

EMPLOYEE MOTIVATION: THE ROLE OF EFFECTIVE TRAINING PROGRAM, JOB SATISFACTION AND REWARD MANAGEMENT SYSTEM

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ABSTRACT

This study aims to analyze the effect of effective training programs, job satisfaction and reward management systems on work motivation at BPR Kendali Artha. Collecting data using a questionnaire with a Likert scale and primary data. The sample is the entire population, namely 86 employees as respondents. Data processing uses SPSS with multiple linear regression tests. The results show that the effective training program has no effect on work motivation so that the hypothesis is rejected. Job satisfaction has a significant positive effect on work motivation so that the hypothesis is accepted and the Reward management system has a significant positive effect on work motivation so that the hypothesis is accepted. Variations in the magnitude of work motivation can be explained by the variables of effective training programs, job satisfaction, and reward management systems. While the rest is explained by other variables not included in the study. These results are expected to be taken into consideration by BPR Kendali Artha in formulating a policy.

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1. INTRODUCTION

Work productivity will be greatly influenced by employee motivation, this is related to encouragement, attitude, and enthusiasm that comes from within the human person. High or low levels of employee motivation will affect the productivity of the company. Because of motivation, it will encourage the performance of an organization (both in the comfort of team/group work and in the comfort of individual work) to become more advanced or speed up the process of completing tasks and responsibilities in work to achieve its goals (1). One of the factors that can encourage increased HR productivity is an effort to increase adequate work motivation, such as meeting both external needs (fulfillment of primary needs, food, clothing, and adequate housing and environment) and internal needs (employees' desire to place himself in a satisfying career position). It is realized that one of the main reasons for someone to become an employee or work in an organization is the desire to meet the needs of their daily life or in other words their economic needs and the need for achievement that gets recognition from society. The certainty of receiving wages or salaries periodically means that the economic security of the family that they are dependent on, as well as career development as a need to actualize their abilities and potential (2).

The phenomenon that occurs at BPR Kendali Artha, which the author gets through the board of directors, is that most employees lack good work motivation. Out of a total of 86 employees, there were 50 employees whose work motivation was unclear at the time of the assessment by the HR (human resource) team. This means that 58.14% of employees are unable to explain their work motivation properly, only 41.86% can explain their work motivation. Seeing this phenomenon, researchers feel the need to analyze what determinants can affect work motivation. According to Hussain effective training programs, job satisfaction and reward management systems can affect work motivation (1). An effective training program is the process of teaching new or existing employees the basic skills they need to perform their jobs. Training aims to equip, improve, and develop work competencies in order to improve capabilities, productivity and welfare (3). Hussain's previous research (1) proved that the effective training program had a positive effect on work motivation, but different results were shown by (4) (5) found no impact of changes in the effective training program on work motivation.

The next factor is job satisfaction, job satisfaction is the result of employees' perceptions of how well their work provides things that are seen as work or work experience (6). Job satisfaction shows the

general attitude of an individual towards his work. A person with a high satisfaction attitude shows a positive attitude towards work, someone who is dissatisfied with his job shows a negative attitude towards the job (7). The results of previous research proved that job satisfaction can trigger an increase in work motivation (1) (8) (4), but found no relationship between job satisfaction and work motivation (2) (9). The last factor is the reward management system, the reward management system is appreciation to employees for their performance. implementing strategies or policies to reward employees for achievement and success in a fair and consistent manner. By giving awards for their work, it will make employees feel valued and more motivated so that they can increase motivation, productivity and organizational progress (8) (1) (4) (9) proves that there is a positive influence between the reward management system and work motivation. Different results were shown the reward management system has a positive effect on work motivation (8).

Literature Review

Effective Training Program

An effective training program is defined as a planned engagement intended to enhance individual performance (10). Employee training is an important Human Resource Management (HRM) activity. As job demands change, employee abilities must change too. According to Dessler, training is the process of teaching new or existing employees the basic skills they need to carry out their jobs. Training aims to equip, improve, and develop work competencies in order to increase capabilities, productivity and welfare (3).

Job Satisfaction

Job satisfaction is the result of employees' perceptions of how well their work provides things that are seen as work or work experience (6). Job satisfaction shows the general attitude of an individual towards his work. A person with a high satisfaction attitude shows a positive attitude towards work, someone who is dissatisfied with his job shows a negative attitude towards the job (7). Job satisfaction is job satisfaction enjoyed in work that gets praise, work results, placement, treatment, equipment and a good work environment (11).

Reward Management System

Reward management system is an appreciation to employees for their performance. implementing strategies or policies to reward employees for achievement and success in a fair and consistent manner. By giving awards for their work, it will make employees feel valued and more motivated so as to increase motivation, productivity and organizational progress.

Work Motivation

Motivation is something that is contained in humans to carry out an activity or work. Motivation is divided into two, namely motivation that arises from within oneself and from outside the individual himself. Kompri says that motivation can also be interpreted as a person's strength or (energy) that can generate a level of persistence and enthusiasm for carrying out an activity both within the individual himself (intrinsic motivation) and from outside the individual (extrinsic motivation). Giving rewards according to their performance can help employees to work harder (12).

Research Hypothesis

Based on the problem formulation and conceptual framework above, the research hypothesis put forward by the researcher is as follows:

1. Effect of Effective Training Program on Work Motivation

If the perception of training is getting better, it will have a direct effect on increasing motivation. This research is in accordance with the opinion of MC Gehee which states that trainers must be able to motivate employees so that they are able to achieve optimally and disseminate responses related to a series of training materials (13).

Training must have reinforcement to generate positive responses from participants and use the concept of behavior formation (13). According to Wexley and Yulk training and development are terms related to planned efforts organized to achieve mastery of skills, knowledge and attitudes of employees or members of the organization. The training provided to employees is able to increase employee motivation (15).

According to Siagian the benefits of training include not only increasing work productivity but also creating a harmonious relationship between superiors and subordinates, this can increase employee motivation (14). An empirical study that also supports this research was conducted by Hussain (1). So the hypothesis is formulated as follows:

H1 : Effective Training Program Has a Positive Impact on Work Motivation.

2. The Effect of Job Satisfaction on Work Motivation

Job satisfaction is the result of employees' perceptions of how well their work provides things that are seen as work or work experience (6). Job satisfaction shows the general attitude of an individual towards his work. A person with a high satisfaction attitude shows a positive attitude towards work, someone who is dissatisfied with his job shows a negative attitude towards the job (7). The results of previous research prove that job satisfaction can trigger an increase in work motivation (1) (8) (4). So the hypothesis is formulated as follows:

H2: Job Satisfaction Has a Positive Effect on Job Satisfaction.

3. Effect of Reward Management System on Work Motivation

Reward management system is an appreciation to employees for their performance. implementing strategies or policies to reward employees for achievement and success in a fair and consistent manner. By giving awards for their work, it will make employees feel valued and more motivated so as to increase motivation, productivity and organizational progress. Giving rewards according to their performance can help employees to work harder. Hussain, Fajrina, Kurniawan proves that there is a positive influence between the reward management system and work motivation (1) (4) (9). Different results were shown by Rahayu the reward management system has a positive effect on work motivation (8). So the hypothesis is formulated as follows:

H3: Reward Management System Has a Positive Influence on Work Motivation.

2. METHOD

The population in this study were all BPR Kendali Artha employees. Determining the sample using the Census sampling technique (saturated sampling), which is a sampling technique when all members of the population are used as samples (16). The number of samples in this study obtained as many as 86 employees who were used as research samples as respondents. The questionnaire was used as a data collection tool with closed questions using five Likert scales. Data processing using the SPSS software analysis tool. The research instrument test used the validity test of factor analysis and the Cronbach alpha reliability test. Test the research model using the f test and the coefficient of determination. Influence test with multiple linear regression test with the equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Information:

Y = Work Motivation

α = Constant

β_1-3 = Regression Coefficient

X1 = Effective Training Program Variable

X2 = Job Satisfaction Variable

X3 = Reward Management System Variable

e = Standard Error

3. RESULT AND DISCUSSION

Descriptive Statistical Test Results

Table 1. Results of Descriptive Statistics

No	Department	Total	Percentage
1	Never	39	45.3 %
2	1 - 2 times	24	27.9 %
3	3 - 4 times	20	23.3 %
4	5 - 6 times	2	2.3 %
5	More than 6 times	1	1.2 %
	Grand Total	86	100%
No	Working Time	Total	Percentage
1	< 1 year	29	33.7 %
2	1 - 2 years	5	5.8 %
3	2 - 3 years	29	33.7 %
4	> 3 years	23	26.7 %
	Grand Total	86	100,0 %
No	Age	Total	Percentage
1	< 20 years old	2	2.3 %
2	20 - 30 years old	60	69.8 %
3	31- 40 years old	13	15.1 %

4	41- 50 years old	7	8.1 %
5	> 51 years old	4	4.7 %
	Grand Total	86	100,0 %
No	Gender	Total	Percentage
1	Man	27	31.4 %
2	Woman	59	68.6 %
	Grand Total	86	100,0 %
No	Education	Total	Percentage
1	Senior High School	55	64.0 %
2	D3	1	1.2 %
3	S1	30	34.9 %
4	S2	-	-
5	S3	-	-
	Grand Total	86	100,0 %
No	Take Home Pay	Total	Percentage
1	< Rp. 2 M	34	39.5 %
2	Rp. 2 M - Rp. 3 M	32	37.2 %
3	Rp. 3 M - Rp. 5 M	10	11.6 %
4	Rp. 5 M - Rp. 7 M	10	11.6 %
	Grand Total	86	100,0 %

There were 39 employees who had never attended training organized by BPR Kendali Artha or 45.3%, while only 1 employee received more than 6 trainings (1.2%). This proves that the majority of employees still do not receive related training to improve their skills at work. There were 29 employees with less than 1 year and 2-3 years of service or 33.7% each, then employees with 1-2 years of service had the least frequency of 5 employees or 5.8%. Employees are dominated by the age of 20-30 years as many as 60 employees (69.8%). Then the fewest positions are employees with age less than 20 years as many as 2 employees (2.3%).

The number of male employees is 27 people or 31.4%, while the number of female workers is 59 people (68.6%). It can be concluded that the number of female employees is more than that of men. Most of the employees have high school/vocational high school education with a total of 55 people (64.0%), and the least is Diploma, which is only 1 person (1.2%). Meanwhile, there were no employees with Masters and Doctoral degrees. It can be concluded that the majority of workers at BPR Kendali Artha have the last education at SMA/SMK equivalent. Many earn income of < Rp. 2,000,000, - as many as 34 people with a percentage (39.5%), while the lowest income is Rp. 3,000,000, - up to Rp. 5,000,000 and Rp. 5,000,000, - up to Rp. 7,000,000 frequency 10 people with a percentage (11.6%).

Validity Test

Table 2 Validity Test Result

Variabel	KMO	Indikator	Component Matrix	Keterangan
Effective Training Program (X1)	0.889	X1.2	0.735	Valid
		X1.3	0.738	Valid
		X1.4	0.832	Valid
Job Satisfaction (X2)		X2.1	0.770	Valid
		X2.2	0.882	Valid
		X2.3	0.761	Valid
Reward Management System (X3)		X2.4	0.748	Valid
		X3.1	0.796	Valid
		X3.2	0.824	Valid
		X3.3	0.760	Valid
Job Motivation (Y1)	X3.4	0.751	Valid	
	Y1.1	0.855	Valid	
	Y1.3	0.825	Valid	
		Y1.5	0.832	Valid

Variabel	KMO	Indikator	Component Matrix	Keterangan
		Y1.6	0.834	Valid

Source : Primary data processed, 2023

The KMO value of each research variable is greater than 0.50, which means that the required sample has been fulfilled. Except for indicators X1.1, Y1.2 and Y1.4 with values that do not appear or are less than 0.4, these indicators need to be removed from the model and tested for validity again without these indicators. So that the KMO value and component matrix are obtained as shown in the table above. In addition, the value of the matrix component of each indicator has shown to be greater than 0.4 so that all indicators can be said to be valid and feasible to be used as instruments in research.

Reliability Test

Table 1 Reliability Test Results

Variable	Standart Alpha	Cronbach's Alpha	Information
Effective Training Program (X1)	0,7	0.779	Reliable
Job Satisfaction (X2)	0,7	0.766	Reliable
Reward Management System (X3)	0,7	0.704	Reliable
Job Motivation (Y1)	0,7	0.798	Reliable

Source : Primary data processed, 2023

The Reliability Test is used to determine the reliability of the instrument items before data collection is held using Cronbach Alpha. A variable is said to be reliable, if it gives a Cronbach Alpha value > 0.70 (17). It can be seen in the table below the results of reliability testing in this study with the SPSS 25 program. Effective Training Program variable of 0.779, Job Satisfaction of 0.766, Reward Management System of 0.704 and Work Motivation of 0.798 has a Cronbach's Alpha value of more than 0.6 so it can be concluded that for the variables Effective Training, Job Satisfaction, Reward Management System, and Job satisfaction it is declared reliable or consistent over time.

Linear Regression Analysis

In consideration of multiple linear regression analysis can be included in the regression equation as follows:

$$Y = 0,004 X1 + 0,360 X2 + 0,631 X3 + e$$

Based on the regression equation above, it can be perceived that :

1. Effective Training Program variable of 0.779, Job Satisfaction of 0.766, Reward Management System of 0.704 and Work Motivation of 0.798 has a Cronbach's Alpha value of more than 0.6 so it can be concluded that for the variables Effective Training, Job Satisfaction, Reward Management System, and Job satisfaction it is declared reliable or consistent over time.
2. The Job Satisfaction variable has a Standardized Coefficients value of 0.360 (Positive) which means that Job Satisfaction has a significant positive influence on Work Motivation. Sig value 0.011 < 0.05, so when there is a change in the Job Satisfaction variable, it has an impact on changes in Work Motivation.
3. The Reward Management System variable has a Standardized Coefficients value of 0.631 (Positive) which means that the Reward Management System has a significant positive influence on Employee Motivation. The Sig value is 0.000 < 0.05, so when there is a change in the Reward Management System variable, it has an impact on changes in Work Motivation.

Hypothesis Test (t Test)

Statistical test t basically shows how far the influence of one independent variable individually is in explaining the variation of the dependent variables persially. The following test results can be seen in table 2

Table 2 Hypothesis Test Results (t Test)

No	Hypothesis	Beta	Sig.	Information
1	Effective Training Program to Work Motivation	0,004	0,976	Hypothesis 1 Decline
2	The Job Satisfaction to Work Motivation	0,360	0,011	Hypothesis 2 Accepted
3	The Reward Management System to Work Motivation	0,631	0,000	Hypothesis 3 Accepted

Source : Primary data processed, 2023

Discussion

The results showed that the Influence of Effective Training Program (X1), Job Satisfaction (X2), Reward Management System (X3) on Work Motivation (Y) of BPR Kendali Artha showed the following

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research results:

The Influence of Effective Training Program on Work Motivation

Effective Training Program has no effect on Work Motivation. When the training program at BPR Kendali Artha is running effectively marked by an increase in the competence of both soft skills and hard skills of employees, it cannot directly cause an increase in work motivation in employees, this indicates that the training in question is not able to encourage high employee motivation. This result is not in line with the expression that if the perception of training is getting better, it will have a direct effect on increasing motivation. Mangkunegara (13) which states that trainers must be able to motivate employees so that they are able to achieve optimally and disseminate responses related to a series of training materials. The research results are supported by Lawren (5) and Fajrina (4) which prove that there is no relationship between the Effective Training Program and Work Motivation.

The Influence of Job Satisfaction on Work Motivation

Job satisfaction has a positive and significant influence on work motivation. The higher the level of employee job satisfaction, the more motivating employees are to have high work motivation. Job satisfaction is the result of employees' perceptions of how well their work provides things that are seen as work or work experience (6). According to Robbins & Coulter (7) job satisfaction shows the general attitude of an individual towards his work. A person with a high satisfaction attitude shows a positive attitude towards work, someone who is dissatisfied with his job shows a negative attitude towards the job. The results of this study are supported by Hussain (1), Rahayu (8), Fajrina (4) proving that job satisfaction can trigger an increase in work motivation.

The Influence of Reward Management System on Work Motivation

Reward management system or reward management system has a significant positive effect on work motivation. When the reward system in an organization is high according to employees, it can trigger an increase in work motivation for employees. Reward management system can be in the form of appreciation to employees for their performance. implementing strategies or policies to reward employees for achievement and success in a fair and consistent manner. By giving awards for their work, it will make employees feel valued and more motivated so as to increase motivation, productivity and organizational progress. Giving rewards according to their performance can help employees to work harder. The results of this study are in line with Hussain (1), Fajrina (4), Kurniawan (9) proving that there is a positive influence between the reward management system and work motivation.

4. CONCLUSION

Effective training program has no effect on work motivation. Job satisfaction has a significant positive effect on work motivation. Reward management system has a significant positive effect on work motivation. The theoretical implication is that the effectiveness of the training program held at BPR Kendali Artha has not been proven to significantly change work motivation. There are still several obstacles in formulating the right training program which is expected to increase the employee's desire to work as optimally as possible (work motivation). Whereas if an employee has high job satisfaction it can stimulate the growth of employee motivation, so does the reward management system or the reward system implemented at BPR Kendali Artha for its employees is proven to be able to make employees more motivated to work. The practical implication of the research is that the results of this research serve as input for the managerial and board of directors of BPR Kendali Artha for consideration in the formulation of policies related to employee training programs (effective training programs). In order to increase work motivation, superiors can stimulate it by increasing job satisfaction and reward management systems or reward systems that are in line with what employees expect.

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