

## **The Effect of Training and Work Motivation on Employee Performance**

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**Abstract:** *This study aims to determine the effect of training and work motivation on employee performance. The population in this study was employees of the Central Office of Southeast Sulawesi River Region IV are 359 peoples. The sample used in this study was 79 respondents based on proportional sampling. The sampling technique used in this study was using proportional random sampling. Techniques for obtaining data used questionnaires. The analysis technique used is multiple regression analysis. The results showed that partially training has positive and significant effect on performance. Work motivation has positive and significant effect on performance and simultaneously training and work motivation have a positive and significant effect on performance*

**Keywords:** *Training, Work Motivation, Employee Performance*

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### **I. Introduction**

Organizations must be supported by competent, skilled and qualified human resources because human resources play an important role in carrying out an activity within the organization. Human resources in organizations have a considerable contribution in determining their success. Human resources are central figures in the organization so that activity management runs well, the organization must have highly knowledgeable and skilled employees and efforts to manage the organization as optimally as possible so that employee performance increases.

Training is a continuous process, especially when the development of technology and knowledge developed rapidly as now, the role of education and training is very large role to equip employees to be more creative in achieving organizational goals effectively and efficiently. In general, the purpose of implementing education and training is to improve the effectiveness and efficiency of employee work in implementing and achieving the targets of established work programs. The better the education and training programs carried out by organizational managers, the more skilled employees are in completing work. on the basic concepts of education and training that provide provisions for employees to behave and act in accordance with the problems of the work they face. Employees who routinely obtain education and training have a tendency to produce better output than uneducated employees.

According to Flippo in Masud (2010) said Education is an activity to improve a person's general knowledge including the increase in mastery of theory and the skill of deciding on issues related to achieving goals. The implementation of education is an effort to improve the quality of Human Resources in accordance with the needs of their work, through education someone is prepared to have the provision to be able to recognize and develop systematic thinking methods and try to solve a problem so that the desired goals are achieved by the organization. Training also plays an important role in improving the quality of employee performance. Training can make human resources more skilled in completing their work.

Training as well as providing motivation for employees is required to affect the performance of the Central Office employees Sulawesi River region IV and not just limited to operational personnel only, but also includes managerial. Formulation levels of authority and responsibility of employees assigned to the standard or benchmark agreed by subordinates and superiors. Subordinates with their respective superiors can set work goals and performance standards that must be achieved and assess the actual results achieved at the end of a certain period of time.

Motivation is an effort to improve employee performance. Motivation and performance are two constructive and correlative elements. Employee performance will decrease if there is no motivation to carry out the work. Conversely, if the employee has a high motivation to carry out the work, in general the level of employee performance will be high.

According to Robbins (2006) defining motivation as a process that determines the intensity, direction and perseverance of individuals in an effort to achieve goals. Although the general motivation is related to efforts towards any goal, in the context of the organization motivation focuses on the goals of the organization in order to reflect the interest of employees in behavior related to work. Motivation plays an important role in improving employee performance in the Sulawesi River Regional Office IV. The success of an organization is influenced by employee performance (*job performance*) or the results of work achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Humans in organizations are not just administrative but rather more able to develop the potential of human resources to be creative and innovative.

The phenomenon that occurs in the Sulawesi River Regional Office IV Directorate in improving performance is not in line with what is expected, this can be seen in the field, namely there is still a mismatch of employee education background and training carried out so that it impacts on performance that is not in accordance with the work done now (*jobs description*). Education and training provided should increase employee motivation.

In addition, the increase in knowledge and skills gained through the participation of employees in education and training programs is expected to provide new enthusiasm and motivation in work. This was realized by the Sulawesi IV river area office, so that in order to achieve human resources (HR) performance targets for the Hydrological Post Guards, it is necessary to increase in carrying out the tasks properly which refers to the applicable provisions and procedures. Therefore, improving the performance of Hydrological officers the scope of Sulawesi IV BWS needs to be constantly improved. Not only that, the Sulawesi BWS IV office carried out Technical guidance for Beach OP Officers, Through the Implementation of Technical guidance Increasing Beach OP Officers This is expected to improve the knowledge and quality of human resources management of the Water Resources (Beach), Operation, data management, forecasting, information storage, maintenance and utilization of water resources in the River Region which are the authority of the Sulawesi IV River Region, so that the security building beaches in the working area of the Sulawesi River Basin IV are more effective and efficient.

Employee performance is still a lot constrained in carrying out tasks and employees have not been able to work optimally. This can also be caused by a lack of employee expertise due to the incompatibility of educational background with the work done by employees. Therefore, the authors are interested in taking the study "the effect training and work motivation on employee performance at the Sulawesi IV River Region Center in Southeast Sulawesi Province".

## **II. Literature Review**

### **2.1 . Training**

According to Mangkuprawira (2004), Training is a process of teaching certain knowledge and expertise and attitudes so that employees are more skilled and able to carry out their responsibilities better, according to standards. According to Gomes (2000), training is any effort to improve job performance on a particular job that is being held responsible, or a job that has something to do with his job.

Job training is the whole activity to give, obtain, improve and develop work competencies, productivity, discipline, attitudes and work ethic at a certain level of skill and expertise, according to the level and qualifications of positions or jobs. According to Nasution (2000), Training is a process, technical and method of teaching and learning with the intention of transferring knowledge from someone to another person in accordance with the standards that have been previously set.

Training is a systematic process for the development of knowledge, improving skills and improving behavior that is useful to find a match between ability and demand for organizational needs in an effort to achieve goals.

According to Rivai (2005) Training as part of education that involves the learning process to acquire and improve skills outside the applicable education system in a relatively short time with methods that prioritize practice rather than theory, while skills include the understanding of *physical skills*, *social skills*, *managerial skills* and others. Furthermore, it is stated that the notion of training is a process that is systematically changing employee behavior to achieve organizational goals, training related to the expertise and ability of employees to carry out current work and helping employees to achieve certain skills and abilities to be more successful in carrying out their work.

### **2.2 . Work Motivation**

Motivation is an impulse that comes from within human beings that activates, moves and directs behavior to achieve goals because the key to understanding motivation is understanding the relationship of needs, drives and goals (Rivai, 2005). Humans who have high-achieving needs, have a high desire for success, this desire is as large as his fear of failure. In addition, they like challenges, dare to face difficulties, dare to take risks, are able to take responsibility in tasks, like uniqueness, agility, tend to be restless, like working hard, not

afraid to face failure when it happens, and tend to stand out (Rivai, 2005 ) According to Gibson (2000) defining motivation is the force that drives an employee who can lead to and direct behavior.

According to Robbins (2006) defining motivation as a process that determines the intensity, direction and perseverance of individuals in an effort to achieve goals. Although the general motivation is related to efforts towards whatever goals, in the context of the organization motivation focuses on the objectives of the organization to reflect the employee's sole interest in work-related behavior.

## **2.3 . Employee Performance**

### **2.3.1. Definition of Employee Performance.**

Performance is a translation of English from the word *work performance or job performance* or commonly abbreviated with *performance* only. Based on this understanding, job performance can be interpreted as the results achieved by a person according to the size that applies to the work in question.

Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy ( Armstrong and Baron , 1998) . According to Wibowo (2007) stated that, "Performance is about doing work and the results achieved from the job.

Performance is about what is done and how to do it. "According to Mangkunegara (2005)" Performance is the work result in the quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Thus performance is the willingness of a person or group of people to do something and perfect it according to their responsibilities with results as expected ".

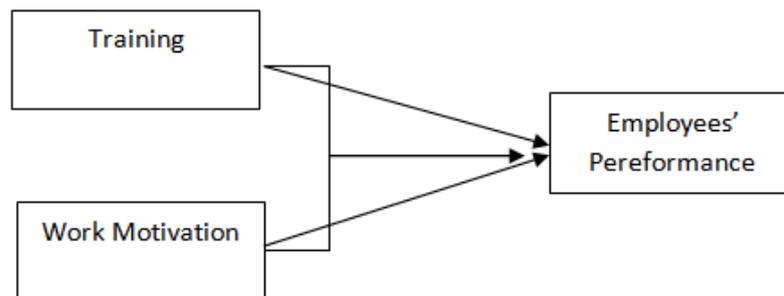
According to Lawler and Poter in As'ad (2003) states that performance is a successful role achievement obtained by someone from his actions. So work performance or performance (performance) is interpreted as an expression of ability based on knowledge, attitudes, skills, motivation and discipline in producing something. According to As'ad (2003) limiting performance as a person's success in carrying out work. As the basis of the opinion As'ad concluded that performance is the result achieved by a person according to the size that applies to the work in question.

## **2.4 . Research Hypothesis**

Based on the concepts described by the author, the writer formulates the hypothesis as follows:

1. Training has a positive and significant effect on the performance of employees in the Office of the Sulawesi IV River Region in Southeast Sulawesi.
2. Work Motivation has a positive and significant effect on the performance of employees at the Office of the Sulawesi IV River Region in Southeast Sulawesi.
3. Training and work motivation have a positive and significant effect on employee performance in the Sulawesi IV Regional Office of the Sulawesi Sulawesi River Region.

### **Conceptual Framework**



## **III. Methodology**

### **3.1. Types of Research**

This type of research measures the strength of the relationship between two or more variables. The approach used in this study is a survey approach, namely the activity of collecting as much data as possible about the facts that are supporters of the research with the intention of knowing the status.

Kuncoro (2003) states that "Quantitative descriptive research involves collecting data to test hypotheses or answer about the final status of the subject of research". The nature of this research is explanatory research (*descriptive* explanatory). This is in accordance with the phenomenon that occurred in the object of research regarding the Analysis of the Effect of Education, Training and Motivation on Employee Performance of the Sulawesi IV River Region Regional Office of Southeast Sulawesi Province

### 3.2. Location and Time of Research

The location of this study in the Office of the Sulawesi IV River Region with the target population is employees

### 3.3. Population and Samples

#### 3.3.1. Population

Population is a combination of all elements in the form of events, things or people who have similar characteristics that are the center of attention of a researcher because it is seen as a research universe (Ferdinand, 2006). The population can also be called the overall number of units of analysis whose characteristics will be suspected. The population of this study was the employees of the Office of the River IV Regional Office of Southeast Sulawesi. The population in the study design was 359 people

The amount used in this study is determined using the Slovin formula (Sekaran, Umar: 2006), namely:

$$n = \frac{N}{1 + N(e^2)}$$

Where:

n = Number of samples

N = Total population

e = Percentage of allowance for inaccuracy (precision) because sampling errors are still tolerable or desirable (10%).

The sampling technique used in this study is to use *proportional random sampling*, that is, each element of the entire population has the same opportunity to be chosen.

Thus the size of the sample used is:

$$\begin{aligned} n &= \frac{359}{1 + 359(0,1^2)} \\ &= \frac{359}{1 + 3,590} \\ &= \frac{359}{4,59} \end{aligned}$$

$$n = 78$$

### 3.4. Data collection technique

Data collection methods used in this study are:

1. Questionnaire, by means of a set of questions or written statements to the respondent to answer.
2. Documentation studies are carried out by collecting and studying data in the form of documents in the Sulawesi IV River Basin Regional Office in the form of a brief history of the organization's establishment, organizational structure, vision, mission, number of employees, employee description, education level and others.

### 3.5. Types and Data Sources

Types and sources of data collected in research:

1. Primary data is data that is directly obtained through the results of interviews and questionnaires to respondents in the Sulawesi River Region IV.
2. Secondary data was obtained through documentation studies in the form of official documents issued in the Sulawesi River Region IV.

## IV. Result and Discussion

### 4.1. Results

The proof of the research hypothesis was carried out using multiple linear regression analysis. This is done to find out whether or not the influence of Training and Motivation on Performance can be seen in the following table:

**Table 1** Results of Multiple Linear Regression Analysis Effect of Training and Motivation on Performance employee of the Central Sulawesi River IV Regional Office .

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	,841 <sup>a</sup>	,708	,700	2,88811	,708	90,709	2	75	.000	1,398

a. Predictors: (Constant), Work Motivation, Training

b. Dependent Variable: Performance

Based on the results of calculations using SPSS 16 (attachments) summarized in table 1 above, it can be interpreted as follows:

1. The constant number ( $\beta_0$ ) is 1,280 with a significant value of 0,000, which means greater than the value of  $\alpha = 0.05$ , it can be interpreted that statistically the constant value ( $\beta_0$ ) is significantly different from zero ( $\beta_0 \neq 0$ ). Therefore, the constant value ( $\beta_0 = 1,741$ ) can be included in the regression model.
2. The value of  $R^2$  (*R-Square*) is 0,708 indicating that the magnitude of the direct influence of the variable Training and Motivation on Performance employee of the Central Sulawesi River IV Regional Office is equal to 70,8% and the rest is influenced by other variables not examined in this study of 29,2%. This shows that the variable Training and Motivation have an adequate role in performance employee of the Central Sulawesi River IV Regional Office. But there are still 29,2% other variables not included in this study.
3. Value R (number of correlation coefficients) of 0,841 This shows that closeness is a direct relationship between Training and Motivation variables on Performance employees of the Southeast Sulawesi River IV Regional Office are 84.1%. This relationship is statistically relatively strong. Therefore, the resulting multiple linear regression model can be said to be a "fit" model or can be a good predictor model in explaining Training and Motivation to Performance employee of the Central Sulawesi River IV Regional Office.

According to the results of computer analysis (*SPSS program*) (attachment) it can be seen that

Coefficients <sup>a</sup>											
Model		Unstandardized Coefficients		Standardized Coefficients		Zero-order	Correlations		Collinearity Statistics		
		B	Std. Error	Beta	t		Sig.	Partial	Part	Tolerance	VIF
1	(Constant)	,184	1,741		,106	,916					
	Training	,471	,085	,545	5,510	,000	,813	,537	,344	,398	2,510
	Work Motivation	,375	,108	,345	3,484	,001	,768	,373	,218	,398	2,510

a. Dependent Variable: Performance

a. Training ( $X_1$ ) partially affect the performance employee of the Central Sulawesi River IV Regional Office. This is shown by the results of t-test at a confidence level of 0,95, or the level of significance  $\alpha = 0.05$ , where  $t_t = 5.510$  with which the probability value = 0,000 < 0.05. This means that with increased training ( $X_1$ ) to Performance employee of the Central Sulawesi River IV Regional Office, then the research hypothesis submitted previously is acceptable because it is proven to be true.

b. Work motivation ( $X_2$ ) partially influences Performance employee of the Central Sulawesi River IV Regional Office. This is indicated by the results of the t test at the confidence level of 0.95 or the real level  $\alpha = 0.05$  free degrees 45, where  $t_{count} = 3,484$  with a probability value = 0,000 < 0.05. This means that with increased motivation can affect performance employee of the Central Sulawesi River IV Regional Office then the research hypothesis submitted previously is acceptable because it is proven to be true.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1513,243	2	756,622	90,709	,000 <sup>b</sup>
	Residual	625,590	75	8,341		
	Total	2138,833	77			

a. Dependent Variable: Performance

b. Predictors: (Constant), Work Motivation, Training

If the significant value of  $F_{count} < \text{significant value } \alpha = 0.05$  then the proposed hypothesis can be accepted. Conversely if the significant value of  $F_{count} > \text{significant value } \alpha = 0.05$  then the proposed hypothesis

cannot be accepted. Simultaneous test results using the  $F_{sig}$  value of 0,000 ( $F_{sig} = 0,000$ ), which means the value of  $F_{sig} < \alpha = 0.05$ . Therefore, as a whole or jointly the variables of Training and Work Motivation have a positive and significant effect on Performance employee of the Central Sulawesi River IV Regional Office. On this basis, the research hypothesis proposed previously is acceptable because it is proven to be true.

#### **4.2. Discussion**

##### **Effects of Training and Work Motivation on Performance.**

The results of the analysis as before show that the variables of education, training and motivation have a significant influence on performance. This study is in line with the results of respondents' responses to all the statement items categorized as good. This shows that employees provide good responses regarding all statement items, so they can support research result.

In general, people who have higher education will have broader insights, especially appreciation of the importance of productivity. Education referred to here is formal education. Formal education is a structured and tiered educational path consisting of basic education, secondary education, and higher education.

Training is a process that includes a series of actions (efforts) that are intentionally carried out in the form of providing assistance to workers carried out by training professionals in a unit of time that aims to improve the work ability of participants in certain occupations in order to increase effectiveness and productivity in an organization.

Work motivation can be interpreted as a mental boost possessed by an employee in doing work as an employee. Thus it is concluded that motivation is something that gives rise to enthusiasm to achieve goals. So the motivation of employee work is something that makes employees themselves become passionate to implement work in teaching and learning activities to achieve goals as planned.

##### **Effects of Training on Performance**

Based on the results of the study it can be explained that training has a significant influence on performance.

Training for employees is very important to be implemented in an agency. With the training, it is expected that employees will be able to work more effectively and efficiently, especially to deal with changes that occur such as technological changes, changes in work methods, demanding changes in attitudes, behavior, skills and knowledge.

Human resources, who have a certain position in the agency, do not necessarily have expertise that is in accordance with the requirements required in the position. This is because the frequent employees occupy certain positions not because of their expertise, but due to the availability of formations. Therefore this new employee needs to add the abilities they need.

If an agency will hold training for employees, it is necessary to first explain what the objectives of the training are, so that the actual direction or objectives are achieved. In general, training is carried out for the benefit of employees and agencies.

Previous studies conducted by Mursidi (2009), stated that the training positive and significant effect on performance. Training is any effort to improve performance on a particular job that is being its responsibility. Ideally, training must be designed to realize organizational goals, which at the same time also realize the goals of individual workers. Training is often seen as the most common activity and leaders support training because through training, workers will become more skilled and therefore more productive even though these benefits must be taken into account with the time taken when workers are being trained.

##### **Effect of Work Motivation on Performance**

Based on the results of the study, it can be explained that motivation has a significant influence on performance.

The performance of an organization depends on the work of its employees. However, superiors can play a role in planning, implementing, and controlling an agency. This, supervisors must have an important role in their efforts to motivate and manage their employees. High employee performance is closely related to the reward system applied by institutions / organizations where they work. Improper rewards can affect employees' performance. The achievement of agency or organization goals depends not only on modern equipment, facilities and infrastructure that are complete, but it is more dependent on employees who carry out the work, who carries out his work and is able to provide good or high-performance work results needed by agencies or organizations to achieve goals.

This research is supported by research conducted by Lubis (2008) work motivation has a significant effect on employee performance. Motivation to carry out the work well will appear if the work done by him has

a value or means for employees who are related. Motivation questions how to direct the potential power of subordinates to work productively to successfully achieve and realize the intended goals.

One of the factors that directly influences employee performance is work motivation. The success of an employee can be influenced by individual factors which include the level of motivation, commitment, expertise, knowledge, skills and thinking ability. Every activity carried out by someone is driven by a strength in that person this driving force is called motivation. If someone is motivated, he will try to do everything in his power to realize what he wants.

## V. Conclusion And Suggestion

### Conclusion

Based on the results of the study, and the discussion in the previous chapter, the conclusions in this study are:

1. Training has positive and significant effect, meaning that training has a real influence on performance, the better the training obtained by employees, the better the performance will be.
2. Work Motivation has positive and significant effect, meaning that motivation has a real influence on performance, the better the motivation given by the leader, the better the performance will be.
3. Training and work motivation have positive and significant impact on performance, that means training and motivation significantly affect performance.

### Suggestion

Some suggestions that can be put forward as considerations include:

1. Central Sulawesi River Region IV of Southeast Sulawesi Province has conducted work placements that are in accordance with employee education. It is expected that in the future, these agencies will have employees who have the potential and have good ability to improve performance.
2. Based on the results of the study that education, training, and motivation have a positive effect on performance, therefore it is expected that in the future the agencies pay more attention to education, training and motivation to their employees.
4. For further researchers, it is expected to add other variables that can be used as indicators in further research. This is because there are still variables that have not been found by authors who still have relationships related to education, training and motivation in improving performance.

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