

THE EFFECT OF TRAINING AND MOTIVATION ON EMPLOYEE PERFORMANCE AT PT MATAHARI PUTRA PRIMA TBK (HYPERMART) CIMANGGIS BRANCH, DEPOK, WEST JAVA

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Abstract — The purpose of this study was to analyze the effect of training and motivation on employee performance. The type of research used is quantitative research methods, the research location is at PT Matahari Putra Prima Tbk (Hypermart) Cimanggis Depok Branch. The sample collection method uses a saturated sample of 69 employees, collecting data using a Likert scale questionnaire. The collected data were analyzed using multiple linear regression. The results of the study show that training and motivation partially and simultaneously have a significant effect on employee performance.

Keywords : Training, Motivation, Performance

I. INTRODUCTION

PT Matahari Putra Prima Tbk (Hypermart) is a company engaged in the retail sector, which provides daily necessities such as food, drinks, goods, and others. In the Hypermart environment, employees must work well according to the field they work in. Every result of work such as the quality of service to consumers, receipt of goods, expenditure of goods must be done properly. Each Hypermart employee needs good skills and knowledge in order to improve performance within the company. If there is an error in the calculation, it can result in an error in recording and impact on the company's losses.

Employee performance is important in the company, the more employees who have good performance, the company's productivity will increase so that the company can continue to compete with other companies. Employees are required to be able to complete their duties and responsibilities effectively and efficiently. Employee performance at the Hypermart Cimanggis Depok Branch can be measured by the value of completing employee tasks effectively and efficiently, and doing their jobs well which will have a positive impact on the company.

If there are employees who are not qualified in the company, it can make it difficult for the company to develop and can be competed with other customers. To prevent this problem from happening, management must carry out a cycle or stages, planning, implementing, monitoring and evaluating. The results of the performance evaluation will serve as feedback for the next planning stage. In a company, the company expects that its employees can have good performance.

In order for the company to achieve its goals, it requires human resources that have quality, quantity, initiative and responsibility. In this case, you can see the sales target each year which has a Standard Operation Procedure (SOP) at the Cimanggis Depok Branch Hypermart.

Sales target data on employee performance at the Hypermart Cimanggis Depok Branch, which can be seen in Table 1

Table 1. Sales Target on Employee Performance

Year	Sales Target		Realization	
	Amount	Percentage	Amount	Percentage
2019	73 Milyar	100%	63 Milyar	87,5%
2020	62 Milyar	100%	51 Milyar	82,2%
2021	59 Milyar	100%	49 Milyar	83,14%

Source: Entry Data Process (EDP) Hypermart Cimanggis Depok Branch (2022)

In Table 1. above it can be seen that the percentage of sales in each year has decreased. In 2019 it had a percentage of 87.5% and then decreased in 2020 to 82.2%, then in 2021 it increased again to 83.14%. This proves that the percentage in the Cimanggis Depok branch of the Hypermart is still unstable. From these data it can be seen that the sales targets at Hypermart are still increasing and decreasing, so the importance of employee performance in increasing sales of goods at Hypermart. Improving employee performance is important in the company in order to improve the quality of the company and so that the company can compete with other companies. Hypermart Cimanggis Depok Branch must emphasize its employees so they can work optimally to improve the performance of their employees.

To improve the performance of employees in the company, training can be implemented so that employees can increase the knowledge and skills of employees. Qualified employees can advance the company and can compete with other companies. Training is an activity to train or develop a skill and knowledge for yourself or others, which is related to certain competencies that are considered useful. Training can make employees qualified, have skills, work abilities, and work loyalty to the company. With the training, it is expected that employees can work in accordance with their fields and other fields, this training is also expected so that employees can be skilled in doing their jobs. Therefore, training is very important in the company, because it can provide direction knowledge to employees. With this training, employees can continue to learn how to do things well, and be able to overcome obstacles and mistakes that occur within the company.

Hypermart Cimanggis conducts training by looking at the level of knowledge and skills of employees. With the development of technology to make the era more advanced, the application of information technology in companies can facilitate a job. The application of E-learning as a medium for training and development in a company can make it easier for companies to provide training to their employees. Hypermart Cimanggis implements E-learning based training so that its employees can follow the training properly. With this E-learning based training, employees can improve their knowledge and skills respectively. Hypermart employees are required to improve quality by participating in training to keep up with the times. The implementation of E-learning based training is given every month by Hypermart.

Table 2. Employee Training Data

Month	Number of employees	Attending Training		Not Attending Training	
		Amount	Percentage	Amount	Percentage
January	69	43	62,3%	26	37,7%
February	69	52	75,4%	17	24,6%
March	69	54	78,3%	15	21,7%
April	69	53	76,8%	16	23,2%

Source: Entry Data Process (EDP) Hypermart Cimanggis Depok Branch (2022)

The level of training at the Hypermart Cimanggis Depok branch will still not be stable in 2022, in January the percentage of employees participating in training was 62.3% and continued to increase until March. But in April it decreased again so that the percentage in April became 76.8%. It can be seen from the table above that the implementation of training at the Cimanggis Depok branch of the Hypermart is still unstable. Based on Table 2 it can be seen that the level of interest of employees to take part in employee training every month there are still employees who do not do E-learning based training. This is an important concern for the company because the work program implemented by the company is still not running according to plan and does not meet the Standard Operation Procedure (SOP), even though training efforts have been implemented within the company but there are still employees who are not serious about carrying out E-learning based training.

There are several problems related to the implementation of training at the Cimanggis Hypermart, resulting in low employee interest in conducting training at the Cimanggis Hypermart such as not carrying out training, and delaying training. With the existing regulations and Standard Operation Procedure (SOP) at Hypermart Cimanggis, training is held every month with a total of 69 employees. Based on the observations of researchers during the training activities carried out, there were still employees who complained about the inefficient training time, because the training implementation time coincided with the employee's working time. So it is difficult for employees to share their time in implementing training.

Motivation is an impulse that arises in a person consciously or unconsciously to carry out an action with a specific purpose. In order for motivation to be achieved within the company, a leader must provide motivation to his employees so that company goals can be achieved and can improve employee performance. Employee performance can run effectively if supported by motivation. In improving the performance of employees in the company, there must be motivation within the employees, because without motivation from within the employees, it will result in employees being lazy in doing their jobs, and the work they are doing becomes neglected, not completing it on time. As a result of the lack of motivation from employees, it is suspected that it will result in not achieving company goals.

Based on the interviews, there are remuneration, work performance and good working conditions so as to increase employee motivation. But there are still some employees who say that motivation is still not good because there is still a lack of recognition from superiors. And there are also among the workers there is still a lack of communication between workers so that some employees are less motivated in the company, in interviews with several employees, the work facilities at Hypermart are quite good, but there is still an emphasis on the weight of work within the company. Where Hypermart employees have to work extra to provide goods, receive goods, and serve consumers well. The increase in consumers when approaching the fasting month makes employees have to be careful in doing their jobs. The importance of motivation from employees to be able to do the best for the company so that the company can achieve the desired company targets.

It is suspected that there are several factors that can reduce employee performance, namely the alleged lack of training and motivation from the company in order to improve employee performance. Lack of training and motivation is thought to reduce employee performance at work. In improving employee performance so that it can run well, it must pay attention to important aspects such as training and motivation which are carried out intensely or on a scale, and have long-term benefits.

II. RESEARCH METHOD

The type of research used is quantitative research methods, the research location is at PT Matahari Putra Prima Tbk (Hypermart) Cimanggis Depok Branch. The operationalization of research as follows.

Table 3. Operational Research Variables

Variable	Indicator	Questionnaire Number	Scale
Training (X1) Source: Mangkunegara in Sudaryo (2018)	1. Instructor	1,2	<i>Likert</i>
	2. Participant	3, 4	
	3. Material	5, 6	
	4. Method	7, 8	
	5. Objective	9, 10	
	6. Target	11, 12	
Motivation (X2) Source: Afandi (2018: 29).	1. Remuneration	1, 2	<i>Likert</i>
	2. Working Conditions	3, 4	
	3. Work Facilities	5, 6	
	4. Work Performance	7, 8	
	5. Recognition From Superiors	9, 10	
	6. The Job Itself	11, 12	
Employee performance (Y) Source: Kasmir (2016: 208-210)	1. Quality	1, 2	<i>Likert</i>
	2. Quantity	3, 4	
	3. Responsibility	5, 6	
	4. Cooperation	7, 8	
	5. Initiative	9, 10	

The population in this study includes all employees at the Cimanggis Branch Hypermart, Depok, namely 69 employees. The sample used in this study is a saturated sample or also known as a census. Saturated sample is a sampling technique when all members of the population are used as samples (Sugiyono, 2018). In other words, saturated sampling can be called a census, where all members of the population are used as samples.

This study uses multiple linear regression analysis, which is used to analyze the effect of various independent variables, namely training and motivation on one dependent variable, namely employee performance.

III. RESULT AND DISCUSSION

A. Characteristics of Respondents

Respondents in this study were employees who had different characteristics based on age, gender and last education.

Table 4. Respondent Data Based on Gender

Gender	Frequency	Percent
Man	59	85,5%
Woman	10	14,5%
Total	69	100%

Source: Data Processed by Researchers (2022)

Most of the respondents were male with a total of 59 respondents or 85.5%. So it can be concluded that respondents based on age were dominated by male sex.

Table 5. Respondent Data Based on Age

Age	Frequency	Percent
< 20 Year	8	11,6%
21 – 30 Year	30	43,5%
31 – 40 Year	22	31,9%
> 40 Year	9	13%
Total	69	100%

Source: Data Processed by Researchers (2022)

From the table above, the most respondents are aged 21-30 years with a total of 30 respondents or 43.5%, then those aged 31-40 years with a total of 22 respondents or 31.9%, those aged > 40 years with a total of 9 respondents or 13%, and the least, namely those aged <20 years with a total of 8 respondents or 11.6%. So it can be concluded that respondents based on age were dominated at the age of 21-30 years.

Table 6. Respondent Data Based on Length of Work

Length of work	Frequency	Percent
0 – 5 Year	36	52,2%
6 – 10 Year	12	17,4%
11 – 20 Year	21	30,4%
> 20 Year	-	-
Total	69	100%

Source: Data Processed by Researchers (2022)

It can be seen from the data in the table above, that respondents with a long term of work were dominated by 0-5 years working with a total of 36 respondents or 52.5%, then 11-20 years working with a total of 21 respondents or 30.4%, and the least namely 6-10 years with a total of 12 respondents or 17.4%. So it can be concluded that respondents with length of service were dominated by 0-5 years of work.

Table 7. Respondent Data Based on Latest Education

Last education	Frequency	Percent
SMA/SMK	63	97%
D3	-	-
S1	3	3%
S2	-	-
Total	69	100%

Source: Data Processed by Researchers (2022)

It can be seen that the most respondents are employees with high school education as many as 63 respondents or 97%, and the fewest are employees with an undergraduate degree with a total of 3 respondents or 3%. So it can be concluded that respondents based on education were dominated by high school education.

B. Validity Test

The instrument tests carried out in this study are validity tests, reliability tests and classical assumptions which are listed below:

Table 8. Validity Test Results

No	Training	Motivation	Employee Performance	R table	Decision
1	0,608	0,381	0,608	0,2369	Valid
2	0,702	0,387	0,573	0,2369	Valid
3	0,873	0,597	0,765	0,2369	Valid
4	0,740	0,806	0,572	0,2369	Valid
5	0,806	0,712	0,652	0,2369	Valid
6	0,787	0,679	0,683	0,2369	Valid
7	0,670	0,791	0,562	0,2369	Valid
8	0,457	0,750	0,631	0,2369	Valid
9	0,690	0,746	0,639	0,2369	Valid
10	0,530	0,774	0,512	0,2369	Valid
11	0,354	0,265	-	0,2369	Valid
12	0,382	0,368	-	0,2369	Valid

Source: Results of data processing, by the author (2022)

The table above shows the questions on the variables Training, motivation and employee performance are valid because all questions have a significant value above 0.2369.

Table 9. Reliability Test

No	Variable	ChronbachAlpha
1	Training (X1)	0,865
2	Motivation (X2)	0,844
3	Employee Performance (Y)	0,815

Source: Results of data processing, By the author (2022)

From the results of data processing, it can be seen that the Cronbach alpha value is > 0.60 , this is in line with the theory expressed by Sugiyono (2018) which states that a reliable instrument is an instrument which, when used several times to measure the same object, will produce the same data. with a limit value of 0.6.

C. Classic Assumption Test

1. Normality test

**Table 10. Normality Test
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		69
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.75375169
Most Extreme Differences	Absolute	.067
	Positive	.067
	Negative	-.060
Test Statistic		.067

Asymp. Sig. (2-tailed)	.200 ^{c,d}
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- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Based on the test results in the table above, a significance value of $0.067 > 0.050$ was obtained. Thus, the assumption of the distribution of equations in this test is normal.

2. Multicollinearity Test

This test can be done by looking at the Tolerance Value and Variance Inflation Factor (VIF).

Table 11. Multicollinearity Test Results With Collinearity Statistics

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Pelatihan	.667	1.500
	Motivasi	.667	1.500

Source: Results of data processing, By the author (2022)

Based on table 11 above, it is known that the Tolerance (TOL) value of the training variable (X1) and the motivational variable (X2) is 0.667 or above the number $0.10 = 0.667 > 0.10$. Whereas the Variance Inflation Factor (VIF) is 1.500 or below the number 10. It can be concluded that based on the tolerance value above 0.10 and the value (VIF) below 10, multicollinearity does not occur in the data.

3. Heteroscedasticity Test

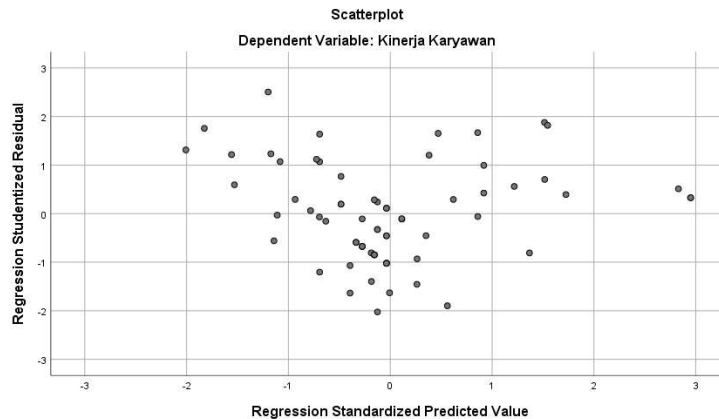


Figure 1. Heteroscedasticity Test

Based on the results of Figure 1 above, the points on the scatter plot graph do not have a clear distribution pattern or do not form certain patterns and these points spread above and below the number 0 on the Y axis, thus this shows that there is no heteroscedasticity disorder in the regression model so that this regression model is feasible to use.

D. Multiple Regression Testing

Table 12. Multiple Regression Testing Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	8.116	2.874		2.824	.006
	Training	.383	.068	.482	5.664	.000
	Motivation	.306	.058	.447	5.255	.000

a. Dependent Variable: Employee performance

Based on the results of the calculation analysis regression in the table above, it can be obtained the regression equation

$$Y = 8,116 + 0,383X_1 + 0,306X_2$$

From the above equation, it can be concluded as follows:

- The value (a) of 8.116 is a constant or condition when the Employee Performance variable has not been influenced by other variables, namely the training variable (X_1) and the motivational variable (X_2). If the independent variable does not exist, the consumer loyalty variable does not change.
- The training variable (X_1) is 0.383 indicating that the training variable has a positive influence on employee performance, which means that every increase of 1 (one) unit of the training variable will affect employee performance by 0.383 assuming that other variables are not examined in this study.
- The motivation variable (X_2) is 0.306 indicating that the training variable has a positive influence on employee performance, which means that every increase of 1 (one) unit of motivation variable will affect employee performance by 0.306 assuming that other variables are not examined in this study.

Based on table 12 above, the training t-test value is 5,664 with a Sig. 0.000, greater than ttable of 1.997. So $t_{count} > t_{table}$ or $(5,664 > 1,997)$. This is also reinforced by the β value $< \text{Sig. } 0.000$ or $(0.000 < 0.050)$. This shows that there is a significant influence between training on performance. Furthermore, the motivational t test value is 5,255 with a Sig. 0.000, greater than table 1.997. So $t_{count} > t_{table}$ or $(5,255 > 1,997)$. This is also reinforced by the β value $< \text{Sig. } 0.000$ or $(0.000 < 0.050)$. This shows that there is a significant influence between motivation on performance.

Table 13. Simultaneous Hypothesis Testing (F Test)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	447.146	2	223.573	70.553	.000 ^b
	Residual	209.144	66	3.169		
	Total	656.290	68			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Motivation, Training

Based on the test results in table 4.28 above, it is obtained that the value of $F_{count} > F_{table}$ or $(70.533 > 3.14)$, this is also reinforced by the β value $< \text{sign. } 0.05$ or $(0.000 < 0.05)$. Thus, H_03 is rejected and H_{a3} is accepted, this shows that there is a significant effect simultaneously between training and motivation on employee performance.

E. Determination Analysis

The coefficient of determination analysis is intended to determine the percentage of the strength of the influence between the independent variables on the dependent variable either partially or simultaneously, in this study the variables of the physical environment (X_1) and work stress (X_2) on employee performance (Y). The following are the results of the determination calculation processed with the SPSS Version 26 program, as follows:

Table 14. Determination Coefficient

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.825 ^a	.681	.672	1.780	

a. Predictors: (Constant), Motivation, Training

Based on table 14 above, the Pearson correlation value is 0.825, so the level of relationship between training and employee performance is in the very, very strong correlation category. Table 4.25 shows the coefficient of determination R Square (R^2) = 0.681, so the coefficient of determination (KD) = $R^2 \times 100\% = 0.681 \times 100\% = 68.1\%$. So it can be concluded that training and motivation have an effect of 68.1% on employee performance while the remaining 31.9% are influenced by other variables not examined in this study.

IV. CONCLUSION

Training has a significant effect on employee performance. The training factor is very important to be implemented in the company, because with training employees can have the knowledge, abilities and skills according to the work they do. Companies must have qualified employees who are competent to increase profits and company development. With this training, it is expected that employees can improve their performance within the company so that the company can compete with other companies.

Motivation has a significant effect on employee performance. The motivational factor is important in the company, with the existence of motivation employees will be encouraged to actively complete various tasks according to the responsibilities given by the company.

Training and motivation simultaneously have a significant effect on employee performance. Thus, H03 is rejected and Ha3 is accepted, this shows that training and motivation have a significant effect on employee performance at PT Matahari Putra Prima Tbk (Hypermart).

V. SUGESSTION

Based on the results of the research and conclusions above, the researcher can provide the following suggestions:

1. Based on the results of the training variable respondent data in statement number 3 of the participant indicator, namely "I am always enthusiastic about participating in training". From this statement, Hypermart must prioritize the implementation of E-learning based training before employees start work activities, as well as provide free time between working hours to take time to do E-learning based training, so that employees are more enthusiastic about doing E-learning based training. learning.
2. Based on the results of motivation variable respondent data in statement number 8 work performance indicators "The company gives recognition and awards to me when I succeed in carrying out a good job". From this statement, Hypermart must give appreciation or appreciation to its employees so that employees are more motivated to be able to do a better job.
3. Based on the results of employee performance variable respondent data in statement number 8 of the supervision indicator "Supervision is a powerful tool to improve employee performance". From this statement, Hypermart should give confidence to its employees in doing their job so that employees don't feel pressured.

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