

THE ROLE OF WORK MOTIVATION MEDIATION ON THE EFFECT OF TRAINING ON EMPLOYEE PERFORMANCE: EVIDENCE FROM RETAIL INDUSTRY IN RANTAUPRAPAT, INDONESIA

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Abstract

This study aims to determine the effect of training and motivation on employee performance in the Retail Industry in Rantauprapat City, Indonesia. This research uses a quantitative approach. The number of respondents in this study were 30 people. Data was collected using an online questionnaire. The collected data is processed using SMART PLS. The results of the study show that training and motivation have an effect on employee performance. Besides that, it was also found the effect of training on employee motivation.

Keyword : Motivation Mediation, Training On Employee Performance, Evidence From Retail Industry

INTRODUCTION

This research was conducted in the retail industry in Rantauprapat, Labuhanbatu Regency, or better known as Brastagi Supermarket – Rantauprapat which is a chain of Brastagi Supermarkets in Medan. The performance of employees is not the same between one and the other. This can be seen from the spirit of work, discipline and joy at work. Researchers assume that one of the things that causes this performance difference is due to differences in the composition of the training received by employees and the different motivations of each employee.

Training and motivation is a very important aspect in improving employee performance (Taoreh, 2014). Resources that have an important role in achieving company and organizational goals are human resources. One of the problems experienced by most employees is the lack of job training which results in a lack of employee skills at work, and that is why it is very important for companies to provide training to their employees (Saputra et al., 2020).

With increasing knowledge and skills, even with changes in attitudes, behavior and correction of performance deficiencies, it is needed to increase performance and productivity through training and motivation

from leaders or companies (Andayani & Makian, 2016). Indirectly, the existence of training for employees will be able to help employees be more responsible for their work, and will be useful for increasing employee work results and will reduce the use of costs in their work, because if employees are more skilled it will affect increased productivity (Bangun, 2012). The results of research conducted by Dianatari, (2019) shows that employee performance is influenced by training and employee motivation at work. The results of research conducted by Saputra et al., (2020) also shows that employee training and motivation is one of the aspects that influence employee performance.

Employees will be given the opportunity to develop new skills and abilities at work if they get the opportunity to attend training, so they can know and master them now and in the future, so that they can help employees understand what they are actually doing and why they have to do it, providing opportunities to increase knowledge , expertise while motivation will provide opportunities for employees to defeat individual egos and strengthen employee commitment to the company (Andayani & Makian, 2016). The way to improve Human

Resources (HR) is to provide training to employees, because in addition to increasing the potential of Human Resources (HR), employees will also be motivated so that it will affect the productivity of employee performance.

Based on the explanation above, it can be formulated that the purpose of this study was to determine the effect of training and motivation on employee performance in the retail industry in Indonesia. This study also intent to examine the mediating effect of motivation in the relationship between training on performance.

THEORITICAL REVIEW

One of the objectives of the training is to increase employee skills in carrying out their roles. According to Rivai & Sagala (2014) is a process of systematically changing employee behavior to achieve organizational goals. Training is related to the skills and abilities of employees who are oriented towards carrying out the current work so that they are successful in carrying out their work. According to (M. Siregar, 2021) the implementation of training is very important for self-development and improving one's performance at work. Niati et al., (2021) explains that performance is the work achieved by someone who meets the work standards set by the company. Also added by Siregar et al., (2020) that performance is the result of work owned by a person or company's achievements within a certain period of time. Syamsuri & Siregar, (2018) explained that one of the efforts to improve one's performance required training. Training is an activity of an employee in order to improve competence related to work assignments (Yusuf et al., 2020).

Motivation is the most important determinant of how employees do their jobs. Motivation is an employee's response to a series of statements made by that employee about the organization as a whole (Firman et al., 2022). People act for a reason. Related to the achievement of company goals. To achieve organizational or company goals, employees must be motivated to use all their

skills for the benefit of the organization or company. Low motivation can lead to low employee morale, and they will quickly give up if their work is not going well (Firman et al., 2022).

Several previous studies have also shown that there is an influence between training and work motivation on employee performance. Research conducted by Sugiarti, (2021) found that training can affect the motivation of an employee in carrying out the task. It is also added that high motivation will increase high employee performance at work. The training provided will make employees more enthusiastic, and have more high job satisfaction at work. Satisfied employees will carry out their duties more optimally (Marihot et al., 2023); (Nasution et al., 2023). Other research findings also found that a person's work motivation influences performance at work (Nasution et al., 2022).

RESEARCH METHODS

This type of research is quantitative research. This study has three variables, namely the influencing variable (the independent variable) and the affected variable (the dependent variable). This research was conducted to determine the effect of training and motivation as independent variables on employee performance as the dependent variable. The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn, while the sample is part of the number and characteristics possessed by the population (Sugiyono, 2016: 119).

The researchers immediately conducted a survey because they were looking for information through distributing questionnaires through the Google form application which were distributed to 30 employees of CV Sumber Segar Lestari as respondents. The sampling technique used is a random model with the provision that if there are enough respondents as many as 30 people, then filling in the online instrument

will immediately be closed. The collected data is processed using SMART PLS.

RESULTS

A. Outer Loading

At this stage is the stage of testing the validity of the indicators used in measuring research variables. This can be seen from the outer loading value > 0.70 (Hair et al., 2017). Based on table 1, it is known that each research variable indicator has an outer loading value of > 0.7 . Thus, it can be explained that all indicators are declared feasible or valid for research use and can be used for further analysis.

Table 1. Outer Loading

| | motivation | performance | Training |
|----|------------|-------------|----------|
| M1 | 0.815 | | |
| M2 | 0.893 | | |
| M3 | 0.881 | | |
| M4 | 0.832 | | |
| P1 | | 0.777 | |
| P2 | | 0.887 | |
| P3 | | 0.925 | |
| P4 | | 0.858 | |
| P5 | | 0.855 | |
| P6 | | 0.779 | |
| T1 | | | 0.860 |
| T2 | | | 0.907 |
| T3 | | | 0.792 |
| T4 | | | 0.873 |
| T5 | | | 0.895 |

B. Composite Reliability

Composite Reliability is a testing phase that shows the extent to which a measuring device can be trusted to be relied upon. Data that has composite reliability > 0.7 has high reliability (Hair et al., 2017). Composite reliability testing can be seen in Table 2 below:

Table 2. Construct Reliability

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|-------------|------------------|-------|-----------------------|----------------------------------|
| motivation | 0.879 | 0.891 | 0.916 | 0.732 |
| performance | 0.921 | 0.930 | 0.939 | 0.720 |
| Training | 0.916 | 0.922 | 0.938 | 0.750 |

C. Hypothesis Testing

The criteria for accepting or rejecting a hypothesis are if the significance value of the t-value is > 1.96 and or the p-value is < 0.05 at a significance level of 5% ($\alpha 5\%$) then H_a is accepted and H_o is rejected,

conversely if the t-value is < 1.96 and or p-value > 0.05 at a significance level of 5% ($\alpha 5\%$) then H_a is rejected and H_o is accepted. For more details, the following is the result of testing the research hypothesis.

Table 3. Hypothesis Testing

| | Original Sample (O) | Sample Means (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---------------------------|------------------------|---------------------|-------------------------------|-----------------------------|--------------|
| Training -> Motivation | 0.380 | 0.476 | 0.183 | 2073 | 0.047 |
| Training -> Performance | 0.436 | 0.457 | 0.129 | 3,390 | 0.002 |
| Motivation -> Performance | 0.551 | 0.539 | 0.133 | 4,139 | 0.000 |

Table 3 shows that all hypotheses are acceptable. This can be seen from the results of hypothesis testing which shows that all forms of the relationship between training and motivation on performance have a positive and significant influence. Training on motivation has a positive and significant effect with a p.value of 0.047 ($0.047 < 0.05$). This means that every increase in training, it will increase employee motivation at work. Performance training has a P-value of 0.002 ($0.002 < 0.05$). This means that any increase in training will be accompanied by an increase in employee performance at work. The next hypothesis is that there is an influence between employee motivation on employee performance. The results of

hypothesis testing show that a P-value of 0.000 is obtained.

To test the mediation effect hypothesis can be seen in Table 4. The mediating effect is the relationship between exogenous and endogenous constructs through connecting variables or intermediate variables. The intermediary variable in this study is employee motivation. In other words, the influence of exogenous variables on endogenous variables can be direct or through intermediary variables. Mediation hypothesis testing can be seen from the significance of the t-statistic > 1.96 .

Table 4. Indirect Effects

| | Original Sample (O) | Sample Means (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|--------------------------------------|------------------------|---------------------|-------------------------------|-----------------------------|--------------|
| Training -> Motivation > Performance | 0.209 | 0.251 | 0.117 | 1,792 | 0.083 |

Based on the table above, it shows that work motivation mediates the effect of training on employee performance at work, but it is not significant. This can be seen from the P value of 0.083 .

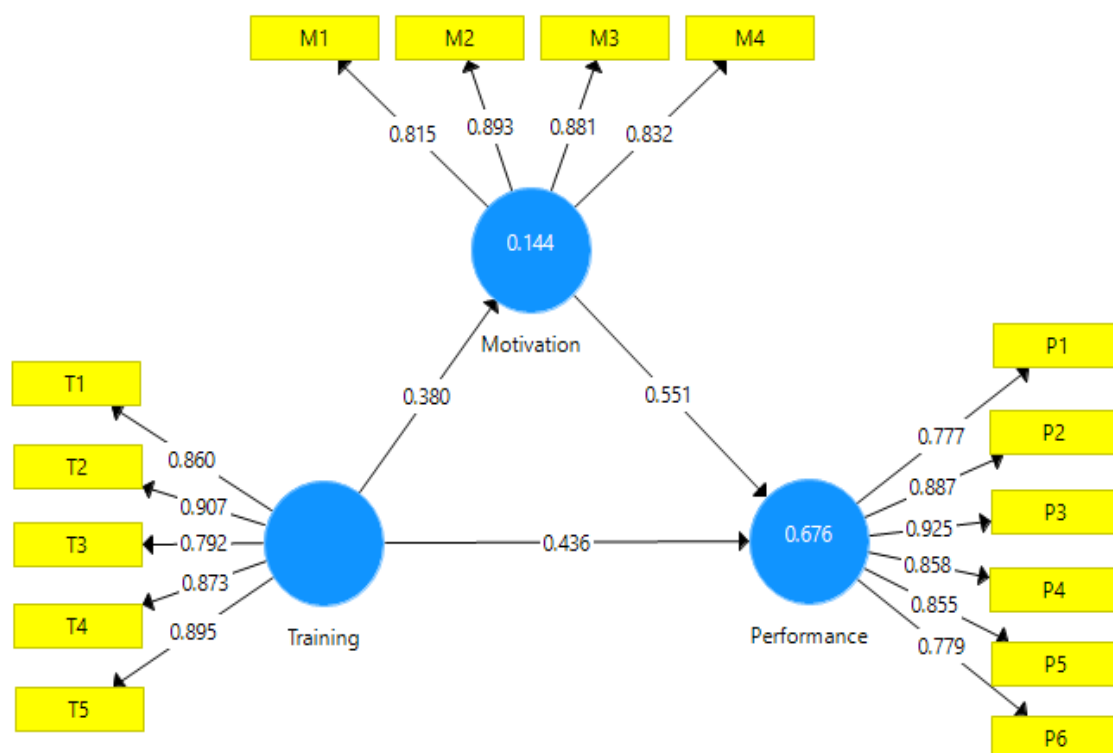
DISCUSSIONS

This study examines the effect of training on performance through employee motivation in the retail industry in Indonesia, namely Brastagi Supermarket. The retail industry is one of the industries that continues to grow rapidly in Indonesia. The progress of the retail industry is inseparable from the role of human resources in the company. The results of testing the first hypothesis indicate that there is an influence between training on

employee motivation at work. The training provided to employees will make employees feel developed and have the potential to improve their skills, so that employees will be more active and motivated to do their job as well as possible. Dianantari, (2019) said that training activities and efforts to increase employee motivation at work must still be considered. Training is not only of a technical nature and must be balanced with training that is able to increase and foster employee motivation at work. Previous studies have shown that training has a positive effect on employee performance (Yusuf et al., 2020); (Women & Astuti Graduation, 2022).

The second hypothesis in this study also shows that training has an effect on employee performance. This means that training can improve employee performance at work. The better the training provided, the better the performance of employees at work. Conversely, if the implementation of training is low, then this will have an impact on the low performance of employees at work. Training as an aspect of improving employee competency will make a positive contribution to improving employee performance at work. Previous research findings also indicate that employee motivation is one of the factors that can improve employee performance at work (Women & Astuti Graduation, 2022).

Furthermore, this study also tested the third hypothesis in this study, among others, examining the effect of motivation on employee performance. The results of the study show that high motivation will contribute to increasing employee performance at work. Conversely, low work motivation will have an impact on decreasing employee performance at work. High motivation at work will foster enthusiasm and a sense of responsibility in employees in carrying out their duties, so this will have an impact on improving the performance of the employees themselves.



CONCLUSION

Employee performance is inseparable from the implementation of the training provided to employees in carrying out their duties. This means that training makes a positive contribution to improving employee performance. Besides training, motivation also has a very important role in improving employee performance at work. High motivation will foster the enthusiasm of

employees to work harder and be full of responsibility.

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