

The Effect of Training and Competence on The Performance of PT Triputra Agro Persada Employees Through Motivation As A Mediation Variable

Anggriawan Oktobisono¹, Henry Eryanto², I Ketut R. Sudiardhita³

¹ Master of Management, State University of Jakarta, Indonesia

² Master of Management, State University of Jakarta, Indonesia

³ Master of Management, State University of Jakarta, Indonesia

Abstract

This study aims to find out how much influence the variables of training, and competence on employee performance through motivation as a mediating variable in PT. Triputra Agro Persada. The employee population in this study is 832 employees. The research sample taken in this study is Field Assistants at the landfill using sampling, namely the Proportional Random Sampling Technique by taking a total of 148 respondents. The data collection carried out will be analyzed using Structure Equation Modelling (SEM) with the AMOS 22 application and the SPSS 26 application. The results in this study show that there is a direct influence between training on motivation with a value of 0.445 and a Critical Ratio (CR) value of 4.156 > 1.96. training on motivation with a value of 0.0445 and a Critical Ratio (CR) value of 4.156 > 1.96. The competency variable for motivation had a value of 0.271 and a CR value of 3.629 > 1.96. The Training variable on employee performance with a value of 0.197 and a CR value of 2.472 > 1.96. The competency variable on employee performance had a value of 0.140 and had a Critical Ratio (CR) value of 2.427 > 1.96. The motivation variable for employee performance had a value of 0.294 and a Critical Ratio (CR) value of 2.879 > 1.96. Furthermore, the results of the research on the influence of training on employee performance through motivation variables were taken using the Sobel Test with a t-test value of 2.36 > 1.97 with a P-Value of 0.017 < 0.05 and the results of the Influence of competence on employee performance through motivation variables were taken using the Sobel Test with a t-test value of 2.00 > 1.97 with a P-Value of 0.04 < 0.05. From the data above, it can be seen that the Influence of Training and Competency on Employee Performance through motivation as mediation has a positive influence, and all hypotheses are accepted.

Keywords: Training, Competence, Motivation, and Employee Performance.

1. Introduction

This study aims to find out how much the variables of training and competence influence employee performance through motivation as a mediating variable in PT. Triputra Agro Persada. The employee population in this study is 832 employees. The research sample taken in this study is field assistants at the landfill using sampling, namely the proportional random sampling technique, which takes 148 respondents. Data collection will be analyzed using Structure Equation Modelling (SEM) with the AMOS 22 and the SPSS 26 applications. This study's results directly influence training and motivation, with a value of 0.445 and a Critical Ratio (C.R.) value of $4.156 > 1.96$. training on motivation with a value of 0.0445 and a Critical Ratio (C.R.) value of $4.156 > 1.96$. The competency variable for motivation had a value of 0.271 and a C.R. value of $3.629 > 1.96$. The Training variable on employee performance has a value of 0.197 and a C.R. value of $2.472 > 1.96$. The competency variable on employee performance had a value of 0.140 and a Critical Ratio (C.R.) value of $2.427 > 1.96$. The motivation variable for employee performance was 0.294, and a Critical Ratio (C.R.) value of $2.879 > 1.96$. Furthermore, the results of the research on the Influence of training on employee performance through motivation variables were taken using the Sobel Test with a t-test value of $2.36 > 1.97$ with a P-Value of $0.017 < 0.05$ and the results of the Influence of competence on employee performance through motivation variables were taken using the Sobel Test with a t-test value of $2.00 > 1.97$ with a P-Value of $0.04 < 0.05$. From the data above, the Influence of Training and Competency on Employee Performance through motivation as mediation has a positive influence, and all hypotheses are accepted.

Keywords: *Training, Competence, Motivation, and Employee Performance.*

1. Introduction

Companies must operate more efficiently and effectively during increasingly fierce competition in the global era. This limited competition encourages companies to increase their competitiveness to ensure their survival. The Company is responsible for executing production activities as an entity that incorporates individuals known as employees or employees. Most companies aim to maximize profits and added value while improving the well-being of owners and employees. Employees or employees play a crucial role in determining the progress of the Company. Companies need employees who meet the set requirements and can accomplish predetermined tasks to achieve these goals.

The Oil Palm Plantation Human Resources (H.R.) Program is an integral part of efforts to realize a sustainable palm oil industry because 30% to 40% of unproductive crops can no longer be harvested, so it requires a workforce that can manage and regrow in a more sophisticated and modern way and overcome the limitations of human resources so that these plantations can be managed in a more modern way and must overcome resource limitations human power.

Based on the results of interviews with several PT. employees, Triputra Agro Persada revealed that one of the problems faced by the Company is the expansion of employee performance development. The employee explained that the Performance at PT. Triputra Agro Persada has yet to reach the optimal level per the Company's yearly plan. This is due to several

factors, including the need for more training to be held annually because training is only available for promotion, refreshment, and to meet the standards of positions that are not routinely scheduled even when new employees exist. Refreshing training is carried out every two years. In addition, there are differences in employee competencies that must follow company standards. This is due to the inequality in skills and knowledge among employees, which impacts the declining performance appraisal in the unit environment of PT. Triputra Agro Persada. Meanwhile, the results of an interview with the head of Human Resources Development or HRD stated that the performance that occurred in 2022 and 2023 experienced a significant decline, especially in processing the oil palm harvest set by the Company, where one of the factors of the lack of employee performance that caused the lack of harvest was the motivation and initiatives carried out by employees who were still lacking.

In this context, the Company strives continuously to improve the performance of its employees. With the hope that this effort will help achieve the Company's overall goals. The improvement in employee performance can be seen in several factors, according to Sedarmayanti (Pusparani, 2021). Factors that affect performance include 1) Attitude and mentality (work motivation, work discipline, and work ethic), 2) Education, and 3) Skills. Agreeing with the above statement, Simanjuntak (Herawati & Rinofah, 2019) stated that individual performance is influenced by three factors, namely: (1) Management support, (2) Individual competence, and (3) Corporate support. According to Anwar Prabu (Akbar, 2018), ability and motivation affect performance achievement. From the experts' opinions above, it can be seen that Training, Competence, and motivation can affect employee performance negatively and positively.

Through this background explanation, this study aims to fill the knowledge gap related to the relationship between training, competence, motivation, and employee performance. With a deeper understanding of these dynamics, it is hoped that the Company can design a more effective H.R. development strategy to improve employee performance and positively contribute to achieving the Company's goals. Based on the problems explained above, the problems that affect employee performance are training and competencies that still need to be met and lack of motivation. Of all the problems that affect employee performance, the researcher limits specific problems so that the researcher is interested in conducting a research theme on Training and Competency on Employee Performance of PT Triputra Agro Persada through Motivation Variables as Mediation Variables.

2. Literature Review

2.1 Employee Performance

According to Eddison (2022), performance results from a process that refers to and is measured over a certain period based on predetermined conditions, standards, or agreements. One of the factors that can encourage employee performance is a person's expertise or knowledge in the form of training and competencies that the Company provides to employees to increase their effectiveness in developing their careers to reach the best position within the Company. Mangkunegara argues that performance results from the quality and quantity of work an employee can complete to carry out the tasks for which he or she is responsible. Employee performance results from the quality and quantity of work an employee achieves in carrying out his duties following the responsibilities given to him. So it is known that the term

performance comes from the word job performance or actual performance (actual work achievement achieved by a person), which is the quality and quantity of work results (output) achieved by an employee in carrying out his duties following the responsibilities that have been given to him. (Silas et al., 2019)

According to Rivai (Kasmawati, 2017), performance is an achievement achieved by a person in carrying out his work according to the standards and criteria set for the job. According to Hasibuan (Mulyadi, 2014), performance is the result of work achieved by a person in carrying out the tasks given to him, which is based on experience, skills, and seriousness of time measured by taking into account aspects, such as quality, quantity, and punctuality.

Employee performance is the result of a process that refers to and is measured over a certain period based on conditions, standards, or agreements that have been previously determined. One of the factors that can encourage employee performance is a person's expertise or knowledge in the form of training and competencies that the Company provides to employees to increase their effectiveness in developing their careers to reach the best position in the Company.

Employee Performance Indicators According to Mangkunegara (Yuningsih & Ardianti, 2019), these are the dimensions of work quality, work quantity, responsibility, and initiatives carried out by the employees themselves.

2.2 Training

Training is one of the operational functions of human resource development: improving knowledge skills and changing employee behavior or attitudes. The purpose of the training is to provide support in developing and maintaining employees so that they can become reliable human resources and contribute positively to the Company. Training is essential in developing the organization, improving performance, and increasing productivity, ultimately putting the Company in the best position to face the competition and stay on top.

According to Mathis in Garaika (2020), training is a process in which individuals develop the ability to achieve organizational goals. This process is related to the organization's vision, mission, and goals. The training can be considered as a supporting variable. Narrowly, training is defined as an effort to prepare employees to have special knowledge and skills they can apply when working. Meanwhile, according to Rivai and Sagala (2017), training is a systematic process that changes employee behavior to achieve organizational goals. Training is related to the employee's abilities and skills in doing the job. Training can also be interpreted as a short learning process that uses structured and organized procedures, where non-managerial employees acquire technical knowledge and skills for a specific purpose. Agreeing with the above opinion, Sukmawati (Khaerani et al., 2022) explains that training is a series of processes that involve actions deliberately carried out by professional trainers in the form of assistance provided to workers per units of time to improve workability and, in some cases organizational efficiency and work productivity.

Training Indicators According to Gary Dessler (2013), the training is divided into five indicators, which are as follows:

1. Instructor
2. Trainees
3. Method
4. Material
5. Training objectives

2.3 Competence

According to Spencer and Irwan (2019), competence is the underlying characteristic of a person that relates to the effectiveness of an individual's performance in his or her work or an individual's characteristics that have a causal basis or are a reference for causal criteria, effective or superior performance in the workplace or particular situations. (Katidjan et al., 2018)

According to Wirawan in Suryani (2023), human resource competencies are the traits of knowledge, skills, behaviors, and experiences that people need to perform a particular profession or role effectively. Competence is attitudes, knowledge, behaviors, and skills that enable a person to perform a task with the best results. According to Rony and Aryanto (2023), competencies can improve performance and task completion. Competence refers to a person's innate abilities, knowledge, attitudes, and ideals represented in their capacity to think and behave consistently. In other words, competence includes a person's knowledge and talents and willingness to do what is considered profitable.

Competence is the capacity of individuals to complete a task correctly and benefit based on knowledge, abilities, and attitudes to achieve effectiveness in the performance provided. Competencies are essential in achieving individual and organizational performance.

Competency Indicators According to Hutapea and Thoha (2008) that is:

1. Skill
2. Knowledge
3. Attitude

2.4 Motivation

Motivation is crucial for employees so that the work that has been charged can be carried out, as it should be according to the Company's operational standards. Motivation is the power that allows a person to act towards a specific goal. This motivation is like determining outcomes such as productivity, performance, and perseverance. (Paais & Pattiruhu, 2020)

According to Maslow, motivation is a driving force that creates excitement in one's work so that they will work together, work effectively, and integrate with all their efforts to achieve satisfaction at work. (Gunawan & Cahya, 2016).

Robin and Judge define motivation as a process that describes the intensity, direction, and condition of a condition that moves people towards a particular goal, which is in line with Luthans' opinion that the process in a person because it has psychological and physiological needs that drive behavior or drive to achieve a goal. (Musyawwir et al., 2021)

Employee work motivation is the driving force that creates excitement in someone's work so that they will work together, work effectively, and integrate with all their efforts to achieve satisfaction at work. One of the things that can affect human behavior is the driver to act and do something to achieve the optimal target in achieving effective and satisfying work.

Motivational Indicators According to Maslow in Yughi et al. I (2022) that is:

1. Physiological Needs
2. The Need for Security
3. Social Needs

4. Need for Awards
5. Self-Actualization Needs

3. Material and Method

The research method refers to the systematic procedures and frameworks used in conducting research. The research methodology facilitates the implementation of systematic, scientific, impartial, and valuable research. Research methodology serves as a systematic approach to gathering data and identifying fact-based solutions to a problem. (Goundar, 2012)(Williams, 2007). The analysis method used in this study uses a quantitative method with the distribution of questionnaires by taking primary data. This study aims to further analyze the influence of training and competency on the performance of employees of PT. Triputra Agro Persada through motivation.

3.1 Design Study

This study is a Quantitative research and in this study data analysis is carried out by This study is quantitative research, and data analysis is carried out by calculating descriptive analysis and hypothesis testing in the field assistant position of PT. Triputra Agro Persada. The population found in PT. Triputra Agro Persada has a total of 832 employees with sampling in this study using Proportional Random Sampling by obtaining a sample, namely the Field Assistant at PT. Triputra Agro Persada, which has 148 employees. Data will be distributed and collected using questionnaires distributed using Google Forms. Sugiyono (2013) explains that a Questionnaire is a data collection technique that gives respondents a set of questions or statements to answer. The questionnaires used in this study are a. training questionnaire, b. competency questionnaire, c. motivation questionnaire, and d. performance questionnaire using a 5-point Likert scale.

3.2 Data Analysis

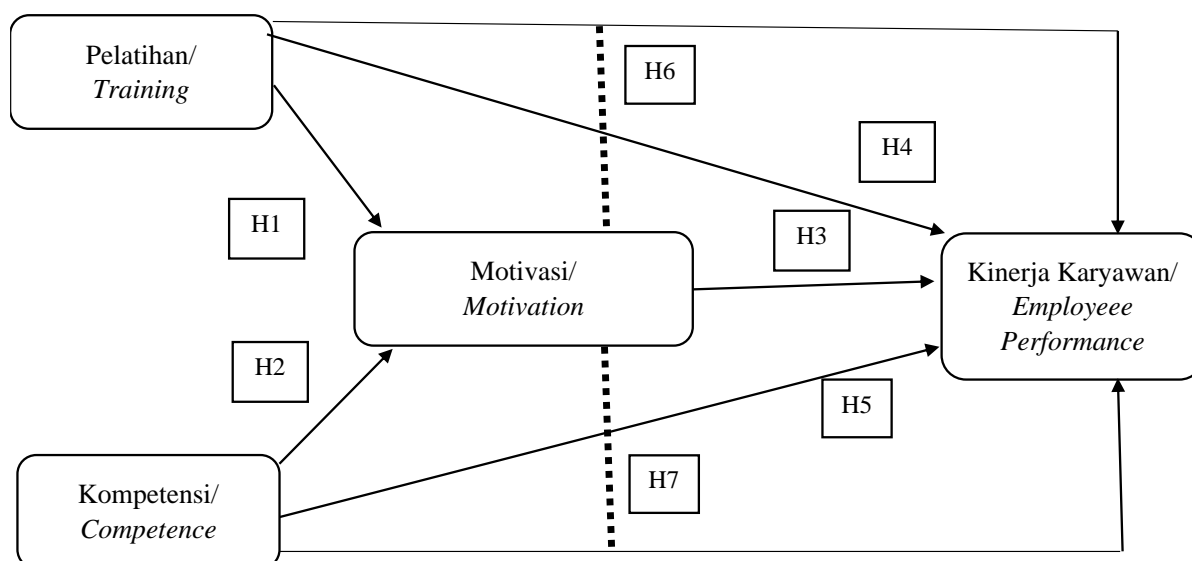


Figure 1. Research Model

The researcher formulates the following hypothesis in this study based on the literature review, relevant research, and the theoretical framework below:

- H1: Training positively affects the work motivation of employees of PT. TAP.
- H2: Competence positively affects the motivation of employees of PT. TAP.
- H3: Training positively affects the performance of PT. TAP employees.
- H4: Competence positively affects the performance of PT. TAP employees.
- H5: Motivation has a positive effect on the Performance of PT. TAP.
- H6: Training positively affects employee performance through the motivation of PT. TAP.
- H7: Competence Positively Affects Employee Performance through PT. TAP.

In this study, before conducting hypothesis testing, which is carried out first, namely validity and reality testing using Software SPSS 26. Meanwhile, the hypothesis testing analysis in finding the fit model uses the Structural Equation Model (SEM) with Software Amos version 22. In testing hypotheses, we must meet the criteria contained in Goodness of Fit Index as follows:

Table 1. Goodness of Fit Indexs

<i>Goodness-of-fit-indexes</i>	<i>Cut-of-Value</i>
<i>Significancy Probability</i>	≥ 0.05
<i>Chi-Square</i>	$< 196,092$
RMSEA	≤ 0.80
GFI	≥ 0.90
TLI	≥ 0.95
CFI	≥ 0.95

CMIN/DF	≤ 2.00
AGFI	≥ 0.90

4. Result

Validity and Reliability

The feasibility of a statement can be seen from the validity test by comparing the Corrected Item-Total Correlation value to the R-value of the Table. The R table value of the 148 respondents is 0.164 with a significance value of 0.05. The corrected Item-Total Correlation must be above 0.164 by saying the valid Corrected Item-Total Correlation > 0.1614. The next step must be to conduct a reliability test to see the value of Cronbach's Alpha. The limit or standard that must be met is 0.7 because if the value of Cronbach's Alpha < 0.7, it can be said that the data is not reliable. On the other hand, if the value of Cronbach's Alpha > 0.7, then the data is reliable. From the above data, it can produce validity tests and reality tests as follows:

Table 2. Validity and Reality Test Results

Latent Constructs/Variables	Reliability (Cronbach's Alpha)	Item (Indicator)	Corrected Item Total Correlation
Training	,921	P1	,693
	,920	P2	,726
	,931	P3	,512
	,924	P4	,636
	,920	P5	,723
	,918	P6	,750
	,914	P7	,830
	,919	P8	,733
	,916	P9	,804
	,915	P10	,813
Competence	,818	K1	,782
	,837	K2	,548
	,840	K3	,521
	,850	K4	,422
	,830	K5	,626
	,858	K6	,312
	,843	K7	,490
	,833	K8	,596
	,831	K9	,637
	,825	K10	,729
Motivation	,888	M1	,515
	,886	M2	,509

	,884	M3	,552
	,871	M4	,718
	,879	M5	,607
	,876	M6	,659
	,870	M7	,736
	,874	M8	,692
	,880	M9	,602
	,870	M10	,729
Employee Performance	,799	KK1	,348
	,771	KK2	,616
	,794	KK3	,390
	,765	KK4	,663
	,792	KK5	,426
	,808	KK6	,346
	,774	KK7	,561
	,790	KK8	,421
	,785	KK9	,469
	,764	KK10	,705

Based on the results of Table 2 above, it can be seen that all indicators have been declared valid by calculation using SPSS 26 which states all valid statements with a Corrected Item-Total Correlation value > 0.1614 , followed by a reality test with all the items above it is known that Cronbach's Alpha is above 0.70 or Cronbach's Alpha > 0.70 thus it is known that the training, competencies, motivation and Performance of employees are said to be valid and reliable.

Data Normality

After conducting a test of the validity and realism of the data that had been carried out previously, the researcher conducted a data normality test. In this data normality test, the researcher must meet or carry out some conditions. Namely, the Asymp Sig value > 0.05 or must be above 0.50. If the Asymp Sig value > 0.50 , the data can be said to be normally distributed, while if the Asymp Sig value < 0.50 , the data is not normally distributed. Therefore, from the normality test of the data carried out by the researcher, the following data can be known:

Table 3. Data Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		148
Normal Parameters ^{a,b}	Mean	.00
	Std. Deviation	4.457
Most Extreme Differences	Absolute	.078
	Positive	.059

Negative	-0.078
Test Statistic	.078
Asymp. Sig. (2-tailed) ^c	.200

From the data normality test in Table 3, the test carried out using the normality test using the Kolmogorov-Smirnov One-Sample method is known that the Asymp Sig value is $0.200 > 0.50$ thus, the data obtained in this study is declared to be normally distributed.

Hypothesis Test

This study uses the Structural Equation Model, which is the entire model. Before dropping the data to find the fit model:

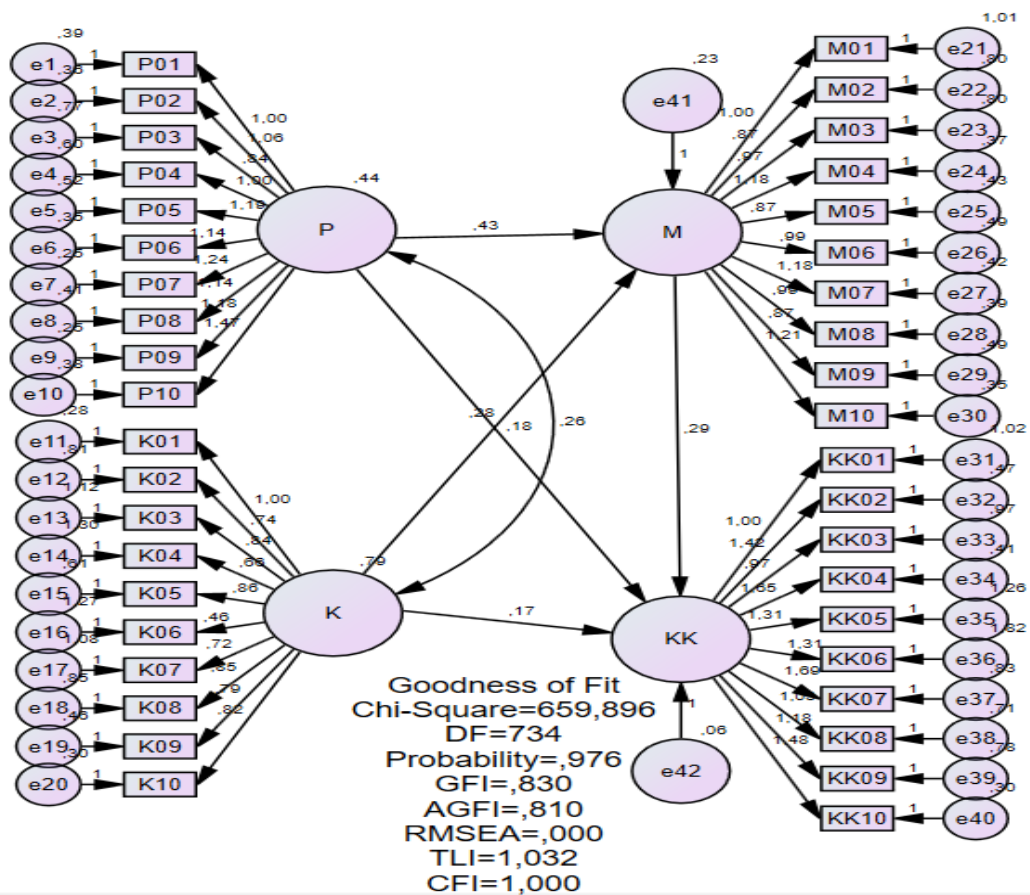


Figure 2. Full Model/Structural Model Analysis

Here is the fit model in this study:

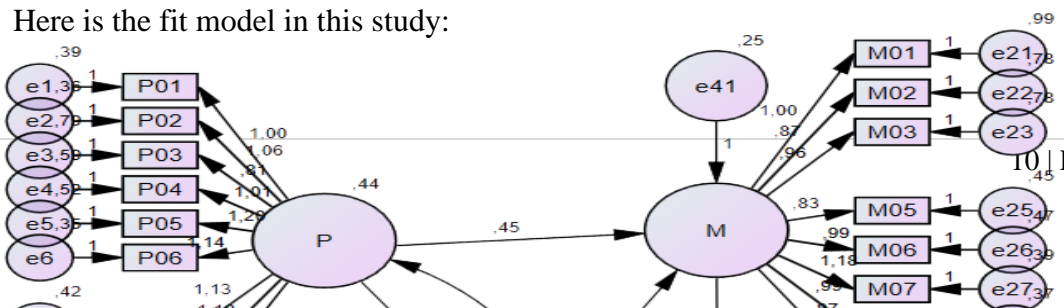


Figure 3. Fit Model/Modification of Structural Model Analysis

From the above data model, modifications are made to find the appropriate form of the Goodness of Fit Index criteria. The results of fit mode in the structural model modification of Goodness of Fit, namely:

Table 4. Model Accuracy Test (Goodness of Fit)

Good of Fit Index	Cut-off Value	Result	Information
Probability	≥ 0.05	1,00	Good Fit
Chi-Square	$< 196,092$	195,287	Good Fit
GFI	≥ 0.90	0,925	Good Fit
TLI	≥ 0.95	1,192	Good Fit
CFI	≥ 0.95	1,00	Good Fit
RMSEA	< 0.80	0,00	Good Fit
CMIN/DF	≤ 2.00	0,426	Good Fit
AGFI	≥ 0.90	0,913	Good Fit

Based on Table 4 of the model stipulations above, it can be seen that the Chi-Square value of this study amounts to 195.287 and has a probability value or can be called a P-Value of $1.00 > 0.05$ which means that the value has reached the expected fit value of the model. After that, we first know the GFI value of $0.925 \geq 0.900$ with the following output value of

TLI of $1.192 \geq 0.95$ and get the result of the CFI of $1.00 \geq 0.95$. Furthermore, we can find the value of the Output of CMIN/DF in this study of $0.426 < 2.00$ with the known AGFI value of $0.913 \geq 0.90$. Thus, it can be concluded that the above data shows that it is feasible and is said to be a good fit model.

Testing this hypothesis uses a value of t with a significance level of 0.05 and a Critical Ratio (C.R.) value of 1.96, which means the hypothesis has a positive influence. Testing this hypothesis is carried out to find out the critical value or what can be called the Critical Ratio with the following data:

Table 5. Hypothesis Test

Hypothesis	Line	β	S.E	C.R	P	Conclusion
H1	$P \rightarrow M$,445	,107	4,156	***	<i>Accepted</i>
H2	$K \rightarrow M$,271	,075	3,629	***	<i>Accepted</i>
H3	$P \rightarrow KK$,197	,080	2,472	,013	<i>Accepted</i>
H4	$K \rightarrow KK$,140	,058	2,427	,015	<i>Accepted</i>
H5	$M \rightarrow KK$,294	,102	2,879	,004	<i>Accepted</i>
Sobel Test						
Hypothesis	Line	t-stat	P Value	Conclusion		
H6	$P \rightarrow M \rightarrow KK$	2,36	0,017	<i>Accepted</i>		
H7	$K \rightarrow M \rightarrow KK$	2,00	0,04	<i>Accepted</i>		

From the data in Table 5, the hypothesis in this study is that the condition states that if the hypothesis is accepted, it has a Critical Ratio value of > 1.96 with a significance value of 0.05. Then, for the basis of the P-Value value, that must be done, namely the P-Value value < 0.05 . From the Table above, it is known that H₁, H₂, H₃, H₄, H₅, H₆, and H₇ are all hypotheses in this study that are accepted and have a positive influence.

5. Discussion

The results of the above study show that training has a positive direct effect with a value of 0.445 and has a Critical Ratio value of $4.156 > 1.96$ with a P-Value ***, which can be stated that the hypothesis of the Influence of training on motivation is accepted. This study's results align with an employee survey, which showed that training affects motivation PT. Triputra Agro Persada. This impacts employees' motivation to develop themselves even better, both for promotion and knowledge for themselves.

The results of the above study show that competence has a positive direct effect with a value of 0.271 and has a Critical Ratio value of $3.629 > 1.96$ with a P-Value ***, which can be stated that the hypothesis of the Influence of competence on motivation is accepted. This study's results align with the results of a survey conducted on employees, which found that competence affects the motivation of PT. Triputra Agro Persada. This impacts employee motivation to do their work, whether following the standards or not. So, employees want to improve their competencies based on their positions.

The results of the above study show that training has a positive direct effect with a value of 0.197 and has a Critical Ratio value of $2.472 > 1.96$ with a P-value of $0.013 < 0.05$, which can be stated that the hypothesis of the Influence of training on employee performance

is accepted. This study's results align with a survey conducted on employees, which found that training affects employee performance from PT. Triputra Agro Persada. This impacts the implementation of employee training, ultimately improving the ability to do the tasks given so that the employee's performance is appropriate and even improved.

The results of the above study show that competence has a positive direct effect with a value of 0.140 and has a Critical Ratio value of $2.427 > 1.96$ with a P-value of $0.015 < 0.05$, which can be stated that the hypothesis of the Influence of training on employee performance is accepted. This study's results align with a survey conducted on employees, which found that training affects employee performance from PT. Triputra Agro Persada. This impacts employee competence, which ultimately increases productivity and helps improve performance performance.

The results of the above study show that motivation has a positive direct effect with a value of 0.294 and has a Critical Ratio value of $2.879 > 1.96$ with a P-value of $0.004 < 0.05$, which can be stated that the hypothesis of the Influence of motivation on employee performance is accepted. This study's results align with a survey conducted on employees, which found that training affects employee performance from PT. Triputra Agro Persada. This impacts employee motivation, which, in the end, can increase employee morale if they do their work according to the procedures and knowledge given.

The results of the above study show that training has a positive direct effect with a t-test value of $2.36 > 1.96$ and a P-value of $0.017 < 0.05$, which can be stated that the hypothesis of the Influence of training on employee performance through motivation is accepted. This study's results align with a survey conducted on employees, which found that training affects employee performance from PT. Triputra Agro Persada. This impacts employee motivation, which, in the end, can increase employee morale if they do their work according to the procedures and knowledge provided when the training is directly practiced when the employee goes into the field.

The results of the above study show that competence has a direct positive effect with a t-test value of $2.00 > 1.96$ and a P-value of $0.04 < 0.05$, which can be stated that the hypothesis of the Influence of training on employee performance through motivation is accepted. This study's results align with a survey conducted on employees, which found that training affects employee performance from PT. Triputra Agro Persada. This impacts employee motivation, which can be triggered when they have competencies according to the Company's standards.

6. Conclusion, Implication, and Recommendation

Conclusion

Based on the results of hypothesis testing and the results of the research that has been carried out, it can be known several conclusions from this study, namely:

1. Training has a positive effect on the work motivation of employees of PT. Triputra Agro Persada.
2. Competence has a positive effect on the training of employees of PT. Triputra Agro Persada.
3. Training positively affects the Performance of PT. Triputra Agro Persada.

4. Competence has a positive effect on the performance of employees of PT. Triputra AgroPersada.
5. Motivation positively affects the Performance of PT. Triputra Agro Persada.
6. Training positively affects employee performance through the motivation of PT. Triputra Agro Persada.
7. Competence positively affects employee performance through the motivation of PT. Triputra Agro Persada.

Implication

Based on the results of the research that the researcher has carried out, some implications can be of concern to PT. Triputra Agro Persada, namely:

1. Practical

From the findings made by researchers about employee performance, there are indeed several factors, one of which is employee training and competence; where this factor is one of the factors that can improve employee performance by creating a training program and competency test that meets national standards to increase the bargain value or selling value of the Company so that it can increase productivity for employees of PT. Triputra Agro Persada.

There are other practical implications, namely:

- For PT. Triputra Agro Persada employees, training has a positive effect on employees, so creating a training program appropriate to the level or position is needed to increase employee productivity. An employee's ability will be further developed if the Company regularly conducts training so that the employee can do his job well.
- Employee competence has an effect or has a positive relationship with employees because there are several standards that employees must apply to maintain the quality and quantity of the products produced. Employee competence can be achieved by conducting several national standard exams and standards conducted by the Company so that employees can do their work following those set by the Company or nationally marked by competency scores or certificates.
- Employee motivation has a positive relationship with employee performance and training and competency factors, so if the Company pays attention to training and competence, it can affect employee motivation and improve employee performance. Thus, leaders or managers who assess performance can pay attention to training and competencies at PT. Triputra Agro Persada.

2. Academic

The findings of the results on training and competency on employee performance through motivation stated that there was a positive influence on employee performance, and motivation could mediate between the bound variable, namely employee performance, and the independent variable, namely training, and competence, with the data that had been studied. Thus, this research can add value, literacy, and references for future researchers related to training, competence, motivation, and performance.

Recommendation

Based on the conclusions that have been described in the results of the above study, it is known that the suggestions in this study are as follows:

1. Suggested PT. Triputra Agro Persada improves employees' skills in various sectors by implementing comprehensive and sustainable training programs. Technical training, such as managerial development to improve leadership and decision-making, and soft skills training to meet industry needs by standards.
2. Suggested PT. Triputra Agro Persada improves employee competence by conducting competency certification that meets national standards because it can be an additional selling point for the Company if it is seen that there are still few companies that have a Professional Certification Agency. One of them is conducting a national standard competency test on each employee to find out whether the employee has met the standards that have been determined by the Company so that employees feel that they can find out that they and the Company experience self-development also get the benefit that employees can do their work according to what is determined and their performance can be maintained.
3. Suggested PT. Triputra Agro Persada can increase employee motivation not only with incentives and compensation, but employees who have good performance and good competence can have the opportunity for the same career development without discrimination. This will allow employees to be triggered to carry out or do the best work possible, which can improve their performance.

7. References

- Akbar, S. (2018). Analyze the factors that affect work. *Jiaganis*, 3(2), 1–17.
- Dessler, G. (2013). *Human Resource Management Thirteenth Edition*. Publishing as Prentice Hall.
- Fadillah, R., Sulastini, & Hidayati, N. (2017). The influence of competence, work discipline and work environment on employee performance at the Bank Kalsel sub-branch office in Banjarmasin. *Journal of Business and Development*, 6(1), 1–9. <https://ppjp.ulm.ac.id/journal/index.php/bisnispembangunan/article/download/2764/2410>
- Garaika, G. (2020). Impact of Training and Competence on Performance moderated by the Lecturer Career Development Program in Palembang, Indonesia. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 4(03), 10–20. <https://doi.org/10.29040/ijebar.v4i03.1158>
- Goundar, S. (2012). Chapter 3 - Research Methodology and Research Method. Cloud computing. In *Research Methodology and Research Method* (Issue Chapter3, pp. 84–193). https://www.researchgate.net/publication/333015026_Chapter_3_-_Research_Methodology_and_Research_Method/comments
- Gunawan, A., & Cahya, M. I. (2016). Analysis of the effect of work motivation on employee performance in the Banten Province Cooperative and MSME Office. *Journal of Industrial Engineering*, 1–5.
- Herawati, J., & Rinofah, R. (2019). Factors Affecting Lecturer Performance. *Akmenika Journal of Accounting & Management*, 16(2), 454–472.
- Irwan, A. (2019). The Effect of Compensation on Employee Performance at the Education, Culture, Youth and Sports Office of North Mamuju Regency. *The Effect of Compensation*

- on Employee Performance at the Education, Culture, Youth and Sports Office of North Mamuju Regency, 1(4), 196–208.
- Jumawan, & Zahara Tussoleha Rony. (2023). Analysis of Competency and Commitment to Employee Performance in University (Systematic Literature Review). *International Journal of Integrative Sciences*, 2(6), 933–948 <https://doi.org/10.55927/ijis.v2i6.4661>
- Kasmawati, Y. (2017). Human Capital and Employee Performance (A Theoretical Review). *JABE (Journal of Applied Business and Economics)*, 3(4), 265. <https://doi.org/10.30998/jabe.v3i4.1781>
- Katidjan, P., Pawirosumarto, S., & Yuliani, T. (2018). The effect of competence, training, and compensation to employment performance. *European Research Studies Journal*, 21(3), 280–292. <https://doi.org/10.35808/ersj/1060>
- Khaerani, R., Trio Febriantoro, M., Suleman, D., Saputra, F., & Totok Suyoto, Y. (2022). the Effect of Competence, Training and Career Development on Employee Performance At Pt. Citibank. *JEKMA Journal of Economics and Management*, 1(3), 71–79.
- Mulyadi, H. (2014). Leadership Relationship with the Performance of Employees of the Pasaman Regency Education Office. *Bahana Educational Management*, 2(1), 302–310.
- Musyawwir, Ansyari, M. I., & Parawu, H. E. (2021). The Effect of Work Motivation on Employee Performance at the Gowa Regency Personnel and Human Resources Development Agency. *Kimap*, 2(2), 443–458. <https://journal.unismuh.ac.id/index.php/kimap/index>
- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>
- Parulian, H., & Thoha, N. (2008). *Communication Competencies Plus: Theory, Case Design and Application for HR and Dynamic Organizations*. Gramedia Pustaka Utama.
- Pusparani, M. (2021). Factors Affecting Employee Performance (A Study of Human Resource Management Literature). *Journal of Applied Management Sciences*, 2(4), 534–543. <https://doi.org/10.31933/jimt.v2i4.466>
- Rokhman, F., Bahiroh, E., & Maria, V. (2022). THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE WORK MOTIVATION. *Journal of Research Innovation*, 3(4), 5919–5930.
- Silas, B., Adolfini, & Lumintang. (2019). THE INFLUENCE OF MOTIVATION, CAREER DEVELOPMENT AND FINANCIAL COMPENSATION TOWARD EMPLOYEE PERFORMANCE AT PT MARGA DWITAGUNA MANADO. *Journal of EMBA*, 7(4), 4630–4638.
- Sugiyono, D. (2013). *Quantitative, Qualitative, and Action Research Methods*. Alfabeta.
- Suryani, A. N., & Zubardi, L. (2023). The Effect of the Use of Information Technology and Human Resources Competence on the Performance of Employees of the Sungai Lilin Village Office, Sungai Lilin District. *Journal of Competent Management*, 6(1), 35. <https://doi.org/10.51877/mnjm.v6i1.299>
- Williams, C. (2007). Research Methods. *Journal of Business & Economic Research*, 5(3), 81–82. https://doi.org/10.1007/978-3-319-10906-0_5
- Yughi, S. A., Widodo, A. S., & Arsid, A. (2022). The Influence of Work Discipline and Work Motivation on the Performance of Pt Kiat Pangan Persada Employees. *SCIENTIFIC JOURNAL OF REFLECTION : Economic, Accounting, Management and Business*, 5(3), 640–648. <https://doi.org/10.37481/sjr.v5i3.517>
- Yuningsih, E., & Ardianti. (2019). The Effect of Competence and Motivation on Employee Performance at Pt XXX. *Journal of Visionida*, 5(1), 32. <https://doi.org/10.30997/jvs.v5i1.1804>

8. Appendix

STATEMENT QUESTIONNAIRE

No	Statement	STS	TS	R	S	SS
	Employee Performance					
1	The subject is able to complete the work on time, detail and within the target set by the Company					
2	The subject does the work deftly and does not procrastinate					
3	The subject has a work quality standard that has been set by the Company					
4	The subject does a job according to the set target					
5	The subject is able to work beyond the set time					
6	The subject is doing work outside <i>the given</i> Job Desk					
7	The subject is able to take responsibility for the work given					
8	Subjects do work according to the target, focus and fast					
9	The subject does the work carefully, carefully, carefully and focused.					
10	Subjects can be consulted in meetings and participate in problem solving					
	Training					
1	The instructor who gave the training was very good at mastering the material					
2	Instructors can provide 2-way interaction and communication for participants					
3	I understand the material given by the instructor					
4	I felt the benefits I got when I took the training in improving my performance					
5	The material provided is in accordance with the training objectives					
6	The material provided is quite complete					
7	Training Methods Used for Training Purposes					
8	The method used makes it easier for you to understand the material provided					

9	The training carried out is in accordance with the goals to be achieved					
10	I understand the purpose of the training					
	Competence					
11	I can work with the team in the preparation of planning targets					
12	I can be asked for advice and input in solving related problems					
13	I carry out my work to the maximum					
14	I understand the work according to SOP (<i>Standard Operating Procedure</i>)					
15	I understand the work rules related to work instructions and SOPs (<i>Standard Operating Procedures</i>)					
16	I have educational requirements in the field of work					
17	I was present on time according to the work schedule set by the company					
18	I completed the work according to the set targets					
19	I understand the rules for using PPE (Personal Protection Equipment) and work according to SOP (<i>Standard Operating Procedure</i>)					
20	I completed the work according to the established procedure					
	Motivation					
21	I get facilities and infrastructure that support me in carrying out work activities					
22	I get comfortable workspace conditions					
23	I feel comfortable doing the work where I work					
24	I get a good Health insurance					
25	I enjoy working in groups rather than working alone					
26	I enjoy working alone rather than working in a group					
27	I was awarded as an outstanding employee					
28	I have opportunities and opportunities to develop skills and abilities					
29	I have a desire to be more successful than others					
30	I worked hard to achieve success at work					