



## The Effect of Training On The Performance Of Employees Of The School Uniform Convection Industries In The Petrah Village, Tanah Merah Subdistrict Through Motivation As An Intervening Variable

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### ARTICLE INFORMATION

### Abstract

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

*This study discusses the problems that exist in on of the school uniform Convection Industries in the Petrah Village, tanah Merah sub-district. In this study there are three variables, namely training, employee performance and work motivation as an intervening variable (intermediary). This research uses quantitative research methods. With respondents as many as 57 employees. The purpose of this study was to examine the effect of job training on employee performance with work motivation as an intervening variable. Based on the results of Path analysis obtained: 1) Job training (X) has a positive and significant effect on employee performance (Y) with a  $t_{count}$  of 2,456 >  $t_{table}$  2,00488 and a significance of 0.017 < 5% (0.05) and the path coefficient is positive at 0.188 or 18.8%. 2) Job training (X) has a positive and significant effect on work motivation (Z) with a value of  $t_{count}$  10.307 >  $t_{table}$  2.00488 and a significance of 0.000 < 5% (0.05) and the path coefficient is positive at 0.763. 3) Work motivation (Z) has a positive and significant effect on employee performance (Y) with a value of  $t_{count}$  5.298 >  $t_{table}$  2.00488 and a significance of 0.000 < 5% (0.05) and the path coefficient is positive 0.431. 4) Job training (X) has a positive and significant effect on employee performance (Y) with work motivation (Z) as an intervening variable with an effect value of 0.328 and a significance value of 0.000 < 5% (0.05). With the conclusion that training (X) has a direct effect on employee performance (Y) and can indirectly through work motivation (Z) as an intervening variable in the petrah village school uniform convection industry, Tanah Merah District.*

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## INTRODUCTION

Human Resources (HR) is one of the components in a company which is an important asset for carrying out business activities and driving force to achieve a company's goals. According to Ismail (2010: 111) human resources are the main element of the organization compared to other elements such as capital, technology and money because humans themselves control others. In this case the company must be able to create situations and conditions that encourage employees to develop abilities and skills optimally in order to achieve company goals, human resources must be able to work in accordance with the responsibilities given.

The quality of human resources can be said to be good if the performance carried out by human resources in a company reaches a predetermined assessment standard. Employee performance is an interesting phenomenon to study because this will determine the success of the company and of course there are various factors that affect employee performance such as job training and motivation to run it.

Employee performance has not met the initial plan determined by the School Uniform Convection Industry, this also indirectly indicates that the quality of employee work is not good, so the company needs to provide training to the quality and quantity of employee work. This is due to employees who do not pay enough attention to the regulations that apply in the company and their work motivation is not yet optimal which still receives less attention from the company.

Based on research conducted by researchers through interviews and direct observation, the problem that occurs in the Petrah Village School Uniform Convection Industry, Tanah Merah District is the decline in productivity levels. The decrease in employee productivity is caused by employees experiencing failure during the productivity process. Data from 2020 to 2021 has a difference in damage. This condition causes problems related to product quality which causes a decrease in the level of productivity of employees of the Petrah Village School Uniform Convection Industry, Tanah Merah District. The production stage that experienced the most damage from 2021 to 2022 was the button press and embroidery stage, while the one that experienced the lowest increase was the fabric cutting stage. This means that employees still make mistakes that can lead to failures in the production stage. Employees are not yet competent in completing their duties from the provisions of the School Uniform Convection Industry.

Other problems are also caused by time requirements, where employees are required to complete orders according to a specified date. With this in mind, employees of the School Uniform Convection Industry sometimes still cannot complete orders according to the stipulated date. With this in mind, employees of the School Uniform Convection Industry to improve employee capabilities are to conduct training. It is hoped that the collaboration between job training and work motivation can become a strong unity so that it can produce good performance and achieve organizational goals. To minimize sub-optimal performance, encouragement is needed, namely by providing motivation to employees.

The motivation of the employees of the Petrah Village School Uniform Industry, Tanah Merah District, can be seen that during this time there have been problems that have caused decreased productivity. The problem of work motivation is seen from several employees who do not carry out their duties as well as possible and there are often delays in completing work which is their obligation as an employee. And there are some employees who do not comply with working hours rules, in this case it can be seen that there are employees who do not arrive on time, during working hours there are still some employees who are in the School Uniform Convection Industry yard and this does not indicate that the employees are doing any work, and using rest time beyond working hours, employees tend to spend time relaxing and are not disciplined about working hours or established regulations.

This situation is a lack of motivation in work which can lead to low work motivation. Motivation is a motive that encourages and gives work enthusiasm to

employees, gives strength to activities, and directs employee behavior so that it leads to the targets to be achieved. By providing motivation to employees in the Petrah Village School Uniform Industrial Convection, Tanah Merah District, it can have a significant impact on employee performance and can be beneficial for the School Uniform Industrial Convection in achieving its goals.

From the background explained above, researchers are interested in conducting research with the title THE INFLUENCE OF TRAINING ON THE PERFORMANCE OF EMPLOYEES IN THE SCHOOL UNIFORM CONVECTION INDUSTRY, PETRAH VILLAGE, TANAH RED DISTRICT THROUGH MOTIVATION AS AN INTERVENING VARIABLE.

## RESEARCH METHODS

According to Sugiyono (2013: 13), quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, analysis and is quantitative. / statistics with the aim of testing predetermined hypotheses. The population in this study were employees of the Petrah Village Convection Industry, Tanah Merah District, totaling 133 employees. From the results of sampling calculations according to the Slovin method, researchers will take the required sample of 57 employees.

## RESULT

### Validity Test

The number of samples used in this research (n) is 57 and the significance level is 0.05 (5%), so the r table in this research is:  $df = N - 2 = (57 - 2) = 55$ . So the r table is 0.2609. The results of the validity test of the variables training (X), employee performance (Y), motivation (Z), show that rcount is greater than rtable so that it can be concluded that all statement items are declared valid.

### Reliability Test

The basis for making decisions on reliability testing is the Crobach's Alpha method where a variable is said to be reliable if it gives a Crobach's Alpha value  $> 0.60$  (Ghazali, 2011: 42). Testing the reliability of the research instrument on the training variable (X), employee performance (Y), and motivation (Z) obtained a reliability coefficient value of  $> 0.6$ , it can be concluded that the research instrument for the three variables is stated to be reliable and can be continued in further analysis.

### Ttest

#### Model 1

**Table 1. Ttest Model 1**

Model	Coefficients <sup>a</sup>			Sig.
	Unstandardized Coefficients	Standardized Coefficients	T	
	B	Std. Error	Beta	
(Constant)	10.234	2.933	3.489	.001
TX1	.763	.074	.812	10.307 .000

a. Dependent Variable: TZ

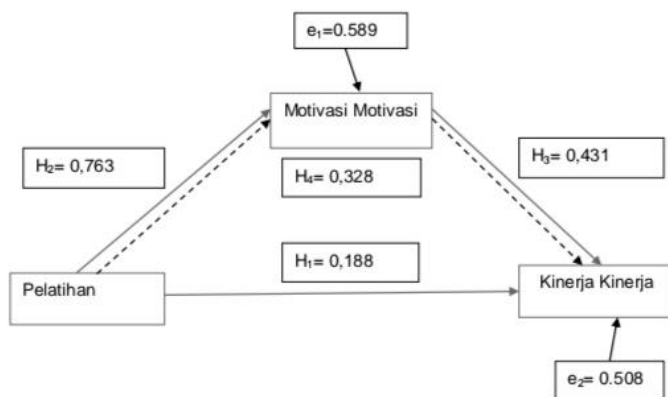
Based on the table above, the t-test results obtained for the structural equation model-1 with the results: The test is used to determine the direct effect of training on motivation. Because tcount (10.307)  $>$  ttable (2.00488) and significant t (0.000)  $<$  5% (0.05), it can be concluded that the job training variable (X) has a significant positive effect on the motivational variable (Z).

#### Ttest Model 2

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.019	1.954		.521	.604
TX1	.188	.076	.286	2.456	.017
TZ	.431	.081	.617	5.298	.000

a. Dependent Variable: TY

Source: SPSS 21



Gambar 4.7 Hasil Analisis jalur Berdasarkan Persamaan

Based on the table above, the results of the model-2 structural equation t test are obtained with the results: The t test is used to determine the direct effect of job training and work motivation on employee performance. Because tcount (2.456) > ttable (2.00488) and significant t (0.017) < 5% (0.05), it can be concluded that the job training variable (X) has a significant positive effect on employee performance variable (Y). Because tcount (5.298) > ttable (2.00488) and significant t (0.000) < 5% (0.05), the work motivation variable has a significant positive effect on employee performance.

### Path Analysis

Based on the path analysis calculations above, it can be concluded that the influence of the relationship between independent variables, intervening variables, and dependent variables contained in the structural equation model-1 and structure model-2 is as follows:

a) The first regression model can be written as follows:

$$\text{Motivation} = \beta \text{ Job Training} + e_1$$

The value of  $e_1 = + 0.589$

$$\text{Motivation} = 0.763 \text{ Job Training} + 0.589$$

This means that if there is an increase in job training by 1 unit, there will be an increase in motivation of 0.763 or 76.3% and vice versa.

b) The second regression model can be written as follows:

$$\text{Employee Performance} = \beta \text{ Job Training} + \beta \text{ Work Motivation} + e_2$$

The value of  $e_2 =$

$$\text{Employee Performance} = 0.188 \text{ Job Training} + 0.431 \text{ Motivation} + 0.508$$

This means that if there is an increase in job training by 1 unit, there will be an increase in employee performance by 0.188 or 18.8% and if there is an increase in work motivation by 1 unit, there will be an increase in employee performance by 0.431 or 43.1% and vice versa.

After the results of the equation have been obtained, then:

a) Direct effect of job training (X) on employee performance (Y) = 0.188 (significant)

b) Direct effect of job training (X) on work motivation (Z) = 0.763 (significant)

- c) Direct effect of work motivation (Z) on employee performance (Y) = 0.431 (significant)
- d) The effect of job training (X) on employee performance (Y) through work motivation (Z) =  $0.763 \times 0.431 = 0.328$  (significant)
- e) Total influence = 0.328

## DISCUSSION

### Training (X) on Employee Performance (Y)

Based on the hypothesis testing and second stage path analysis that has been described, it is known that job training directly has a positive and significant effect on the performance of employees of the School Uniform Convection Industry in Petrah Village, Tanah Merah District. This can be seen from the results of the t test which states that the job training variable has a t value of 2.456 with a significance probability of 0.017. Because  $t_{count} (2.456) > t_{table} (2.00488)$  and significant t ( $0.017 < 5\% (0.05)$ ), it can be concluded that the job training variable (X) has a significant effect on the employee performance variable (Y). The positive beta value is 0.188 or 18.8% indicated that there was an influence of job training and the remaining 81.2% was influenced by other variables. Thus, the first hypothesis of this research was proven that there was an influence of job training on employee performance.

The results of the findings in the field accept the first hypothesis which states that training has an effect on employee performance. The higher the training, the better the employee's performance. According to Simamora (2006:273) states that training is a learning process that involves acquiring skills in concepts, rules or attitudes to improve employee performance. The findings in the field support research conducted by Sinurat and Raharjo (2017), Damayanti (2017), Ibrahim et al (2016) and Rachmawati (2016) which stated that there is an influence of training on employee performance. This is because the company's training needs are in accordance with employee needs in an effort to improve employee performance.

### Job Training (X) Against Work Motivation (Z)

Based on the hypothesis testing and first stage path analysis that has been described, it is known that job training directly has a positive and significant effect on the work motivation of employees of the School Uniform Convection Industry in Petrah Village, Tanah Merah District. This can be seen from the results of the t test which states that the job training variable has a t value of 10.307 with a significant probability of 0.000. Because  $t_{count} (10.307) > t_{table} (2.00488)$  and significant t ( $0.000 < 5\% (0.05)$ ), it can be concluded that the job training variable (X) has a significant effect on the work motivation variable (Z). Then the path coefficient is positive (0.763) indicating that the higher job training has a major effect on work motivation. Thus the second hypothesis of this study is proven that there is an effect of job training on work motivation.

The results of the findings in the field accept the second hypothesis which states that training has an effect on motivation. The higher the training, the employee motivation will increase. Conversely, if the lower the training, the lower the employee motivation. Supporting this statement, there is several previous studies conducted by Martina and Syarifuddin (2014) that found the influence of the relationship between training and motivation. Julianry et al. (2017) in their research also found that there was an influence on the relationship between training and motivation.

### Motivation (Z) on Employee Performance (Y)

Based on the hypothesis testing and second stage path analysis that has been described, it is known that directly work motivation has a positive and significant effect on the performance of employees of the School Uniform Convection Industry in Petrah Village, Tanah Merah District. This can be seen from the results of the t test which states that the work motivation variable has a tcount of 5,298 with a significance probability of 0,000. Because  $t_{count} (5.298) > t_{table} (2.00488)$  and significant t ( $0.000 < 5\% (0.05)$ ), the

work motivation variable has a significant effect on employee performance. Then the path coefficient is positive (0.431) indicating that the lower the work motivation, the lower the employee's performance will be. It can be concluded that work motivation has a direct effect on employee performance. Thus, the third hypothesis of this research is proven that there is an influence of work motivation on employee performance.

The findings in the field indicate that there is a unidirectional relationship between motivational variables and employee performance, so that if motivation is high, employee performance will also be higher. Conversely, the lower the motivation, the lower the employee's performance will be. Supporting this statement, there are several previous studies conducted by Martina and Syarifuddin (2014) that found a relationship between motivation and employee performance. Rachmawati (2016) in her research also found an influence on the relationship between employee motivation and performance.

### **The Effect of Training (X) on Employee Performance (Y) with Motivation (Z) as an intervening variable**

Based on the hypothesis testing and second stage path analysis that has been described, it is known that job training does not directly affect the performance of employees of the Petrah Village School Uniform Convection Industry, Tanah Merah District. This can be seen from the results of the F test which states that together the variables of job training and work motivation (intervening variable) have a positive and significant effect on employee performance. It can be seen from the F test that Fcount is (80.951) > Ftable is (3.17) and the significance level is (0.000) < 5% (0.05), then the variable of work motivation is an intervening variable between job training and employee performance. It can be concluded that job training has a direct effect on employee performance and can have an indirect effect through work motivation as an intervening variable. Thus the fourth hypothesis of this study is proven that there is an effect of job training on employee performance with work motivation as an intervening variable.

The findings in the field show that there is a unidirectional relationship between the training variable and motivation, so that the higher the training, the higher the employee motivation. Conversely, if the lower the training, the lower the employee motivation. Supporting this statement, there are several previous studies conducted by Martina and Syarifuddin (2014) that found a relationship between training and motivation. Julianry et al. (2017) in their research also found that there was an influence on the relationship between training and motivation.

The results of the path analysis show that job training can have a direct effect on employee performance, and it can also have an indirect effect, namely job training on motivation (as an intervening variable) and then on employee performance. The magnitude of the direct effect is (0.188), while the magnitude of the indirect effect must be calculated by multiplying the indirect coefficient, namely (0.763) X (0.431) = 0.328. Thus the value of the coefficient of indirect effect > direct effect, this result means that work motivation as an intervening variable on the effect of job training on employee performance. The value of e1 = 0.589 and the value of e2 = 0.508.

### **CONCLUSION**

Job training has a positive and significant effect on the performance of employees of the Petrah Village School Uniform Convection Industry, Tanah Merah District with an influence value of 0.188 and a significant value of 0.017 < 0.05. Job training has a positive and significant effect on the work motivation of employees of the Petrah Village School Uniform Convection Industry, Tanah Merah District with an influence value of 0.763 and a significant value of 0.000 < 0.05. Work motivation has a positive and significant effect on the performance of employees of the Petrah Village School Uniform Convection Industry, Tanah Merah District with an influence value of 0.431 and a significant value of 0.000 < 0.05. Job training has a positive and significant effect on the performance of employees of the Petrah Village School Uniform Convection

Industry, Tanah Merah District with work motivation as an intervening variable with an influence value of 0.328 and a significant value of  $0.000 < 0.05$ .

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