


The Effect Of Perception Of Training Results And Work Motivation On Frontliners Employee Performance At PT Mass Rapid Transit Jakarta (PERSERODA)

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Article Info	ABSTRACT
Keywords: Perception of Training Results, Work Motivation, Employee Performance	This study aims to analyze the influence of the perception of training results and work motivation on the performance of frontliner employees at PT Mass Rapid Transit Jakarta (Perseroda). The research method used is a quantitative method. The sampling method employed is non-probability sampling, with the accidental sampling technique. To determine the sample size, the author used the Slovin formula. The sample size taken was 98 respondents. The measurement tool used was a questionnaire. The analysis technique used was multiple linear regression analysis. The research results show that partially, the variable of perception of training results does not have a positive and significant effect on the performance of frontliner employees at PT Mass Rapid Transit Jakarta (Perseroda). However, the variable of work motivation partially has a significant and positive effect on the performance of frontliner employees at PT Mass Rapid Transit Jakarta (Perseroda). Simultaneously, the variables of perception of training results and work motivation significantly affect the performance of frontliner employees at PT Mass Rapid Transit Jakarta (Perseroda).
This is an open access article under the CC BY-NC license 	Corresponding Author: Sandy Ricky Kurniawan Fakultas Manajemen dan Bisnis Universitas Mitra Bangsa Jl. Raya Tanjung Barat No.11 Pasar Minggu, Jakarta Selatan DKI Jakarta, Indonesia s_ricky_k@yahoo.com

INTRODUCTION

According to an article in (Azizah, 2023), MRT Jakarta is one of the transportation with the highest level of passenger satisfaction. In fact, the value outperforms aviation services. It can also be seen from the article (MRT Jakarta, 2022), that the value of the customer satisfaction index (CSI) of MRT Jakarta increased in 2022 compared to 2021. In 2021, the CSI value of MRT Jakarta was recorded at 88.29 and in 2022 it increased to 88.32. This is based on an analysis by Ipsos Market Research. The survey also compares the overall CSI values of companies in various other transportation industries such as aviation and ride hailing. As a result, the value of CSI MRT Jakarta looks comparable to the aviation transportation sector which is known to have good standards in customer service.

According to (MRT Jakarta, 2019), it is explained that all station staff are responsible for providing safe, reliable, and comfortable transportation services for passengers. The

responsibilities and authority of the SFO & TSO Frontliners are set out in the job description, as follows:

- a. Follow KOMPAK
- b. Perform handovers between shifts
- c. Selling tickets at SFO
- d. Fully responsible for counter transactions starting from the receipt of capital funds, transaction execution, and interim closing/closing
- e. Receipt of found goods and loss reports
- f. Troubleshooting PG, TOM, and TVM under the supervision of Station Staff
- g. Interim Closing/Closing TVM
- h. Providing information to passengers
- i. Evacuate passengers under the guidance of the Station Manager.

The Frontliners development program at PT MRT Jakarta is managed by the Station Service Department and the station team. The Station Service Department and the station team forge every Frontliners employee to be ready to be an effective public servant and able to work according to their functions to achieve the company's goals.

With the many training programs organized by the company, ideally the competence of employees will increase. The more employee competence increases, the higher the employee's performance. The higher the performance of employees, the better the company's performance will be. This is in line with the results of research (Prasetyo & Relawan, 2017) that training and education have a direct and positive effect on employee performance.

Based on observations in the field, the opposite happens, even though they have participated in a lot of training, it is still often found that the performance of workers is not in accordance with the standards and expected results such as indiscipline and lack of professionalism. Some frontliners employees have not mastered technical things in the field so that they do not provide optimal results. This condition can be seen in passenger complaints related to human resources always ranking in the top 5 in the 2021-2023 period.

Training activities continue to increase, but passenger complaints related to human resources have always ranked in the top 5 over the last 3 years. This contradictory condition encourages researchers to examine what is actually a predictor of individual employee performance. Whether the training that has been carried out by the Station Service Department is really a predictor of individual employee performance.

This research will be conducted in the frontliners position group. The frontliners position group is a position that shows the duties, responsibilities, authority, and rights of a person in an organizational unit that in carrying out their duties is based on certain expertise and/or skills and is independent. Research on the frontliners employee group is very important to do considering that these implementing workers are directly related to the main tasks in an organization. From direct observation in the field, there are also many implementing employees whose performance has not met expectations. Even though this group of implementing employees has a big role in the success of the company, no matter how good the policy is, the key to its success remains in how it is implemented. The quality of the

performance of this implementing group can also be a benchmark for the performance of structural groups.

The training carried out by the Station Service Department consists of 2 categories, namely: 1) external training guided by speakers from outside the company; 2) in-house training, which is training that is determined according to the needs of the unit at PT MRT Jakarta with speakers from within the company. This study selects participants who have participated in in-house training because the material in the training is very much needed and supports the tasks of workers in the company.

METHODS

Based on the type of data and analysis, this study uses a quantitative approach method, which emphasizes testing theories through measuring research variables with numbers and conducting data analysis with statistical procedures. The data used in this study was obtained by distributing questionnaires to Frontliners employees of PT MRT Jakarta.

This study is intended to test the hypothesis that has been proposed by looking for the influence of the independent variable (X1), namely the Perception of Training Results and Work Motivation (X2) on the bound variable (Y), namely Employee Performance. More specifically, the type of quantitative research used in this study includes descriptive and associative research on causal relationships.

The sampling technique in this study is non-probability sampling, which is a sampling technique that does not provide the same opportunity/opportunity for each element or member of the population to be selected as a sample. The sub-sample used by the author is accidental sampling, which is a technique for determining samples based on chance, that is, anyone who accidentally meets the researcher can be used as a sample, if it is considered that the person who happens to meet is suitable as a source of data (Sugiyono, 2017).

The data used in this study is primary data, namely data obtained directly by researchers from the original source. According to (Sekaran & Bougie, 2017), primary data can be in the form of the opinion of the subject (person) individually or in groups, the results of observations of an object (physical), events or activities, and test results. The data collection technique in this study is using a questionnaire.

The primary data in this study was obtained directly through the distribution of questionnaires to frontliners employees at PT MRT Jakarta who have participated in in-house training in 2023.; According to (Sugiyono, 2018) a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to be answered. This study uses a direct and closed question, which is a questionnaire that wants an answer about the respondent and the answer has been provided by the researcher so that the respondent only needs to choose. The selection of this question method will make it easier for respondents to make quick decisions in answering the questions given.

RESULTS AND DISCUSSION

Results of the Classic Assumption Test

The results of the normal graph show a pattern of distribution of points around the diagonal line and follow the direction of the diagonal line, which indicates that the regression model meets the assumption of normality. Based on the results of the study obtained, it is known that the tolerance value is $0.421 < 1$ and the VIF value is $2.374 < 10$, so it can be said that the multiple linear regression equation in this study does not show symptoms of multicollinearity. Based on the results of the heteroscedasticity test, it can be seen that there are no points that form a certain pattern that is orderly, and the points in the scatterplot above are randomly spread above or below the number 0 on the y-axis. This means that there is no heteroscedasticity problem. Based on the results of the heteroscedasticity test, it can be seen that there are no points that form a certain pattern that is orderly, and the points in the scatterplot above are randomly spread above or below the number 0 on the y-axis. This means that there is no heteroscedasticity problem.

Test Results of Research Instruments (Validity and Reality Test)

In accordance with Pearson's "product moment correlation" with the confidence level of 95% ($\alpha = 0.05$) required in each statement item, it can be seen from the results of the validity test in table 5.25, table 5.26 and table 5.27 that all research variable items have r calculation $>$ table which is at a significant level of 95% ($\alpha = 0.05$) and $n = 98$ obtained r table = 0.202, So it can be said that the entire research variable item is valid to be used as an instrument in the research or the questions asked can be used to measure the variables being studied.

The reliability testing technique of the item uses the alpha cronbach method. The results of the reliability test obtained an Alpha coefficient value for variable X1 of 0.866, variable X2 of 0.859 and variable Y of 0.601. This can be said to have a reliability coefficient value above 0.6. This means that the question items used will be able to obtain consistent data in the sense that all variables in this study are reliable.

The results of the correlation coefficient analysis to prove that the perception of training results and work motivation have an influence or relationship on the performance of frontliners employees at PT Mass Rapid Transit Jakarta, the value of the X1 correlation coefficient of service quality is 0.542 with a significant value of $< 0.001 < 0.05$, thus the perception of training results has a moderate and significant relationship with customer loyalty at PT Mass Rapid Transit Jakarta, while the value of the X2 correlation coefficient of work motivation is 0.673 with a significant value of $< 0.001 < 0.05$, thus work motivation has a moderate and significant relationship with the performance of frontliner employees at PT Mass Rapid Transit Jakarta, the relationship between the three variables is unidirectional and positive, meaning that every increase or decrease in the perception of training results and work motivation will be followed by an increase or decrease in the performance of frontliners employees at PT Mass Rapid Transit Jakarta.

To test whether or not there is a simultaneous significant relationship between the training outcome perception variable (X1) and the work motivation variable (X2) to the employee performance variable (Y), multiple correlation coefficient analysis was used, and the

value of the multiple correlation coefficient of the training outcome perception variable (X1) and the work motivation variable (X2) was 0.674, thus the perception of training and work motivation has a moderate relationship with employee performance frontliners at PT Mass Rapid Transit Jakarta.

To find out how much the perception of training results and work motivation contribute to the performance of frontliners employees at PT Mass Rapid Transit Jakarta, a determinant coefficient (KP) analysis was used obtained from the quadrature of the correlation coefficient (r^2) value, which obtained an R Square result of 0.455, thus the perception of training results and work motivation contributed 45.5% to the performance of frontliners employees at PT Mass Rapid Transit Jakarta and the remaining 54.5% was influenced by other factors that the author did not research.

Hypothesis Testing Results with T Test and F Test

Based on the research results, it can be concluded that :

- a. H_0 = the significant value of variable X1 (perception of training results) is $0.545 > 0.05$, thus H_a (alternative hypothesis) is rejected and H_0 (null hypothesis) is accepted. This means that variable X1 perception of training results partially has no significant effect on the performance of frontliners employees of PT Mass Rapid Transit Jakarta.
- b. H_a = significant value of variable X2 (work motivation) of $<0.001 < 0.05$, thus H_a (alternative hypothesis) is accepted and H_0 (null hypothesis) is rejected, meaning that work motivation partially has a significant effect on the performance of frontliners employees of PT Mass Rapid Transit Jakarta.

Based on the results of the study, it can be concluded that the perception of training results and work motivation simultaneously has a significant effect on the performance of PT Mass Rapid Transit Jakarta frontliners, because of the value of sig. The F calculation is $< 0.001 (< 0.001 < 0.05)$. Thus H_a (alternative hypothesis) is accepted and H_0 (null hypothesis) is rejected, so it can be concluded that the independent variable simultaneously has a significant effect on the bound variable.

Discussion

The Effect of Perception of Training Results on Employee Performance

Hypothesis 1: There is a positive and significant influence of the perception of training results on employee performance.

H_0 = perception of partial training results does not have a positive and significant effect on the performance of frontliners employees of PT Mass Rapid Transit Jakarta

H_a = perception of partial training results has a positive and significant effect on the performance of frontliners of PT Mass Rapid Transit Jakarta

Based on the results of the study and the results of statistical processing, it is known that the X1 variable of perception of training results partially does not have a significant effect on the performance of frontliners (Y) employees of PT Mass Rapid Transit Jakarta. This can be seen from the significant value of the variable X1 perception of training results is $0.545 > 0.05$, thus H_a (alternative hypothesis) is rejected and H_0 (null hypothesis) is accepted. So that the perception of training results (X1) does not have a significant effect on employee performance (Y).

The Effect of Work Motivation on Employee Performance

Hypothesis 2: There is a positive and significant influence of work motivation on employee performance.

Ho = work motivation partially does not have a positive and significant effect on the performance of frontliners employees of PT Mass Rapid Transit Jakarta

Ha = work motivation partially has a positive and significant effect on customer loyalty of PT Mass Rapid Transit Jakarta

Based on the results of the research obtained, it is known that work motivation partially has a positive and significant effect on the performance of frontliners employees of PT Mass Rapid Transit Jakarta. It is known from the significant value of the X2 variable of work motivation is $0.01 < 0.05$, thus Ha (alternative hypothesis) is accepted and Ho (null hypothesis) is rejected. The effect of work motivation on the performance of frontliners employees is positive and significant. This means that the higher/more positive the employee's motivation, the higher/more positive the employee's performance.

The Effect of Perception of Training Results and Work Motivation on Employee Performance

Hypothesis 3: There is an influence of perception of training results and work motivation simultaneously on employee performance.

Ho = the perception of training results and work motivation simultaneously did not have a significant effect on the performance of frontliners employees at PT Mass Rapid Transit Jakarta.

Ha = perception of training results and work motivation simultaneously had a significant effect on the performance of frontliners employees at PT Mass Rapid Transit Jakarta.

Based on the results of the research obtained, it is known that simultaneously the perception of training results and work motivation have a significant effect on the performance of frontliners employees of PT Mass Rapid Transit Jakarta. This is known from the significant value of the X1 variable perception of training results and the X2 variable of work motivation is $< 0.001 < 0.05$, thus Ha (alternative hypothesis) is accepted and Ho (null hypothesis) is rejected. The magnitude of the influence of work motivation on employee performance is 0.455.

CONCLUSION

The perception of the training results partially did not have a significant effect on the performance of frontliners (Y) employees of PT Mass Rapid Transit Jakarta. Although training is provided to improve the skills and knowledge of employees, the results are not immediately visible in their performance. The most dominant dimension of learning is on the indicators of knowledge and materials taught in the training to help understand important technical information. This shows that although employees gain new knowledge from training, other factors may affect the application of that knowledge in daily work. Work motivation partially has a positive and significant effect on the performance of PT Mass Rapid Transit Jakarta frontliners. Employees who are highly motivated tend to perform better. The most dominant dimension of extrinsic motivation is the indicator of caring about the evaluation and appraisal of performance in the workplace. This shows that employees who feel appreciated and

judged fairly tend to be more motivated to do a good job. The perception of training results and work motivation simultaneously had a significant effect on the performance of PT Mass Rapid Transit Jakarta frontliners. This suggests that a combination of positive perceptions of training and high work motivation can significantly improve employee performance. These two factors complement each other in providing encouragement to employees to work more efficiently and effectively.

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