

## THE IMPACT OF TRAINING AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE

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### ABSTRACT

The purpose of this research is to determine the impact of training and work motivation on employee performance at the Perum Damri Bandung Branch Office. The Statistical Package for the Social Sciences (SPSS) program is used in this type of research. Data collection methods such as questionnaires and interviews. The sample consisted of 47 Perum Damri Bandung Branch Office employees. Validity tests, reliability tests, multiple linear regression analysis, and statistical tests are used. According to the findings of statistical tests, training and work motivation have a positive impact on the performance of employees at the Perum Damri Bandung Branch Office.

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### 1. INTRODUCTION

Human Resource Management (MSDM) can be interpreted as a science that is applied in managing Human Resources (HR) and is one of the main elements of the organization in an effort to achieve the goals that have been set [1]. The role of HR develops along with changes and developments in the organization, science and technology, in this context HR plays an important role because as great and as sophisticated as the technology used is but is not supported by good human resources as the driving force, then the process will not be able to produce good output too. According to [2] states that the success or failure of an organization in realizing its goals is highly dependent on the human resources it has. HR is a key element in an organization because humans have different characteristics compared to other resources [3]. Therefore, company leaders need efforts to develop human resources so that they have good performance quality, so that performance productivity increases to achieve organizational goals [4].

There are various factors that affect employee performance such as training and work motivation in carrying out the work that has been given by the company. Bariqi (2020) says that job training is an effort to develop the abilities possessed by someone so that they have the skills and skills needed by companies to improve employee performance. According to [5] stated that training is a series of individual activities in systematically increasing skills and knowledge so that they are able to have professional performance in their field. Training is a learning process that allows employees to carry out current work according to standards [6]. Providing job training to employees is an effort to increase knowledge, skills, and behavior to contribute to increased performance thereby realizing company goals [7]. Based on the results of research from [8], [9],[10] indicate that there is a positive effect of job training on the level of performance of employees.

Apart from training, motivation also plays an important role in the level of discipline and employee performance [11]. [12] States that motivation is a condition that drives employees to be able to achieve the goals of their motives. Motivation given to employees has the goal of providing encouragement from within and outside so that employees have enthusiasm and increase their sense of responsibility for their work to the fullest [13]. For this reason, employee motivation needs to be increased so that employees can produce the best performance. Based on research results from [14] and [15] show that there is a positive influence between motivation on employee performance.

Employee performance is important in increasing employee productivity [16]. According to [17] states that performance is the achievement of work performance by an individual when carrying out the obligations given to him based on skills, experience, seriousness, and time. Meanwhile, [18] stated that performance means work results in quality and quantity achieved by an employee in carrying out his duties

in accordance with the responsibilities given to him. Employee performance is very important in increasing employee productivity at work and will determine the success of an organization or company [19].

Public transportation, such as buses, is a mode of transportation that until now exists and is relied on by the community, including in Bandung [20]. One of the public bus companies in Indonesia is a state-owned bus company, namely the Public Company of the Republic of Indonesia Motor Transport Department (PERUM DAMRI). To face competition in public transportation service companies that have sprung up in Bandung, Perum Damri Bandung Branch Office improves the quality of employee performance by conducting regular training and providing motivation to improve company services. Job training for employees at Perum Damri Bandung Branch Office in the form of mandatory training and supporting training. The company provides mandatory training, which is training given to new employees, while supporting training is training given to employees who are deemed to have expertise or skills that are still lacking. Training and work motivation provided to employees have the goal of being able to encourage passion and enthusiasm for work in achieving company goals [21], in this case Perum Damri Bandung Branch Office. In addition, training and work motivation are expected to create an atmosphere and good working relationships with colleagues, increase employee creativity and participation, and foster a sense of responsibility for the work that has been given by the company [22]. Training and work motivation provided to employees have the goal of being able to encourage passion and enthusiasm for work in achieving company goals [21], in this case Perum Damri Bandung Branch Office. In addition, training and work motivation are expected to create an atmosphere and good working relationships with colleagues, increase employee creativity and participation, and foster a sense of responsibility for the work that has been given by the company [23]. Training and work motivation provided to employees have the goal of being able to encourage passion and enthusiasm for work in achieving company goals [24], in this case Perum Damri Bandung Branch Office. In addition, training and work motivation are expected to create an atmosphere and good working relationships with colleagues, increase employee creativity and participation, and foster a sense of responsibility for the work that has been given by the company [25].

## **2. LITERATURE REVIEW**

### **2.1. Theoretical basis**

#### **Human Resource Management**

Human Resource Management (HRM) is a field that specifically studies human relationships and roles in corporate organizations [26]. Thus, the focus studied by HRM is only on issues related to human labor [27]. [15] explains that management can be interpreted as a process of coordinating work activities, so that work can be completed effectively and efficiently and through other people. According to [28] human resource management is a policy and training to meet employee needs or aspects contained in human resources such as management positions, employee procurement or recruitment, screening, training, compensation, and evaluating employee performance.

#### **Work training**

According to [29] training (training) is a process of improving employee work skills to help achieve company goals. For old employees, training is used as a basis for moving jobs usually, higher jobs will demand great responsibility so employees should attend training. Explained that training is learning provided in order to improve performance related to current work, so it can be concluded that training is not only to meet future needs but also to be used immediately to improve performance.

#### **Work motivation**

According to [30] stated that work motivation is a driving force for someone to do their job well, it is also a factor that makes the difference between success and failure in many ways and is a very important emotional energy for a new job. State that motivation describes how to encourage one's work enthusiasm, so that they want to work optimally by providing their abilities and expertise to achieve organizational goals. According to [31] states that motivation is a condition that drives employees to be able to achieve the goals of their motives.

#### **Employee performance**

According to [32] states that performance is the result of work achieved by a person based on job requirements. A job has certain requirements to be carried out in achieving goals which are also known as job standards. To determine whether employee performance is good or not, depending on the results of the comparison with the standard performance. Performance standard is the expected level of a particular job

to be completed, and is a comparison of the goals or targets to be achieved. [18]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.

## 2.2. Hypothesis

### Positive Influence of Job Training on Employee Performance

Training is one of the activities to improve the quality and performance of employees [33]. Training can help employees deal with new jobs that have never been done and trigger employees to have better performance than before. [34] States that employee development through education and training is an attempt to improve the technical, theoretical, conceptual, and moral abilities of employees so that they perform well and achieve optimal results. If there is no job training, then employees do not get comfort in carrying out work so that the work carried out by employees is not optimal and will affect employee performance [35]. Providing job training to employees is an effort to increase knowledge, skills, and behavior to contribute to improving performance thereby realizing company goals[7]. Based on research results from [36] show that there is a positive effect of job training on employee performance levels.

#### H1: Job Training Has a Positive Impact on Employee Performance

### Positive Influence of Work Motivation on Employee Performance

Motivation is a driving force for someone to be willing to carry out tasks and work as well as possible. Employees who have high work motivation will have a high sense of responsibility to work as well as possible. According to [37] that motivation is formed from the attitude (attitude) of employees in dealing with employee work situations. Explained that motivation is a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals. The level of motivation that exists within employees is very dependent on the level of needs to be fulfilled [38]. If employees are in an uncomfortable and lazy atmosphere without motivation, then employees do not get comfortable at work so performance is not optimal will affect employee performance. Motivation also has an important role in the level of discipline and employee performance[11]. Motivation given to employees has the goal of providing encouragement from within and outside so that employees have enthusiasm and increase their sense of responsibility for their work to the fullest [39]. For this reason, employee motivation needs to be increased so that employees can produce the best performance.

## 2.3. Research Model

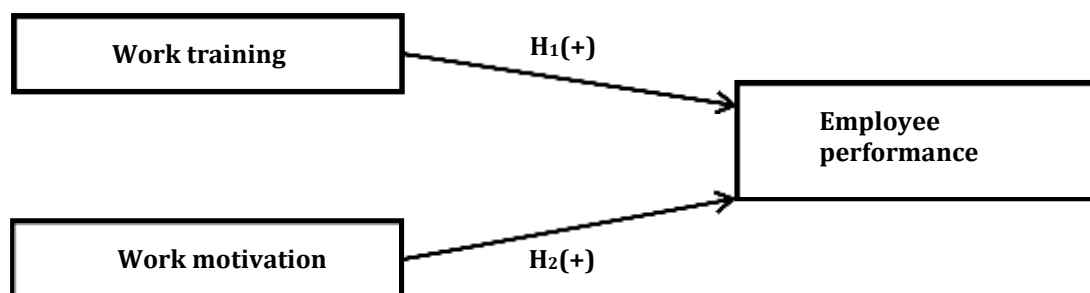


Figure 1. Research Model

## 3. METHODS

### 3.1. Population, Sample, and Sampling Method

The research population according to Weeks (2020) is a generalization area consisting of objects or subjects that have certain quantities and characteristics that are applied by researchers to study and then conclusions are drawn. The population in this study amounted to 91 employees of Perum Damri Bandung Branch Office. [40] States that the sample is part of the number and characteristics possessed by the population. The sampling technique in this study used non-probability sampling with the technique taken, namely purposive sampling. [41] Explained that the purposive sampling technique is a sampling technique with certain considerations that aim to make the data obtained from the results of the research conducted to be more representative. To determine the minimum sample size to be taken from the population at Perum Damri Bandung Branch Office, the Slovin formula is used. Based on the calculation results, the minimum number of samples to be taken in this study is 47 respondents.

### 3.2. Data Retrieval Method

According to [42] a questionnaire is a data collection technique that is carried out by giving a set of written questions to respondents to answer them. In this research, the questionnaire is a data processing by distributing questions to employees of Perum Damri Bandung Branch Office. This is to obtain information regarding responses related to research problems. The form of the questionnaire created is where the question material concerns the respondents' opinions regarding job training, work motivation, and employee performance. Assessment of scores on this questionnaire using a Likert scale of 1 to 5, where 1 to assess the answers strongly disagree, and 5 to assess the answers strongly agree. [43] Mentions that an interview is a meeting of two people to exchange information and ideas through questions and answers so that they can contribute meaning to a particular topic. At this stage the researcher conducted direct interviews with the leadership of Perum Damri Bandung Branch Office which aims to complete data regarding performance and work motivation experienced by employees.

### 3.3. Data analysis method

#### Validity test

Validity test is a test of the ability of a questionnaire so that it can actually measure what it wants to measure. The questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire [44]. The criteria used are valid or invalid seen from the r-count. If  $r\text{-count} > r\text{-table}$ , then question the indicator declared valid, and vice versa if  $r\text{-count} < r\text{-table}$ , then the indicator question is declared invalid. The job training variable has 10 indicators, the work motivation variable has 10 indicators, and the employee performance variable also has 10 indicators[19].

#### Reliability Test

The reliability test is used to determine whether the instrument, which in this case can be used more than once, at least by the same respondent, will produce consistent data. Testing the reliability or reliability of a research instrument is used to determine the consistency of measuring instruments in its use, an instrument is said to be reliable for measuring variables if it has a Cronbach's alpha value  $> 0.7$ .

#### Multiple Linear Regression Test

Multiple linear regression is used to determine the effect of several independent variables on one dependent variable [45]. In this study the analytical tool used is multiple linear regression analysis to examine the effect of job training (X1) and work motivation (X2) on employee performance (Y) with the following research model:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2$$

Information:

Y =

PerformanceEmployee

$\alpha$  = Constant

$\beta_1$  = Job Training Regression

Coefficient

$\beta_2$  = Regression Coefficient of Work

Motivation

X1 = Job Training

X2 = Work Motivation

#### Hypothesis testing

Hypothesis testing is used to find out whether the independent variables individually have an influence on the dependent variable [46]. The test was carried out using a significance degree of 0.05 ( $\alpha = 5\%$ ) on the basis of decision making as follows: a significance value  $< 0.05$ , then the hypothesis is accepted and vice versa.

## 4. RESULTS AND DISCUSSION

### Validity Test Results

Table 1. Validity Test Results

Indicator	R-Count	R-Table	Information
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PK1	0.759	0.284	Valid
PK2	0.582	0.284	Valid
PK3	0.663	0.284	Valid
PK4	0.667	0.284	Valid
PK5	0.772	0.284	Valid
PK6	0.534	0.284	Valid
PK7	0.798	0.284	Valid
PK8	0.723	0.284	Valid
PK9	0.578	0.284	Valid
PK10	0.569	0.284	Valid
MK1	0.474	0.284	Valid
MK2	0.769	0.284	Valid
MK3	0.586	0.284	Valid
MK4	0.601	0.284	Valid
MK5	0.728	0.284	Valid
MK6	0.599	0.284	Valid
MK7	0.763	0.284	Valid
MK8	0.634	0.284	Valid
MK9	0.672	0.284	Valid
MK10	0.450	0.284	Valid
KK1	0.490	0.284	Valid
KK2	0.673	0.284	Valid
KK3	0.816	0.284	Valid
KK4	0.797	0.284	Valid
KK5	0.693	0.284	Valid
KK6	0.705	0.284	Valid
KK7	0.764	0.284	Valid
KK8	0.677	0.284	Valid
KK9	0.591	0.284	Valid
KK10	0.524	0.284	Valid

Based on table 1 above, it can be seen that all variable indicators in this study are declared valid because they have a greater r-count value than r-table. Furthermore, it can be concluded that 30 indicators of job training (PK), work motivation (MK), and employee performance (KK) variables can be used in subsequent data processing.

### Reliability Test Results

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Information
Work training	0.850	Reliable
Work motivation	0.826	Reliable
Employee performance	0.864	Reliable

Based on table 2 it can be seen that the Cronbach's alpha values for job training, work motivation, and employee performance variables are (0.850), (0.826), and (0.864) greater than 0.7. Therefore it can be concluded that all variables are declared reliable.

### Multiple Linear Regression Test Results

Table 3. Multiple Linear Regression Test Results

Model	Unstandardized Coefficient		Standardized Coefficient	Sig.
	B	std. Error	Betas	
(Constant)	6,601	3,817		0.091
Work training	0.371	0.120	0.395	0.003
Work motivation	0.462	0.126	0.466	0.001



Based on table 6, the multiple linear regression model can be seen as follows:

$$Y = 6.601 + 0.395X_1 + 0.466X_2$$

- The value of  $\alpha$  (constant), which is 6.601, has meaning if there is no job training variable ( $X_1$ ) and work motivation ( $X_2$ ), then the employee performance variable ( $Y$ ) remains 6.601.
- The value of the regression coefficient of the job training variable ( $X_1$ ) of 0.371 means that there is a positive influence between the job training variable ( $X_1$ ) on employee performance variable ( $Y$ ). Thus if the job training variable ( $X_1$ ) increases, employee performance also increases by 0.371.
- The regression coefficient value of the work motivation variable ( $X_2$ ) of 0.462 means that there is a positive influence between work motivation variables ( $X_2$ ) on employee performance variables ( $Y$ ). Thus if work motivation increases, then employee performance also increases by 0.462.

### Hypothesis Test Results

Table 4. Hypothesis Test Results

Model	Unstandardized Coefficient		Standardized Coefficient	Sig.
	B	std. Error	Betas	
(Constant)	6,601	3,817		0.091
Work training	0.371	0.120	0.395	0.003
Work motivation	0.462	0.126	0.466	0.001

Based on the results of hypothesis testing in table 7, it can be concluded that:

- Job training variable ( $X_1$ ) has a coefficient value of 0.371 and a significance value of  $0.003 < 0.05$ . This means that there is a positive influence between job training variables ( $X_1$ ) on employee performance variables ( $Y$ ). Thus, the first hypothesis which says there is a positive effect of job training on employee performance is accepted.
- Work motivation variable ( $X_2$ ) has a coefficient value of 0.462 and a significance value of  $0.001 < 0.05$ . This means that there is a positive influence between the work motivation variable ( $X_2$ ) on employee performance variable ( $Y$ ). Thus, the second hypothesis which says there is a positive influence of work motivation on employee performance is accepted.

### Discussion

#### Positive Influence of Job Training on Employee Performance

This study examines the effect of job training on employee performance at Perum Damri Bandung Branch Office. The results of this study show a coefficient value of 0.371 with a significance value of 0.003. The first hypothesis which says that job training has a positive effect on employee performance is accepted.

Employee performance is defined as the level of completion of an employee's tasks that reflects how to achieve the individual requirements of the job [47]. However, there are many factors that affect employee performance such as satisfaction, motivation, stress, leadership, organizational commitment, organizational culture, job training, and so on. Training is an activity that aims to develop employee skills and convey the latest information and knowledge achieved for organizational goals [48]. In addition, training is one of the main keys to increasing the level of work efficiency and employee performance which leads to higher productivity of the company [49].

Furthermore, according to [50] the basis for the training process is the delivery of certain information and skills from a group of trainees through the contact training method. The purpose of the training process is to provide knowledge, skills, and influence individual behavior to increase productivity levels in the workplace [51]. In addition, according to [52] training has several effects on employee performance such as improving employee performance, strengthening employee relations, improving employee attitudes, developing a sense of belonging, loyalty to the organization, reducing absenteeism, and employee turnover. In connection with the results of research on the effect of employee training on employee performance,

#### Positive Influence of Work Motivation on Employee Performance

This study examines the effect of work motivation on employee performance at Perum Damri Bandung Branch Office. The results of this study show a coefficient value of 0.462 with a significance value

of 0.001. The second hypothesis which says that work motivation has a positive effect on employee performance is accepted.

Motivating employees can be done by a leader by providing opportunities for employees to participate in decision making, creating a harmonious atmosphere, working relationships of mutual trust and respect. A leader must realize that human resources are the key factor that has the greatest influence on company productivity [53]. There is a relationship between motivation and employee performance, where this relationship has a positive effect, which means that if employees get high work motivation from superiors and colleagues, it will improve the employee's performance in the organization [54]. Work motivation can be measured by three indicators, namely individual needs, personal preferences, and the work environment is strongly suspected of having a correlation with employee performance (Mitchell, 2017). Motivation is something that is needed by employees, if this is fulfilled, then employees will focus more on their duties and responsibilities to achieve company goals [55]. The results of this study are supported by previous research from [56][14]

Wahyuni et al. (2019) which shows that there is a positive influence of work motivation on employee performance.

## 5. CONCLUSION

Based on the results of research on the effect of training and work motivation on employee performance at Perum Damri Bandung Branch Office, it can be concluded that the first hypothesis which states job training has a positive effect on employee performance is accepted. Then the second hypothesis which states that work motivation has a positive effect on employee performance is accepted.

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