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EFFORTS TO IMPROVE EMPLOYEE PERFORMANCE WITH TRAINING AND MOTIVATION AT PT. XYZ

Frengki Hasoloan Pangaribuan

Universitas Sultan Ageng Tirtayasa, Indonesia
[Email: frengkipangaribuan77@gmail.com](mailto:frengkipangaribuan77@gmail.com)

Ranthy Pancasasti

Universitas Sultan Ageng Tirtayasa, Indonesia
[Email: ranthy@untirta.ac.id](mailto:ranthy@untirta.ac.id)

ABSTRACT

Employee performance is impacted by a variety of circumstances, including a lack of knowledge and skills, a lack of enthusiasm, or a lack of company support. Providing training and motivation to employees is one efficient technique to increase their performance. However, there are a number of hurdles and obstacles that must be faced in order to execute training and motivation programs, such as challenges with establishing appropriate and effective programs, challenges with inspiring employees who are less motivated, or lack of support from management. This research is to discuss and analyze efforts to improve employee performance with training and motivation, identify challenges and obstacles that may be encountered in implementing the program, and provide appropriate solutions and recommendations to overcome these problems. The primary data used is a questionnaire sent to employees of PT XYZ. There are 71 samples from 250 total population. The secondary data used is a 2022 satisfaction survey document, training records, and work order notification records at the Computerized Maintenance Management System (CMMS). The analysis was carried out with the help of SmartPLS version 4 software. The results of the study explain that training and motivation have a positive and significant effect on PT XYZ.

Keywords: *Training, Motivation, Employee Performance.*

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INTRODUCTION

In this research, the author conducted a case study at PT XYZ. PT XYZ is a private power plant sector located in Salira Village, Pulo Ampel District, Serang Regency, Banten Province, Indonesia. This company has 250 permanent employees plus outsourced personnel supplied through several Local Vendors. PT XYZ operates a steam power plant with a net capacity of 625 MW. In accordance with the Power Purchase Agreement (PPA) with PLN, this company will provide or supply electricity for 25 years starting in 2017. To support this program's proper operation, competent human resources are needed in their respective fields. Employees who are hired must be truly capable and have high dedication to be able to produce the performance expected by the organization.

One effective way to improve employee performance is to provide training and motivation. Training can help employees improve their knowledge and skills, while motivation can help increase their enthusiasm and dedication to work. In matters relating to employee performance, the author observes that there is Corrective Maintenance (CM) notification data for the 2022 period that is still open and tends to increase at the end of the year. Likewise, in the training program, the authors observed that there were training hours for 2020 – 2022 period that did not meet the set targets. As for motivation, the author observes that in the satisfaction survey data from the Operations Department to the Maintenance Department for the 2022 period, there are notes that need to be improved in the future.

However, in implementing training and motivation programs, there are several challenges and obstacles that need to be overcome, such as difficulties in designing appropriate and effective programs, difficulties in motivating employees who are less motivated, or a lack of support from management. This study aims to discuss efforts to improve employee performance with training and motivation, identify challenges and obstacles that may be encountered in implementing the program, and provide appropriate solutions and recommendations to overcome these problems.

The current business phenomenon in terms of employee performance is shown in Figure 1 in the form of the Corrective Maintenance (CM) Notification Ratio in 2022. CM notifications are requests from the Operations Department to the Maintenance Department to repair existing equipment problems, where this record is stored and can be monitored in the CMMS (Computerized Maintenance Management System) system. If problems that have been identified are not resolved immediately, it will have the potential to result in this equipment not functioning optimally, decreasing efficiency, which will have a direct effect on increasing operational costs. From the table presented, it can be seen that the number of notifications with open status is still high and, at the end of 2022, will have increased by 35%. This indicates an improvement is needed with the performance of the Maintenance Department employees.



Figure 1 Corrective Maintenance Ratio Period 2022

Source: Data Processed In Research, 2023.

The phenomenon of business in the field of training, as the author presents in Figure 2 below, is that in the last three years the target has not been achieved to provide training with a minimum of 40 hours per year per person on average.

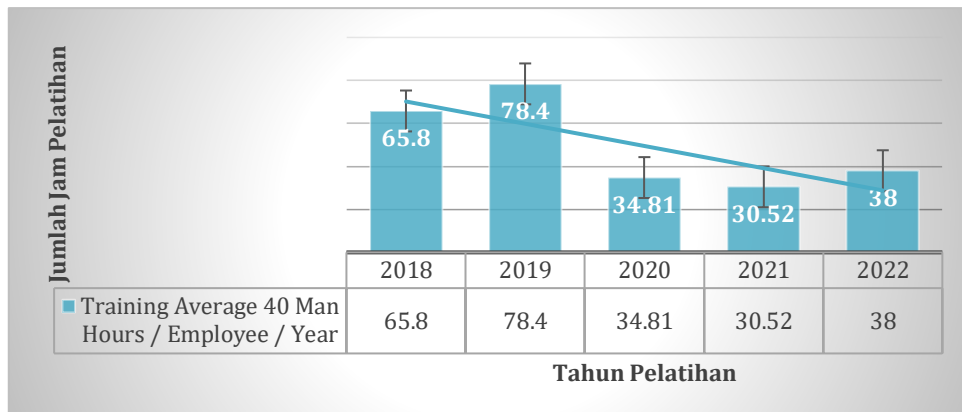


Figure 2 Summary of PT XYZ Training Records Period 2018 - 2022

Source: Data Processed In Research, 2023

The business phenomenon in terms of motivation that the author presents in Figure 3 is a customer satisfaction survey for 2022. This survey was conducted by internal parties in the Operations Department regarding the performance satisfaction of the Maintenance Department. In the survey presented, there are six aspects, of which three obtained good results and three obtained very good results. But even though the six aspects of the survey presented have shown good and very good results, there are notes presented in the survey that the author thinks need attention and improvement. In the first note, it was stated that the performance of the maintenance team was better, with a significant increase. Which is expected to increase even more, including in terms of coordination and communication. The second note states that communication is generally satisfactory, although it needs to be increased, especially in critical work. The third note mentions that repairing plant equipments in an emergency should be supported by experienced people to solve problems more quickly. This shows the operation team's dissatisfaction with some of the maintenance team.

	U/S	S	G	VG	O/S
SAFETY AND HOUSEKEEPING					
Safety documents and practices to conduct the work	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintain housekeeping during and after work completed	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Keywords: PTW, HIRADC, General Safety, Cleanliness, Tidy</i>					
QUALITY					
Working quality in terms of equipment reliability and performance after service / repair	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Keywords: accuracy, capability, problem solving</i>					
RESPONSE					
Maintenance Team response to rectify emergency defects and day to day plant / equipment defects	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Keywords: response time, idle time, working duration</i>					
PLANNING					
Maintenance planning for day to day maintenance works as well as for unit shutdown / outage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Keywords: preparation, schedule, major works, critical path</i>					
TECHNICAL SUPPORTS					
Technical supports provided by Maintenance Team: condition monitoring, warehouse support, training arrangement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Keywords: technical data/analysis accuracy and timing</i>					
COMMUNICATION AND COORDINATION					
Communication and coordination with Maintenance team: Managers, Engineers, Supervisors, Technicians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Keywords: cooperative, non-cooperative</i>					
Suggestions:					
Maintenance team performance has been better with significant improvement. Hopefully, it keeps improving including in the coordination and communication.					
Communication in general is satisfied, and somehow improvement specially on the critical work is necessary.					
Rectification work under emergency is suggested to be backed up by experience person for quicker problem solving.					

Figure 3 Satisfaction Survey Period 2022

Source: Data Processed In Research, 2023

RESEARCH GAP

Referring to previous research that shows employee performance is positively and significantly influenced by training and motivation, Based on research results from Muhammad Andi Prayogi and M. Nursidin (2018), Sri Bulkia and Ana Sofia Herawati (2018), Dr. E. Marno Nugroho MM (2020), Darmawan et al. (2017), and Mulyadi (2018), training and motivation have a positive and significant effect on employee performance.

Contrary to research conducted by Julianry et al. (2017) entitled *The Effect of Training and Motivation on Employee Performance and Organizational Performance* by the Ministry of Communication and Information Technology, The results of this study state that training indirectly does not have a positive influence on employee and organizational performance. Likewise, motivation indirectly does not have a positive effect on organizational performance. Likewise, the results of research conducted by Mansyur et al. (2020) concluded that training and motivation partially have no effect on performance.

Referring to the research gap, which proves that there are several different and inconsistent research results, the researcher intends to conduct research to find the root cause of the problem, referring to the business phenomenon data that has been collected. The title of the research is *Efforts to Improve Employee Performance with Training and Motivation at PT XYZ*. It is hoped that researchers can provide suggestions for solving problems faced by the organization.

LITERATUR REVIEW

According to Hasibuan in Sari et al. (2023), human resource management (HRM) is the process of managing and developing human resources owned by an organization to achieve the goals that have been set. HRM involves activities such as human resource planning, human resource procurement, human resource development, human resource performance evaluation, and human resource compensation.

According to Gazali et al. (2020), employee performance is the result of the interaction between individual abilities, motivation, and the work environment. Employee performance can also be interpreted as the work results achieved by employees in carrying out their duties and responsibilities within the organization.

According to Sari (2018: 101), training is a learning process that is carried out systematically and is planned with the aim of increasing one's knowledge, skills, and work attitudes in order to achieve certain goals at work. Training can be conducted for new employees who need an understanding of the work to be performed or for experienced employees who need the development of skills and knowledge in order to be more effective in carrying out their duties.

According to Afin Murtie in Santika and Antari (2019), motivation is a force within an individual that influences, directs, and maintains individual behavior toward achieving the desired goals. Motivation is the impetus that encourages individuals to take certain actions or behaviors that are directed at achieving goals.

Based on the business phenomenon data presented, as well as previous research gaps, problem formulation, framework, and theories presented, the researcher concludes the hypothesis as follows:

H1 : Training (X1) has a positive and significant effect on employee performance (Y) at PT XYZ.

H2 : Motivation (X2) has a positive and significant effect on employee performance (Y) at PT XYZ.

H3 : Training (X1) has a positive and significant effect on motivation (X2) at PT XYZ.

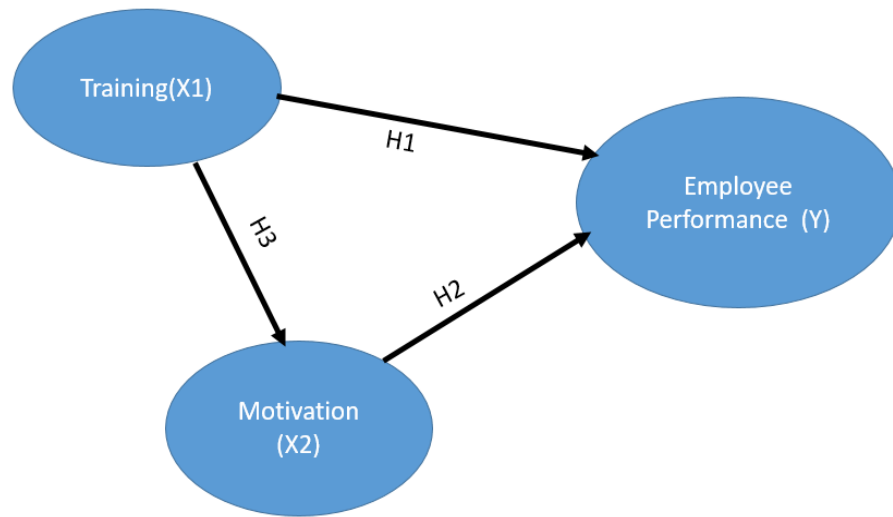


Figure 4. Research Framework

Source: Data Processed In Reseach, 2023

METHODOLOGY

In conducting this research, the author used a descriptive quantitative research method. According to Sugiyono (2019), the quantitative research method is a research method that uses a systematic approach to collect data that can be measured numerically and then analyzed using statistical techniques to gain a deeper understanding of a phenomenon. This research is also descriptive in nature. According to Sugiyono (2019), descriptive research is a type of research that aims to describe a phenomenon or condition that exists in the population or research sample without any manipulation or control of variables.

There are two types of data sources used in this study: primary data and secondary data. Primary data is data collected directly by researchers from the first source, through the distribution of questionnaires sent to employees of PT XYZ. The secondary data that the author uses is a document in the form of a 2022 satisfaction survey, training records, and 2022 Corrective Notification (CM) ratio data in the Computerized Maintenance Management System (CMMS). This study consists of three variables: training (X1), Motivation (X2), and Employee Performance (Y).

The population in this study is made up of employees of PT XYZ. According to the results of calculations carried out using the Slovin formula, a sample of 71 respondents was obtained from a population of 250 people with an error rate of 10%. Samples were obtained from respondents by distributing questionnaires via Google Form.

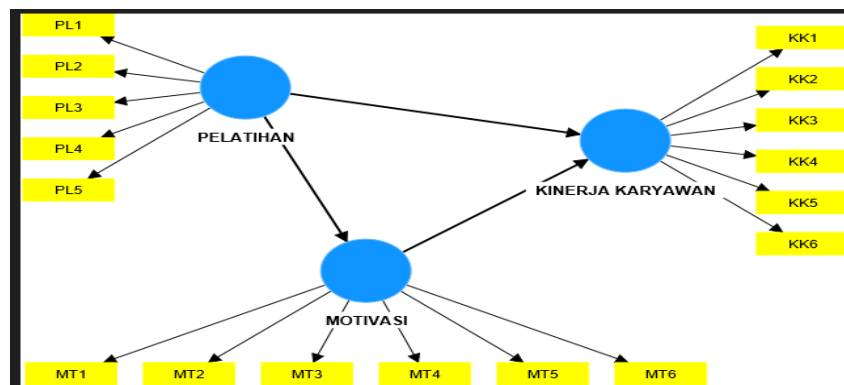


Figure 5. Structural Equation Model

Source: Research Data Processing With SmartPLS 4, 2023

RESULT AND DISCUSSION

For data analysis in this study, researchers used SmartPLS version 4 software. The number of respondents who provided feedback were 71. Based on gender, the majority of respondents were male, as many as 94%. Then, when viewed from the perspective of age, the most respondents are employees aged 31–40 years, as many as 48%. And when viewed based on years of service, the most respondents are employees whose working period is more than 5 years, at 51%.urthermore, if viewed based on education, most respondents are employees with a high school education or equivalent, with a percentage of 54%.

The first stage is to test the quality of the data with the SEM PLS algorithm.

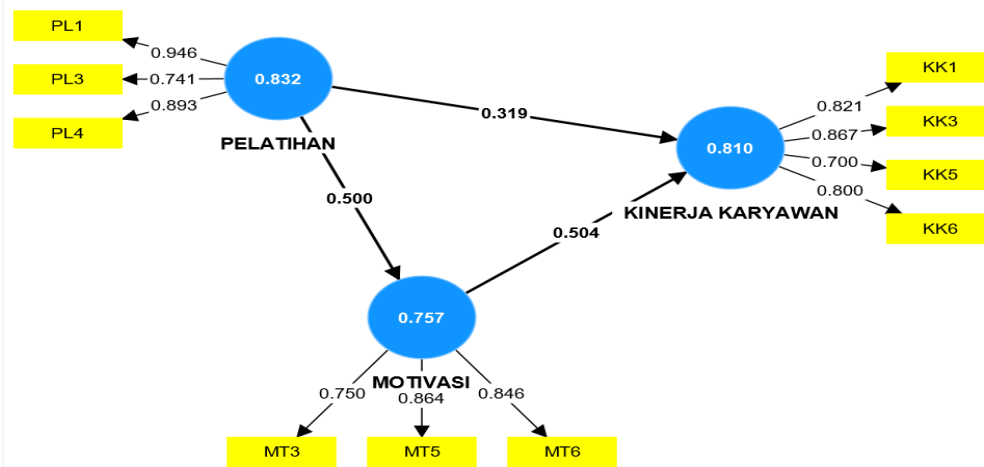


Figure 6. Outer Model Test Results

Source: Research Data Processing With SmartPLS 4, 2023

The test results are displayed in the following image:

Table 1. Algorithm PLS SEM Test Results.

	HTM T	Construct Reliability and Validity - Overview				Discriminant Validity - Fornell Lacker Criterion			Collinearity Statistic - VIF Inner Model
		Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	EMPLOYEE PERFORMANCE	MOTIVATION	TRAINING	
MOTIVATION <-> EMPLOYEE PERFORMANCE	0.851	0.810	0.818	0.876	0.639	0.800			1.333
TRAINING <-> EMPLOYEE PERFORMANCE	0.655	0.757	0.761	0.861	0.675	0.663	0.821		1.333

TRAINING <-> MOTIVATION	0.608	0.832	0.890	0.898	0.747	0.571	0.500	0.864	1.000
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Source: Research Data Processing With *SmartPLS* 4, 2023.

Table 2. Algorithm PLS SEM Test Results

	Outer loadings	Collinearity Statistic - VIF Outer Model
KK1 <- EMPLOYEE PERFORMANCE	0.821	1.858
KK3 <- EMPLOYEE PERFORMANCE	0.867	2.397
KK5 <- EMPLOYEE PERFORMANCE	0.700	1.349
KK6 <- EMPLOYEE PERFORMANCE	0.800	1.906
MT3 <- MOTIVATION	0.750	1.324
MT5 <- MOTIVATION	0.864	1.867
MT6 <- MOTIVATION	0.846	1.741
PL1 <- TRAINING	0.946	3.794
PL3 <- TRAINING	0.741	1.921
PL4 <- TRAINING	0.893	2.509

Source: Research Data Processing With *SmartPLS* 4, 2023

The results of the validity test prove that each indicator is acceptable and able to explain its latent variables. Referring to Table 2, the indicator loading values obtained were ≥ 0.70 for all indicators, indicating that the indicators already have a good convergent validity value. This is also supported by the measurement results of the Average Variance Extracted (AVE) value, which is > 0.50 according to the results presented in Table 1. With this result, the indicators have a good convergent validity value.

Meanwhile, the reliability test results presented in Table 1 show Cronbach's Alpha and Composite Reliability values > 0.70 , so it can be concluded that latent variables have good reliability values and are reliable in making measurements. These results are also supported by the FORNER-LACKER CRITERION measurement results presented in Table 1. The measurement results show that the highest value is greater than the correlation between latent variables, so it can be said that it has good discriminant validity. It can be seen that the correlation between Employee Performance and Motivation and Training is smaller than the AVE root of Employee Performance, which is 0.800. Likewise with the roots of other variables, AVE.

Next, test the inner model by bootstrapping. The test results are shown in the following figure:

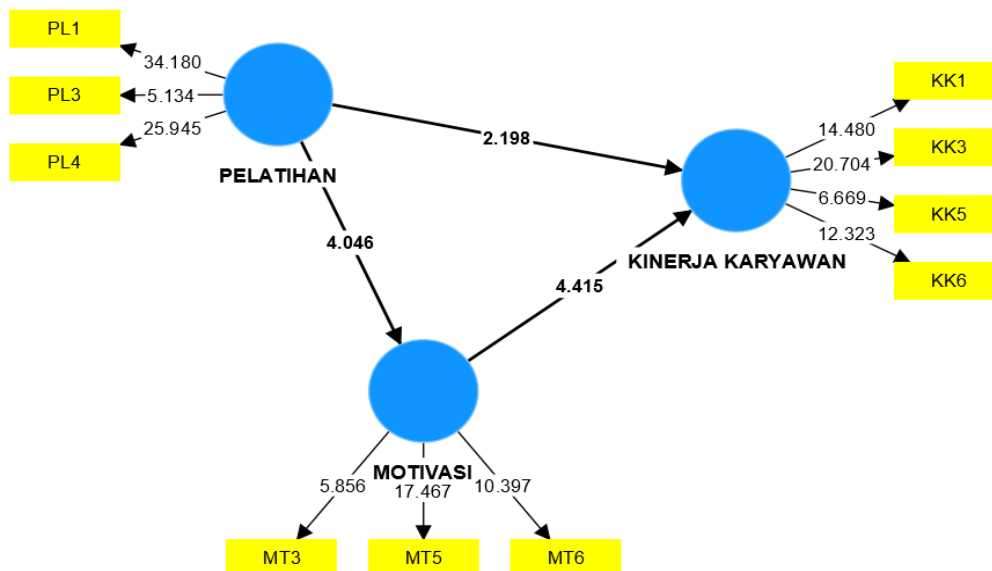


Figure 7. Inner Model

Source: Research Data Processing With SmartPLS 4, 2023

The following shows a summary of the inner model (bootstrapping) test results):

Table 3 Inner Model Test Results (Bootstrapping)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
MOTIVATION -> EMPLOYEE PERFORMANCE	0.504	0.526	0.114	4.415	0.000
TRAINING -> EMPLOYEE PERFORMANCE	0.319	0.306	0.145	2.198	0.028
TRAINING -> MOTIVASI	0.500	0.520	0.124	4.046	0.000

Source: Research Data Processing With SmartPLS 4, 2023

Based on the inner model scheme presented in Table 3, the path coefficient can explain the biggest to the smallest effect. It can be explained that the greatest influence is shown by the influence of motivation on employee performance, with a value of 4.415. Then the second-biggest effect is the effect of the training variable on motivation, with a value of 4.046. Furthermore, the training variable has the smallest effect on employee performance, with a value of 2.198. To determine whether it is significant or not, see table 3, namely in the p value column.

Based on the test results, the answers to the research hypotheses can be described as follows:

- a. H1: Training (X1) has a positive effect on employee performance (Y) at PT XYZ.
Referring to table 3 above, the results of measuring the path analysis of the relationship between training (X1) and employee performance (Y) obtained an original sample value of 0.319, indicating that an increase of 1 value in training will increase employee performance by 0.319. The statistical T value obtained was 2.198 > t table 1.96 and the p value was 0.028 < 0.05. Then statistically, Ho is rejected and Ha is accepted, meaning that the training variable has a positive and significant effect on employee performance. It can be concluded that H1 is accepted.
- b. H2: Motivation (X2) has a positive effect on employee performance (Y) at PT XYZ.
Referring to table 3 above, the results of measuring the path analysis of the relationship between motivation (X2) and employee performance (Y) obtained an original sample value of 0.514, indicating that an increase of 1 value in training will increase employee performance by

0.514. The statistical T value obtained was $4.415 > t$ table 1.96 and the p value was $0.000 < 0.05$. So statistically, H_0 is rejected and H_a is accepted, meaning that the motivational variable has a positive and significant effect on employee performance. It can be concluded that H_2 is accepted.

c. H_3 : Training (X1) has a positive effect on motivation (X2) at PT XYZ.

Referring to table 3 above, the results of measuring the path analysis of the relationship between training (X1) and motivation (X2) obtained an original sample value of 0.500, indicating that an increase of 1 value in training will increase employee performance by 0.500. The statistical T value obtained was $4.046 > t$ table 1.96 and the p value was $0.000 < 0.05$. Then statistically, H_0 is rejected and H_a is accepted, meaning that the training variable has a positive and significant effect on employee performance. It can be concluded that H_3 is accepted.

CONCLUSION

Employee performance at PT XYZ can be improved through the implementation of effective training and increased employee motivation. In accordance with the output of research results and discussion, the following conclusions are presented:

1. There is a positive and significant effect of training on employee performance. The more effective and high-quality training is carried out, the more employee performance will improve.
2. There is a positive and significant influence of motivation on employee performance. Increasing employee motivation will further improve employee performance.
3. There is a positive and significant effect of training on motivation. The more effective and quality employee training, the more motivated employees will be.

And the following suggestions to the Organization:

1. The organization selects trainees who have the ability, motivation, and time to get the most out of the training program.
2. The organization provides training locations that are safe, comfortable, and easily accessible to trainees so that training can run effectively.
3. The organization conducts monitoring and evaluation to review whether the participants achieve the training objectives.
4. Organizations are expected to establish effective two-way communication to increase motivation and have a positive effect on employee performance.
5. Organizations to run effective and quality programs and provide training that is evenly distributed to all employees so that they remain motivated in carrying out their duties.

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