir, Riau. *Tingkap*, 12(1), 65–81.
 24. Sari, W. I., Nasution, L. N., & Novalina, A. (2021). Analisis leading indicator kebijakan moneter dalam mengatasi kemiskinan di 5 negara Asia Tenggara. *JEpa*, 6(2), 610-618.
 25. Subianto, M. (2016). Pengaruh Gaji dan Insentif terhadap Kinerja Karyawan pada PT. Serba Mulia Auto di Kabupaten Kutai Barat. *Jurnal. Kalimantan Timur, Universitas Mulawarman.(Http://Ejournal. Adbisnis. Fisipunmul. Ac. Id/Handle, Jurnal Administrasi Bisnis*, 4(03).
 26. Widoyoko, S. E. P., & Rinawat, A. (2012). Pengaruh kinerja guru terhadap motivasi belajar siswa. *Jurnal Cakrawala Pendidikan*, 5(2).
 27. Yulianti, E. (2015). Pengaruh pelatihan terhadap kinerja karyawan grand fatma hotel ditenggarong kutai kartanegara. *E-Jurnal Administrasi Bisnis*, 3(4), 900–910.
 28. Yusuf, M., & Ichsan, R. N. (2019). Analisis Efektifitas Penggunaan Cadangan Devisa, Utang Luar Negeri dan Ekspor Terhadap Stabilitas Nilai Tukar. *Jurnal Penelitian Pendidikan Sosial Humaniora*, 4(2), 544-561.

How to cite this article: Darmilisani, Dian Yulis Wulandari, Yohanes Parsaoran Tamba. The influence of salary, work environment, and workforce training on the performance of the community in Sunggal Subdistrict, Deli Serdang Regency. *International Journal of Research and Review*. 2024; 11(3): 52-57. DOI: <https://doi.org/10.52403/ijrr.20240306>
