

The Impact Gift of Motivation and Training on Employee Performance

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ABSTRACT

This study aims to determine the effect of providing motivation and employee training on the performance of employees of Oticon Safety Indonesia. The type of this research is quantitative research with descriptive and verification research methods. The sample in this study amounted to 110. The sampling technique used in this study was saturated sampling. The analysis model in this study uses a path analysis model. The results showed a partial or simultaneous influence between the provision of motivation and training on the performance of employees of PT. Oticon Safety Indonesia.

Keywords: *Motivation; Training; Employee Performance.*

INTRODUCTION

Job competition in the business world has recently experienced a significant increase, and human resources are the most critical asset in a company, which essentially functions as a driving factor for every activity within the company. To achieve an optimal condition, a company in carrying out its activities to achieve the desired goals needs good management, especially human resources, which are the principal capital in planning, organizing, directing, and moving the factors in a company. Therefore, it takes a strong desire and skill to create individuals and groups that can produce an optimal performance for the company.

PT Otsccon Safety Indonesia is one of the industrial companies engaged in automotive manufacturing located in KIM (Kawasan Industri Mitra Karawang), which began operating in 2015. In improving employee performance, PT Otsccon Safety Indonesia needs the performance of employees who can work optimally. To increase the productivity of performance in the company because by having high responsibility, achieving the company's vision, carrying out a comprehensive work plan, and daring to take the risks that will be faced, employee performance will increase, and the productivity of the company performance will also increase. Improving performance is by the II Company Regulation for the period 2018-2020.

A company or organization needs to improve performance by conducting a performance appraisal of the work of its employees. The following is the performance data at PT Otsccon Safety Indonesia for the period 2017-2019:

Table 1. Employee Performance of PT Otsccon Safety Indonesia

Year	Standard Performance Rate	Engineering	Finance	Manufacturing	HR & GA	Procurement	Marketing	PIC	QC
2017	0.63	0.61	0.58	0.66	0.62	0.63	0.55	0.61	0.61
2018	0.62	0.59	0.55	0.63	0.58	0.58	0.55	0.59	0.60
2019	0.99	0.97	1.00	0.99	1.00	0.93	0.93	0.99	0.99
Average	0.74	0.72	0.71	0.76	0.73	0.71	0.68	0.73	0.73

Source: PT Otsccon Safety Indonesia, 2022

The table above shows that employee performance has increased in eight departments at PT Otsccon Safety Indonesia. From all departments, the results showed that employee performance was categorized as good and increased in 2019, with a standard performance level reaching 0.99% and the average performance in 2017-2019 reaching 0.74%. In this case, it can be categorized as good, where the ability of employees can understand the training material well.

Maintaining and controlling motivation to stay awake is critical because motivation is the driving force behind every action taken by those who rely on it. If a person does not have a strong desire to achieve anything, he will not do it well. The company has positive motivations, such as providing employee benefits, salaries, compensation, and facilities. Meanwhile, for negative motivation, the company applies a system of sanctions to employees who violate the rules that have been agreed in the company. The following are the sanctions given by the company to employees who violate the rules [1].

Table 2. Sanctions for Employees of PT Otsccon Safety Indonesia

Year	Number of Warning Letters	Total Number of Employees	Percentage
2017	4	45	11.25%
2018	8	55	14.51%
2019	20	110	18.18%

Source: PT Otsccon Safety Indonesia, 2022

Table 2 above shows an increase in the provision of warning letters (SP) to 20 employees, with a total number of 110 employees in 2019 reaching a percentage of 18.18%. The work discipline factor causes this.

An organization's challenging aspect is how to make its employees work efficiently. Therefore, employees are required to be able to do their work according to their skills, but in reality, not all employees have the ability and work skills as expected by the organization. A person can work efficiently if the employee is capable and skilled and has a passion for working [2]. The purpose of on-the-job training is to improve unsatisfactory employee performance due to a lack of skills. Based on the background description above, the researcher is interested in taking the title "The Impact Gift of Motivation and Training on Employee Performance" [3].

Formulation of The Problem

Based on the above background, the formulation of the problem in this study:

1. How much influence partially motivation on the performance of employees of PT Otsccon Safety Indonesia?
2. How much influences partially employee training on the performance of employees of PT Otsccon Safety Indonesia?
3. How much influence simultaneously between motivation and training on the performance of employees of PT Otsccon Safety Indonesia?

Writing Purpose

Based on the background and the formulation of the problem, this study aims to:

1. Knowing how much influence partially motivation on the performance of employees of PT Otscon Safety Indonesia.
2. Knowing how much influence partially employee training on the performance of employees of PT Otscon Safety Indonesia.
3. Knowing how much influence there is between motivation and training on the performance of employees of PT Otscon Safety Indonesia.

The benefits of this research are expected to be used by companies as input and information in assessing employee performance and company conditions.

LITERATURE REVIEW

Work Motivation

Work motivation is the desire to act [4]. Everyone can be motivated by several different forces. Hamzah Uno suggests that as an indicator of work motivation as follows [5]:

1. Workplace Duty is the attitude that arises from the preparation and acceptance of a particular duty or mission.
2. Achievements are the ability of employees to achieve quality and quality results.
3. Self-development is the process or method of developing something existing to improve and refine it.
4. Acting Independently to act independently without being disturbed.

Employee Training

Training systematically improves skills and knowledge and is professionally conducted in the community. In measuring training variables, there are several indicators, namely:

1. Instructor, Training improves skills so the instructor selected to provide training materials must be practically qualified, professional, and technically competent.
2. Trainee, The trainee must be selected according to specific requirements and corresponding qualifications.
3. The Training Method, a way to ensure training matches the skills of trainees.
4. Training Material, human resources is a material or curriculum to achieve the human resources development goals achieved by the company.

5. Training Goals, training requires a set of goals, especially those related to the creation and setting of goals for the expected outcomes of the performed training of action plans.
6. Achievement, represents the degree of success in implementing activities, programs, or policies to achieve the goals, objectives, missions, and visions of an organization involved in developing an organization's strategic scheme.

Employee Performance

Performance is a description of the level of achievement of the implementation of an activity or program, or policy in realizing the goals, objectives, mission, and vision of the organization contained in the formulation of an organization's strategic scheme (strategic planning) [8]. As for knowing the performance, the dimensions and several indicators used by the employee performance indicators are as follows [9]:

1. The quantity of work can be seen from the performance and achievement of employee work targets.
2. The quality of this work is related to the form of output, such as skill, customer satisfaction, or initiative.
3. Punctuality can be seen in the level of employee attendance and employee obedience at work.

Hypothesis

The Effect of Motivation on Employee Performance

Maintaining and controlling motivation to stay awake is critical because motivation is the driving force behind every action taken by those who rely on it. If a person does not have a strong desire to achieve anything, he will not do it well [1].

Based on research entitled "The Effect of Work Motivation on Employee Performance (Employee Survey At PT AXA Financial Indonesia Sales Office Malang)," the results show that intrinsic motivation and extrinsic motivation simultaneously have a significant effect on employee performance at PT AXA Financial Indonesia, indicated by a significance value of F of 0.000, smaller than $D = 0.05$ ($0.000 < 0.05$) and able to contribute to the employee performance variable of 64.3% [3].

H1: There is a partial effect of motivation on the performance of employees of PT Otsccon Safety Indonesia

The Effect of Training on Employee Performance

For a company to succeed, talented human resources are needed in their fields and have good performance to support company goals. Job training aims to improve unsatisfactory employee performance due to a lack of skills [3].

Based on research entitled "The Effect of Job Training on Employee Performance at PT Padma Ardy Actuarial Jakarta." The results showed that the t-test obtained t arithmetic value (2.878) > t table (1.711) with a significance value of $0.008 < 0.05$, then H_a was accepted, and H_o was rejected, and the results of a simple linear regression test showed a positive beta coefficient value. The magnitude of the effect of job training on employee performance is 25.7%, and other variables influence the remaining 74.3% [11].

H2: There is a partial effect of training on employees' performance PT Otsccon Safety Indonesia

The Effect of Motivation and Training on Employee Performance

Based on research entitled "The Effect of Job Training and Work Motivation on Employee Performance at PT PCI Elektronik International (Study on Employees of PT PCI Elektronik International)." The results of this study partially show that the variables of job training and work motivation have a positive influence and are significant to employee performance. Moreover, the study's results simultaneously show that all independent variables positively and significantly influence employee performance [12].

H3: There is a partial effect of motivation and training on employees' performance PT Otsccon Safety Indonesia.

RESEARCH METHODS

Research Design

The research method used in this paper is descriptive and verified with quantitative research, namely by analyzing the numbers obtained from the survey results by distributing questionnaires to respondents. Descriptive analysis is used to analyze data by describing or describing the data that has been collected without the intention of making generally accepted conclusions or generalizations. The verification analysis intends to find out the research results related to the influence of motivation and training on the performance of employees of PT Otsccon Safety Indonesia. Verification analysis in this study includes path analysis and hypothesis testing.

Research Limitations

The research uses the field of management science. The field of management that is taken is human resource management. The research title is The Impact Gift of Motivation and Training on Employee Performance. This research was conducted on employees of PT Otsccon Safety Indonesia in Karawang Regency. The method in this study uses descriptive and verification methods. This research analysis tool uses SPSS Software For Windows.

Participants and Setting

The population in this study amounted to 110 respondents. Because the total population is 110 respondents, the authors take 100% of the total population at PT Otsccon Safety Indonesia to be used as a research sample. The sampling technique used in this study is saturated sampling, which is a sampling technique if the population members are used entirely as research samples.

Measurement

Use path analysis (path analysis) to analyze the relationships between the variables under investigation. Path analysis is used to analyze the pattern of relationships between variables to understand the direct or indirect effects of a set of independent variables on the dependent variable.

RESULTS

Descriptive Analysis

Table 3. Descriptive Analysis

Variable	Total Score	Average Score	Criteria
Work motivation	3.082	385	Well
Training	3.800	380	Well
Employee performance	3.488	387	Well

Source: Processed Primary Data, 2022

Descriptive analysis of all responses results from respondents' indicator variable motivation, employee training, and employee performance of PT Otsccon Safety Indonesia is presented in the table below.

Table 3 above shows the work motivation variable with a total score of 3,082 and an average score of 385 on good criteria. This research shows the provision of motivation at PT Otsccon Safety Indonesia has been running well. In comparison, the employee training variable obtained a total score of 3,800 with an average score of 385 on good criteria. This is the provision of training to employees of PT Otsccon Safety Indonesia has been running well. The employee performance variable shows a total score

of 3,488, with an average score of 387 on good criteria. This shows the performance of employees of PT Ostcon Safety Indonesia has been running well and needs to be improved again.

Path Analysis

SPSS 22 Based on data processing using software, the performance motivations for employees and the pass factor for training variables were determined. These results can be explained as follows.

Correlation of Motivation and Training

The correlation between work motivation and PT Otsccon Safety Indonesia employee training can be presented in the table below.

Table 4. Correlation of work motivation and training

		Correlations	
		Work motivation	Work training
Work motivation	Pearson Correlation	1	.708**
	Sig. (2-tailed)		.000
Work training	Pearson Correlation	.708**	1
	Sig. (2-tailed)	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Processed Primary Data, 2022

Based on the results of primary data processing with SPSS, the correlation coefficient between job motivation and vocational training was 0.708. From this, we can conclude that there is a link between work motivation and vocational training included in the robust category because it was found at intervals coefficient 0.6 – 0.79.

Impact of Motivation on Employee Performance

The following table shows how the direct contribution of work motivation variables to employee performance can be explained.

Table 5. The Effect of Motivation on Employee Performance

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.571	2.232		3.392	.001
	Work motivation	.349	.103	.319	3.396	.001

a. Dependent Variable: Employee Performance

Source: Processed Primary Data, 2022

Based on Table 6, we see that a value of t-count (3.396) > t-table (1.981) means that there is a partial impact on the motivation of PT Otsccon Safety Indonesia. The job motivation factor for employee performance is 0.319. The following table shows the direct and indirect effects of work motivational variables on employee performance variables.

Table 6. Effect Work Motivation on Employee Performance

Variable	Path Analysis Interpretation	Calculation	Amount of Influence
Work motivation (X1)	Direct influence on Employee Performance	0.3192	0.101
	Indirect influence to Employee Performance	0.319 x 0.465 x 0.708	0.105
Amount			0.206

Source: Processed Primary Data, 2022

Based on table 6 The above shows that the direct influence of work motivation is 10.1% and indirect work motivation on employee performance is 10.5% on employee performance. The total magnitude of the influence of the work motivation variable on employee performance is 20.6%.

The Effect of Training on Employee Performance

As for describing the magnitude of the direct contribution of the training variable to employee performance, it can be seen in the table below:\

Table 7. The Effect of Training on Employee Performance

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
1	(Constant)	7.571	2.232	3.392	.001
	Work training	.416	.084	.465	.000

a. Dependent Variable: Employee Performance

Source: Processed Primary Data, 2022

Based on table 7 shows that the value of t-count (4,953) > t-table (1,981) means that there is a partial effect between training on the performance of employees of PT Otsccon Safety Indonesia. The value of the training coefficient on employee performance is 0.465. The direct and indirect effects of training variables on employee performance can be seen in the table below.

Table 8. Effect Training on Employee Performance

Variable	Path Analysis Interpretation	Calculation	Amount of Influence
Training	Direct influence on Employee Performance	0.4652	0.216
	Indirect influence to Employee Performance	$0.319 \times 0.465 \times 0.708$	0.105
Amount			0.321

Source: Processed Primary Data, 2022

Based on table 8 shows that it is known that the direct effect of training is 21.6%, and the indirect effect of training on employee performance is 10.5% on employee performance. The total magnitude of the influence of the training variable on employee performance is 32.1%.

The Effect of Motivation and Training on Employee Performance

Path analysis design of work motivation variables and employee training on employee performance can be described as follows.

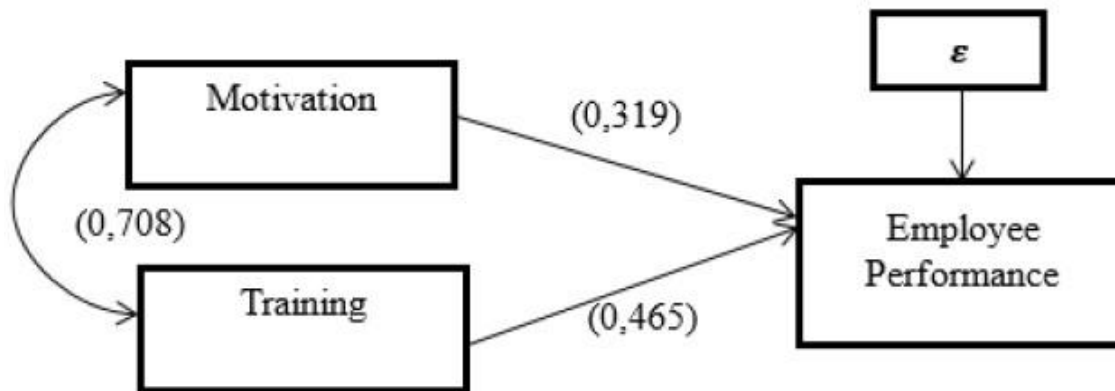


Figure 1. Path Coefficient of Motivation and Training on Employee Performance

Based on the picture above, it shows that the associative degree or path coefficient of the motivation variable (0.319) is lower than job training (0.465), meaning that job training has more influence on employee performance, and work motivation (0.378) is lower than job training (0.465), which means that work motivation also affects employee performance (Y). The direct and indirect influence of motivation and training variables on employee performance can be seen in the table below.

Table 8. Effect Training on Employee Performance

Variable	Coefficient	Direct Influence	Indirect Influence		Subtotal Effect
			X1	X2	
Work motivation	0.319	0.101	----	0.105	0.206
Work training	0.465	0.216	0.105	----	0.321
Total Influence					0.527
Effect of Other Variables ()					0.473

Source: Processed Primary Data, 2022

Table 8 above shows that the coefficient of work motivation is 0.319 and training is 0.465. The total effect caused by the direct influence of work motivation is 20.6%, and the direct effect of job training is 32.1%. The total indirect effect of work motivation and the indirect effect of job training is 10.5%. The total effect of work motivation and job training on employee performance is 52.7%. The influence of other variables outside the model is $1 - 0.527 = 0.473$ or 47.3%.

DISCUSSION

The Effect of Motivation on Employee Performance

Based on the hypothesis test results, it has been shown that there is a motivational impact on the performance of employees at PT Otscon Safety Indonesia. The impact of motivation on employee performance at PT Otscon Safety Indonesia is 20.6%.

Motivation as a trigger and driving force that moves employees to work harder and creates employee work enthusiasm that can trigger employee morale, so that they want to work together, work more diligently, work effectively and are integrated with all efforts to achieve job satisfaction and goals, which is done to the maximum [13]. Maintaining and managing motivation to stay awake is very important because motivation is the driving force for each individual that underlies them to act to do something [1]. Employees will not do work optimally if they do not have high motivation from within themselves to do work, if someone succeeds in achieving their motivation, then the person concerned tends to continue to be motivated. Conversely, if someone often fails to realize his motivation, then the person concerned will become desperate and result directly in a decrease in employee performance [14].

Keeping awake is very important because motivation is the driving force behind each individual to do something. A person will not do something optimally if he does not have high motivation to do it [1]. This research is in line with Rangga Mahardhika Djamhur Hamid Ika Ruhana. The results of the study show that intrinsic motivation and extrinsic motivation simultaneously have a significant effect on employee performance at PT. AXA Financial Indonesia [10].

The Effect of Training on Employee Performance

Based on the results of hypothesis testing, it shows that there is an effect of training on the performance of employees of PT Otsccon Safety Indonesia. The impact of training on the performance of employees PT Otsccon Safety Indonesia is 32.1%. To be successful in a company, you need talented employees in the field and good performance to help you achieve your corporate goals. The purpose of vocational training is to improve the unsatisfactory performance of employees due to lack of qualifications [3].

Companies must provide training programs for employees so that employees can improve their knowledge, abilities and skills in carrying out work so that employee performance increases. The existence of such training will create high employee performance so that it can support the success of the company. With adequate training programs, employees will understand and master in carrying out their profession. So that it can create benefits for the employees themselves and profits for the company [15]. The success of a good company requires human resources who are competent in their fields and have good performance to support the achievement of company goals. The purpose of job training is to improve employee performance that is unsatisfactory due to lack of skills [3]. Training can increase positive employee performance and increase employee knowledge and skills. Through training, employee performance can be measured as good or bad [16].

The results of this study are consistent with those of Sugiarti, Tuti Hartati, and Hafniza Amir. This survey shows that vocational training impacts employee performance by 25.7%, while other variables influence the remaining 74.3% [11].

The Effect of Motivation and Training on Employee Performance

Based on the hypothesis test results, it has been shown that there is a motivational and training impact on the performance of employees PT Otsccon Safety Indonesia. The combined effect of work motivation and vocational training on employee performance is 52.7%. The impact of other variables outside the study is 47.3%.

Employee 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. Training participants who do

not receive training in accordance with their duties and responsibilities and the desire for achievement of employees is low, it will affect the quality of work of employees, with this, employee performance will decrease. If the trainees are selected in accordance with their duties and responsibilities and simulate the results of their training directly on the job and the desire to excel which aims for the advancement of employees and the company can be improved, then employee performance will be achieved in accordance with predetermined company and organizational goals. Providing the right training program will encourage employees' desire to continuously improve performance in achieving company goals [17].

This study is consistent with Nur Rahmah Andayani and Priskila Makian study. The results of this study partially show that professional training and work motivation variables have a positive and significant impact on employee performance. The survey results also show that all independent variables positively and significantly impact employee performance [1][12].

CONCLUSION

Based on the research results and discussion of the conclusions in this study, there was a partial or simultaneous influence between motivation and training on employee performance. The magnitude of the partial effect of motivation on employee performance is 20.6%, while the effect of training on employee performance is 32.1%. The magnitude of the simultaneous influence of motivation and training on employee performance is equal to 52.7%. The influence of other research variables is 47.3%.

RESEARCH IMPLICATIONS FOR COMPANIES

Increased training programs for employees in the form of soft skills and hard skills training will support employee performance. This is because the training variable makes a major contribution to the performance of PT. Otsccon Safety Indonesia. The motivation given by the company to employees is in accordance with employee performance. For employees who perform well, the company provides bonuses and appreciation, while for employees who violate the rules that have been agreed with the company, they give warning letters to employees.

SUGGESION

Based on the conclusions above, if it is better PT Otsccon Safety Indonesia increased facilities and compensation to employees. The provision of proper employee motivation and training will affect employee performance.

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