

The Effect of Employee Training and Provision Facilities on Employee Performance Through Work Flexibility in SMPIT Assyifa Boarding School Jalancagak Subang Regency

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ABSTRACT

SMPIT Assyifa Boarding School hostel is an educational institution where students study and live in dormitories so that the relationship between employees at the hostel is very intense as a representative of parents in educating and fostering students. Employees are required to be ready at any time to the conditions of students in the dormitory so as to make working hours flexible. Employees are provided by the Institute in the form of training and facilities to support their work in the hostel. The purpose of this study was to analyze the effect of training and providing employee facilities on employee performance through work flexibility in the SMPIT Assyifa boarding school dormitory. This type of research is descriptive quantitative. The population in the study were 50 employees of the SMPIT Assyifa Boarding School Dormitory Jalancagak, Subang Regency. The sample uses a saturated sample, that is, all respondents become the sample. Data analysis was carried out through PLS-SEM using the SmartPLS program. The results showed that training had no significant positive effect on employee performance. Provision of Employee Facilities has no significant negative effect on Employee Performance. Training has a significant positive effect on Work Flexibility. Providing Employee Facilities has no significant positive effect on Work Flexibility. Training through Work Flexibility has a significant positive effect on Employee Performance. Work Facilities through Work Flexibility have no significant positive effect on Employee Performance. Work

flexibility has a significant positive effect on employee performance

Keywords: Training, Facilities, Flexibility, Performance

INTRODUCTION

Boarding school is an educational institution that implements an educational pattern in which students live together in dormitories directly supervised by the caretaker of the educational institution with an integrated model of religious education combined with a general knowledge curriculum. Boarding School-based schools are not only a place for the educational process to take place, but also a place for moral development and a place to form a noble Muslim personality. At the Boarding School, we can see that the interactions between educators and coaching staff with students are more intensive, the development of religious knowledge is more in-depth, student activities are more controllable by the teacher, and are very good places to get used to something. In an education it is necessary that there is full guidance and coaching instilled by educators (teachers, dormitory guardians) for 24 hours indirectly forming a strong personality, so as to instill educational values in students. So boarding-based schools (dormitories) are one of a variety of alternative educational institutions that aim not only to shape students'

cognitive/knowledge abilities, but to shape students' values/morals in order to achieve national education goals.

The presence of a boarding school is an effort to assist and guide the situation of students who are going through a period of adolescence which is full of turmoil and conflict. To prevent student delinquency, it is necessary to have assistance and guidance aimed at forming positive character in students, one of which is through the boarding school program.

One of the important components in education is related to personnel or human resources involved in the educational process, both educators such as teachers and coaches as well as educational staff such as administrative staff. Human resources have a significant role in the implementation of education. Education is a process that cannot be separated from the role of resources and humans, for that good employee performance is needed in its implementation.

According to Afandi (2018) Performance is work that can be achieved by a person or group of people in a job in accordance with their respective authorities and responsibilities in an effort to achieve goals, does not violate the law and does not conflict with morals and ethics. Broadly speaking, performance can be interpreted as the entire work process of an individual whose results can be used as a basis for determining whether the individual's work is good or vice versa.

Performance is the result of a person's work or work behavior during one period or usually within one year. Colquit et al stated that performance is an assessment of a series of work behaviors that contribute both positively and negatively to the completion of goals. Given the importance of performance appraisal, management must study performance management and all aspects related to performance. The assessment carried out at SMPIT Assyifa Boarding School Jalancagak, Subang Regency is carried out once a month from the 1st to the 30th or 31st of each month.

The success of an educational institution can be seen from the results of the work carried out by employees or employees. Educational institutions require employee development programs with important activities to support employee performance. Complete facilities will be beneficial and become one of the factors to improve employee performance. Employee facilities provided can be in the form of work tools, buildings, and welfare programs. As for what was provided by SMPIT Assyifa Boarding School Jalancagak, Subang Regency, namely in terms of employee welfare in the form of eating from public kitchens, health clinics, and health facilities. In the research conducted by Fahmy Tr (2018) entitled *The Influence of Work Facilities on Employee Performance at the Enrekang Regency Population and Civil Registration Service Office*, it shows that Work Facilities have a positive and significant effect on Employee Performance at the Enrekang Regency Population and Civil Registration Service Office. However, research from Lajatuna, Terry Awitanto (2017) entitled *The Effect of Work Facilities and Work Environment on Employee Performance at PT Bukit Mas Prima Persada Depo Madiun* gave the opposite result in that work facilities did not have a positive effect on employee performance.

The results of another study by Irawan & Suryani (2018) entitled *The Influence of Leadership Style, Office Facilities, and Work Discipline on the Performance of Semarang City Trade Service Employees*, states that partially work facilities cannot improve employee performance. That is, work facilities have no significant effect on improving employee performance. Lukiyana (2016) also researched that facilities had no significant negative effect on teacher performance.

In boarding schools or boarding schools, the facilities are usually provided in full because students will live in dormitories, as well as teaching staff. This is because educators have more intensity in supervising

students or dormitory students. Boarding schools can be used as a reference in improving school quality. In dormitory activities there is a religious learning activity as in the pesantren program. With the Boarding School system, usually working hours are longer with activities in the dormitory. This resulted in employees in the dormitory having flexible working hours. Work flexibility usually allows for more working hours and can encourage employees to take initiative or come up with creative ideas to carry out activities and be responsible for their work, rather than relying on instructions from superiors.

LITERATURE REVIEW

Training

The definition of training defined by Pramudyo (2017) is a learning process designed to change people's performance in doing their jobs. Sutrisno (2019), training is completing skills in doing work, and being able to use work equipment properly.

Rachmawati (2018) that training is an environment for employees, where they acquire or learn attitudes and the process of teaching certain knowledge and skills, so that employees are more skilled and able to carry out their responsibilities better according to the required standards. The process of training activities is sometimes given after the employee has been placed and assigned according to their respective fields.

According to Sinambela (2019) Training is a form of education with learning principles. Various steps that need to be implemented in training, namely the party given training must be motivated to take part in the training carried out, training must have the ability to learn, the learning process must be properly implemented through a rational approach, training must provide materials that can be practiced, various the material presented must be able to have a comprehensive meaning and be able to meet the needs of the trainees, and the material taught must have a complete meaning for the trainees.

Provision Facilities

According to Sedarmayanti (2018) work facilities are all the tools and materials encountered, the surrounding environment where a person works, as a group. Whereas Mandala (2021) states that facilities are technological equipment that is available to make it easier for employees to do a job and get high morale at work, pleasure at work, high productivity, facilitate and bring employees closer to completing the tasks obtained.

According to Asri et al (2019) work facilities are a means provided by the organization to support the running of the organization in achieving the goals set by the controller, available work facilities will have a positive impact on employees in improving employee performance. A. Irawan and Suryani (2018) state that facilities are anything that is used, involved, and obtained from representatives or in direct contact with work or for smooth work.

Employee facilities are various facilities and infrastructure provided to employees to support employee performance at work. Employee facilities are very important for the organization, because they can support employee performance, such as in completing work. In an organization or institution to achieve a goal required supporting tools used in the process or activities in the institution. The facilities used by every organization or institution take various forms, types and benefits. The greater the activity of an organization, the more complete the facilities and means of support in the process of activities to achieve these goals.

Employee performance

According to Hasibuan (2018) Performance is a result of work by a worker in carrying out his duties on skill, effort and opportunity. Workers who have good performance are of course an important asset for the company because it can help the company to achieve the goals of a company. According to Fahmi (2017)

Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined conditions or agreements. Meanwhile, according to Mangkunegara (2017) Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Arda (2017) explains that performance is the result of an employee's work during a certain period compared to various possibilities such as standard work results, targets or goals or criteria that have been determined in advance and have been mutually agreed upon. Meanwhile, according to Jufrizen (2018) employee performance is the result of good employee work in terms of quality or quantity in completing tasks assigned to these employees by their superiors and leaders based on their role in the company.

From some of these meanings, it can be concluded that employee performance is the ability of employees or work results in quality and quantity achieved by an employee in carrying out their duties in the company.

Work flexibility

Flexibility is a process in which one can do things flexibly without pressure and without a closed framework in situations that are still within reach. The Merriam-Webster Dictionary defines flexibility as the characteristic of someone who is ready and capable of adapting to things that are new, different, or have relevance to change.

Doni (2021) defines work flexibility as setting working hours in an unattractive manner which is safe, meaning being flexible alone here means giving freedom to choose the time and place to work so that workers have more time for themselves but do not leave the responsibilities that have been given. Meanwhile, according to

Shagvaliyeva and Yazdanifard, work flexibility, namely flexible working hours, can be summarized as the ability of organizational members to control the duration of their working hours based on work location (outside the workplace) and the ability to meet the work schedule provided by the organization. Providing work flexibility has advantages for the organization and members of the organization. For organizations, providing work flexibility can attract, obtain, and retain members of the organization with good quality in their organizations.

Doyle (2020) defines flexibility in the workplace as a strategy for responding to changing circumstances and expectations. A worker with a flexible mindset can generally develop and is based on will and adaptability to change, while Hogarty (2021) suggests that flexibility in the workplace means being able to quickly adapt to new circumstances that arise. A flexible worker can change their plans to overcome unexpected obstacles or seek real-time and fast solutions.

MATERIALS & METHODS

The type of research used in this research is descriptive quantitative research. This research was conducted on employees at the SMPIT Assyifa Boarding School Dormitory Jalancagak, Subang Regency, West Java. In this study, the population taken was all employees in the SMPIT Assyifa Jalancagak dormitory, totaling 50 people. The technique used in this study is the Saturated Sampling technique, which is a sampling technique when all members of the population are used as samples (Sujarweni, 2014: 72). This is because the total population is less than 100 people. The data analysis technique used to test the hypothesis in this study is descriptive analysis and PLS analysis.

RESULT

Results of Data Analysis

Table 1 Path Coefficients

	X1 Training	X2 Provision facilities	Z Work flexibility	Y Employee performance
X1 Training			0.639	0.052
X2 Provision Facilities			0.021	-0.160
Y Performance				
Z Work flexibility				0.696
X1 Training >Y Performance Through Z Flexibility				0.444
X2 Provision facilities >Y Performance Through Z Flexibility				0.146

Table 2 T Statistics

	T Statistics
X1 Training > Y Performance	0.226
X2 Provision Facilities > Y Performance	0.971
X1 Training > Z Flexibility	4.262
X2 Provision Facilities > Z Flexibility	1.334
X1 Training >Y Performance through Z Flexibility	2.689
X2 Provision facilities >Y Performance through Z Flexibility	1.347
Z Flexibility > Y Kinerja	3.216

Based on the T-statistics table and combined with the results of the Path Coefficients table, it can be concluded as follows:

1. Positive training is not significant to Employee Performance.
2. The Provision of Facilities has a negative but not significant effect on performance.
3. Training has a significant positive effect on work flexibility.
4. Facility provision has no significant positive effect on work flexibility.
5. Training through Work Flexibility has a significant positive effect on performance.
6. Work Facilities through Work flexibility has no significant positive effect on performance.
7. Work flexibility has a significant positive effect on performance.

DISCUSSION

Training has no significant positive effect on employee performance.

Based on the results of path analysis table it is known that training has a not significant positive effect on employee performance, which means that there is a positive relationship between training and employee performance. However, even though the training was positive it had no effect on employee performance. The training held at

the Assyifa Boarding School is mostly training to hone religious knowledge such as Arabic language training, Tahsin training, Tahfidz training. Being an employee in a dormitory as an educator for children while in a dormitory also requires knowledge and knowledge about parenting and education. Training is related to the expertise and ability of employees to carry out the work currently undertaken. Training has an orientation to help employees achieve certain skills and abilities to be successful in carrying out their work.

Without training, employees who work in dormitories may not be able to further upgrade their knowledge and also not gain more knowledge according to their work. Even though adding knowledge can be obtained from anywhere independently, with training it will be more focused and in accordance with the goals and objectives and can also be carried out together with other employees.

The most needed training at Assyifa Boarding School is parenting training, namely building children's character. This is because dormitory employees interact more with children so that employees can better understand the character of children in caring for them in the dormitory. Employees can also educate children well. However, from the beginning of 2021 until October

2022 the training that has been held at the Assyifa Boarding School is religious training such as Tahfidz and Arabic training. Parenting training has only been held 2 times in 2022, so it still needs to be carried out and further deepened in terms of building children's character according to the needs to support employee performance in terms of educating children in dormitories.

Provision of Employee Facilities Has No Significant Negative Influence on Performance.

Based on the results of the path analysis, it is known that the facilities have no significant negative effect on employee performance, which means whether the facilities obtained by the employees in the SMPIT Assyifa Boarding School dormitory are good or not have an effect on their performance.

Existing facilities can still be utilized as best as possible by employees, fellow employees can share tasks using the available facilities. The facilities provided to employees at the Assyifa Boarding School are facilities for personal needs such as official housing facilities, public kitchen facilities to provide food for employees and their families, as well as health clinic facilities. Although facilities such as official residences are expected to improve employee performance in the dormitory, this returns to the employee whether to use the official residence facilities properly to improve performance or not. Even employees who don't get official housing, in fact, can still have good performance. In addition, performance appraisal at Assyifa Boarding School also has many aspects of assessment, so that employees can still improve performance from other aspects of performance appraisal.

So in this study there is no influence on the facilities of employee performance. Because the available facilities can still be used by employees for other things and even though the facilities provided currently exist, they do not have an effect on employee

performance. The results of the researchers are in line with Yani (2021) and also Wulandari (2015) who state that facilities do not have a significant effect on employee performance and Lukiyana (2016) facilities have no significant negative effect on teacher performance.

Training Has a Significant Positive Influence on Work Flexibility

Based on the results of path analysis, it is known that training has a significant positive effect on work flexibility, which means that if training increases, work flexibility will also increase.

Training is carried out starting with formal ceremonial events during employee working hours, then for training that requires intense time it is often carried out in employees' free time. by agreeing on a training time with the trainer, because the current training is in the form of Al-Quran tahfidz training, where the implementation is in the form of memorizing deposits directly to the trainer appointed by the training committee. So this is in accordance with the results of research showing that training has a positive effect on work flexibility.

Activities in the dormitory are a religious learning activity like those in Islamic boarding schools. With the Boarding School system, usually working hours are longer with activities in the dormitory. This resulted in employees in the dormitory having flexible working hours according to the circumstances and the children's daily activities. Work flexibility allows for more working hours and encourages employees to take more initiative in dealing with children in the hostel and come up with creative ideas to carry out activities and be responsible for their work rather than just relying on instructions from superiors. This requires training that can encourage employees to work better in the hostel.

Provision of Employee Facilities Has No Significant Positive Influence on Work Flexibility

Based on the results of the path analysis table, it is known that the provision of employee facilities has a not significant positive effect on work flexibility, which means that there is a relationship that gives effect between the provision of employee facilities and work flexibility. However, even though the facility is good, it does not have a significant effect on employee performance. This can be seen in the aspect of providing facilities including official residences where employees who are not facilitated by official residences still show performance values that can still compete with employees who are facilitated by official residences, so it can be concluded that employees who do not receive official residences can still be flexible in carrying out their work and can come on time and respond quickly when needed in the dormitory by students or others. In addition, employees who do not get official housing include those who already have a house adjacent to their place of work or who have just married and are still in the stage of applying for official housing.

In carrying out flexible work, employees certainly need facilities that support their work. One of the facilities that helps in flexible work is the official housing facility. By providing an official residence in the Assyifa Boarding School environment, it is hoped that it can help employees work better. However, it turns out that even though the official residence facilities are good, they do not have a significant effect on work flexibility because it comes back to employees whether to use the official residence facilities properly to help facilitate flexible work or not. Employees who don't live in the official residence can still work flexibly to come to the dormitory because of the current work demands.

Training Has a Significant Positive Influence on Performance Through Work Flexibility

Based on the results of path analysis, it is known that training has a significant positive effect on employee performance

through employee work flexibility. Employees who are in the dormitory are working, namely carrying out flexible work depending on the existing conditions even though there is also mandatory work that must be done every day such as waking up the dawn prayer, accompanying qiyamul lail and obligatory prayers at the mosque and room visits. In addition to the mandatory work, employees work flexibly according to the conditions and circumstances of the children in the hostel, such as when the children in the hostel are sick and do not go to school, employees on duty at the hostel are responsible for taking care of the child by taking them to the clinic, deliver food to the break room, give medicine, and communicate with parents to give news.

Training has a positive effect on performance through flexibility indicating that training has a very close relationship with work flexibility, as employee data shows an almost equal balance between female and male employees, where female employees have a role not only as workers but have roles in the family so that by Having a system like this makes it easier for employees to maximize their roles both at home and at work. With the boarding school system, the scope of work for employees in the dormitory is more intense in direct contact with students in guiding, coaching and controlling student activities in the dormitory, but even with more time in the dormitory, the foundation still allows female employees to work flexibly, where employees also are still allowed to bring their children so that it makes it easy for female employees to complete their work, including when attending semi-formal training which has so far been carried out in the form of Al-Quran tahfidz training with a deposit method to the trainer which can be adjusted according to the time of day.

Provision of Employee Facilities Has No Significant Positive Influence on Performance Through Work Flexibility

Based on the results of the path analysis, it is known that work facilities have a non-

significant positive effect on performance through work flexibility. This shows that facilities have a relationship that influences employee performance through the work flexibility provided by the company to each of its employees, but this relationship does not show a significant effect on performance. This happens, among others, employees who have facilities that support work flexibility are official residences, where as many as 39 people live in official residences and 11 people do not live in official residences, although more employees live in official residences, employees who do not live in official houses are also able to compete and show excellent performance, so that facilities related to supporting flexibility do not show a strong significance to performance results.

Work Flexibility Has a Significant Positive Effect on Employee Performance

Based on the results of path analysis it is known that work flexibility has a significant positive effect on employee performance, which means that if work flexibility increases, employee performance also increases. Flexibility has a very close relationship with performance as shown to have a positive and significant relationship, this happens because employees are given time to work while continuing to carry out what has become their job. The results show how employee performance data shows that the average employee performance increases every month.

Flexibility in this regard can increase the work productivity of employees and also opens up the potential for increased good ratings for the Foundation. An Educational Foundation will have the potential to develop if its employees have comfort in working and carry out their responsibilities flexibly with good performance. The results of this study are in accordance with the research of Nuraini (2017), NM Fanda (2019), Findriyani (2021), Oktorada (2022) that work flexibility has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of the research on the effect of training and providing employee facilities on employee performance through work flexibility at the SMPIT Assyifa Boarding School dormitory in Jalancagak, Subang Regency, it can be concluded as follows:

1. Training has no significant positive effect on employee performance.
2. Provision of Employee Facilities has no significant negative effect on Employee Performance.
3. Training has a significant positive effect on work flexibility.
4. Provision of Employee Facilities has no significant positive effect on Work Flexibility.
5. Training through Work Flexibility has a significant positive effect on Employee Performance.
6. Work Facilities through Work Flexibility have no significant positive effect on Employee Performance.
7. Work flexibility has a significant positive effect on employee performance.

Declaration by Authors

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