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The Role of Work Motivation on the Effect of Education, Training and Competency on Employee Performance

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Abstract

This research aims to analyze the influence of training and competency education on performance through work motivation at PT Branch Offices. BRI Sragen. The analysis techniques used are regression analysis, path analysis, t test. Conclusion: Training education has a positive and significant impact on motivation. Competence has a negative and significant effect on motivation. Training education has a positive and insignificant effect on employee performance. Competency has a positive and significant effect on employee performance. Motivation has a positive and significant effect on employee performance. Work motivation can strengthen the influence of education, training and competency on employee performance

Keywords—Competence; Education Training; Motivation; Performance

Abstrak

Penelitian ini bertujuan menganalisis pengaruh pendidikan pelatihan dan kompetensi terhadap kinerja melalui motivasi kerja di Kantor Cabang PT. BRI Sragen. Teknik analisis yang digunakan adalah analisis regresi, analisis jalur, uji t. Kesimpulan: Pendidikan pelatihan memiliki dampak positif dan signifikan terhadap motivasi. Kompetensi memiliki efek negatif dan signifikan terhadap motivasi. Pendidikan pelatihan berpengaruh positif dan tidak signifikan terhadap kinerja karyawan. Kompetensi berpengaruh positif dan signifikan terhadap kinerja karyawan. Motivasi berpengaruh positif dan signifikan terhadap kinerja karyawan. Motivasi kerja mampu memperkuat pengaruh pendidikan pelatihan, dan kompetensi terhadap kinerja pegawai.

Kata kunci—Kompetensi; Kinerja; Motivasi; Pelatihan Pendidikan

I. INTRODUCTION

Human resources can affect organizational efficiency and effectiveness (Sarjito; and Sutianingsih 2022). Human resource management supports the creation of effective and efficient management (Sutianingsih and Handayani 2023). Education and training have a significant effect on employee performance. This suggests that providing employees with the necessary knowledge and skills through training programs can greatly improve their performance in banks (Agboola et al. 2020). Previous research found a negative correlation between education and performance in southern Punjab financial institutions. This suggests that employees with higher levels of education may not necessarily perform better in the banking industry (Aleem and Bowra 2020). Furthermore, the study emphasizes that professional training is an important component of human resource development in the banking sector.

Performance is an evaluation and system that is an important force to influence employee behavior (Sutianingsih; and Yulianto 2022). Performance is the result of an employee's work over a certain period compared to various possibilities (Pratikno; and Sutianingsih 2023). Based on the above opinion, researchers consider employee performance needs to be studied empirically more deeply and connected with several variables that theoretically influence it.

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Previous research and shows that training helps employees feel motivated, committed, and secure in their roles, ultimately leading to higher retention and commitment (Ali 2021). The study also highlights the importance of clear objectives and communication regarding training programs (Aleem and Bowra 2020).

Competence plays a crucial role in determining the performance of an employee (Sutianingsih, Budiyanto, and Suwito 2021). Employees who have the knowledge, skills, and abilities necessary for their jobs are more likely to perform well and meet organizational expectations. On the other hand, employees who lack the necessary competencies may struggle to perform their duties effectively and may require additional support and training. By investing in employee education, training, and competency development programs, banks can ensure that their employees have the necessary skills to excel in their roles (Seprianto 2022). This can lead to increased customer satisfaction, increased productivity, and overall organizational success (Budiyo and Sutianingsih 2021). Furthermore, research reveals that work motivation acts as a mediator between education, training, and employee competence and performance in the banking sector.

According to Casio (2018: 68), performance is a set of results achieved and refers to the action of achieving and implementing a requested job. Bernadin and Russell (2013: 56) define performance as "record of comes produced on a specified job function or activating during a specified time period. According to Casio (2018: 69), factors that affect performance include education, training, competence, and motivation.

The phenomenon that occurs PT. BRI Sragen Branch Office related to education includes the existence of different levels of educational strata such as high school, D3, S1, and there are S2 making the performance produced by PT. BRI Sragen Branch Office has not been optimal, this is because the uneven workload makes the quality of work not optimal.

One of the efforts to achieve the goals of PT. BRI Sragen Branch Office is through improving education and training. The results of research conducted by (Sutianingsih; and Yulianto 2022), show that training education has a significant effect on performance. In other words, when employees receive the education, training, and competency development necessary for their roles, they feel motivated to perform well (Cik et al. 2021). This motivation encourages them to transfer their training to performance improvement, resulting in improved employee performance (Salman, Ganie, and Saleem 2020). Therefore, it is imperative for banks to not only invest in education and training programs, but also to foster a work environment that promotes motivation and supports employees in applying their knowledge and skills (Asaari et al. 2020). By providing peer support and organizational support, banks can further improve employee performance (Bilal, Farooq, and Rukh 2019).

Competence also plays an important role in work motivation (Salman et al. 2020). When employees have the necessary competencies for their roles, they are more likely to feel confident in their abilities and motivated to perform well. They are aware of what is expected of them and have the skills and knowledge to meet those expectations. This leads to a sense of self-efficacy and job satisfaction, which in turn increases work motivation (Zafar et al. 2014).

Education and training have a significant impact on work motivation. When employees receive proper education and training, they develop a deeper understanding of their roles and acquire the skills necessary to perform their duties effectively. Understanding and acquisition of these skills acts as a motivator for employees, as they feel more competent and confident in their abilities. As a result, they become more motivated to perform well and achieve their goals at work.

The phenomena that occur in PT. BRI Sragen Branch Office is the lack of training education, especially if there are new employees, this makes the work process take a long time, and sometimes old employees have to teach until they can, and this is sometimes not done happily, besides that the competency factor is very important, because the existence of different levels of education makes the competencies possessed are also different. In addition, there are still employees who have not obeyed the rules that have been set. This can be seen from the large number of employees and employees who come and go home not on time and the resulting performance results are not right with the predetermined time. So this proves that employees need high motivation to produce optimal performance.

Work motivation plays a crucial role in improving employee performance in the banking sector (Kumari, Jayasinghe, and Sampath 2020). When employees are motivated, they are more likely to put in the effort and commitment necessary to excel in their roles. This can lead to increased productivity, quality of work, and overall job performance. In addition, motivated employees are more likely to be innovative and proactive in solving problems and contributing to the success of their teams and organizations. In addition, motivated employees are also more likely to take on additional responsibilities and seek opportunities for growth and development (Bilal et al. 2019). Based on the description above, education, training and competence have an influence on employee

performance. Work motivation has a significant positive impact on employee performance. Thus work motivation variables can strengthen the influence of education, training and competence on employee performance.

II. THEORETICAL STUDIES

Employee Performance

Competence, education and training, work motivation, and employee attitudes are all factors that can affect their performance (Idris and Khan 2020). Employee performance refers to how well a person performs his job duties and responsibilities (Jeki 2019). Employee performance can be defined as the extent to which an individual effectively and efficiently accomplishes his or her duties and responsibilities. Employee performance can be defined as the extent to which a person effectively and efficiently completes his duties and responsibilities (Purwanto and Hartono, 2022). Employee performance is determined by job satisfaction and motivation of each employee (Idris and Khan 2020). Employee performance refers to the extent to which an individual effectively and efficiently completes his or her duties and responsibilities (Sutianingsih and Handayani 2023). Employee performance refers to the level of achievement of duties and responsibilities by an employee, which is influenced by factors such as competence, education and training, work motivation, and attitude. Employee performance can be defined as the extent to which an individual effectively and efficiently completes his or her duties and responsibilities, and it is influenced by factors such as competence, education and training, work motivation, and attitude. In short, employee performance is an individual's ability to fulfill job responsibilities, achieve desired results, and meet established standards or targets.

Education and Training

Educational training refers to the process of equipping employees with the knowledge and skills necessary to perform their jobs effectively. Education and training play an important role in shaping employee performance. (Wulandari and Sungkono 2023)

Training and education programs are essential to improve employee performance, as they provide employees with the knowledge and skills necessary to effectively fulfill their job responsibilities, achieve desired results, and meet predetermined standards or targets (Jakubiec 2020). Educational training plays an important role in improving employee performance by equipping employees with the necessary knowledge and skills to effectively fulfill their job responsibilities, achieve desired results, and meet predetermined standards or targets (Hemakumara 2020). In addition, educational training can contribute to the development of employee competencies. Competency refers to the combination of knowledge, skills, abilities, and behaviors that an employee possesses and demonstrates in order to successfully perform their job. By providing education and training opportunities to employees, organizations can improve their competencies and improve their overall performance. Education and training programs play an important role in improving employee performance by equipping them with the necessary knowledge and skills to carry out their job responsibilities effectively (Wulandari and Sungkono 2023).

Training and education programs are essential to improve employee performance, as they provide employees with the knowledge and skills necessary to effectively fulfill their job responsibilities, achieve desired results, and meet predetermined standards or targets (Jakubiec 2020). Educational training plays an important role in improving employee performance by equipping employees with the necessary knowledge and skills to effectively fulfill their job responsibilities, achieve desired results, and meet predetermined standards or targets (Hemakumara 2020).

Competence

Competency refers to the combination of knowledge, skills, abilities, and behaviors possessed and demonstrated by an employee in order to successfully perform their job (Wulandari and Sutianingsih 2023). By providing education and training opportunities to employees, organizations can improve their competencies and improve their overall performance.

Work Motivation

Work motivation refers to the internal drive or desire that an employee should perform well and achieve their goals at work. This motivation can be influenced by a variety of factors, such as personal values, job satisfaction, recognition and rewards, and opportunities for growth and development. Several questions tickle the mind regarding motivation. What factors contribute to employee motivation (Subagja 2020). Work motivation is the

internal drive or desire that an employee should perform well and achieve their goals at work. Work motivation is very important to achieve a good level of employee performance. It serves as a driving force that encourages employees to put in their best efforts, show commitment and creativity, and strive for excellence in their work (Hemakumara 2020).

Work motivation is an important factor that can affect employee performance (Jeki 2019). It refers to the internal drive and desire that individuals should engage in their work, exert effort, and achieve their goals (Mustapha 2020). By understanding these various factors and their impact on employee performance, organizations can create an environment that promotes growth, development, and motivation among employees.

III. RESEARCH METHODS

The population in this study is employees at PT. BRI Sragen Branch Office totals 60 people. All employees were sampled. Sampling technique with census. The instrument uses questionnaires. The data were analyzed by regression analysis, t-test, and path analysis.

IV. RESULT

Result section presents the results of the study. Research results can be supplemented with tables, graphs (pictures), and / or charts.

Table 1. Results of Equation 1 Path Analysis

Coefficients						
		Unstandarized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	14,407	2,912		4,947	,000
	Training Education	,556	,121	,548	4,609	,000
	Competence	-.285	,137	-.247	-2.078	,042

a. Dependent Variable: Movitation

Table 2. Results of Equation 2 Path Analysis

Coefficients						
		Unstandarized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	6,861	2,982		2,301	,025
	Training Education	,163	,121	,184	1,348	,183
	Competence	,324	,122	,321	2,662	,010
	Motivation	,281	,113	,322	2,480	,016

a. Dependent Variable: Performance

Table 3. F Test Results

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	128,475	3	42,825	8,698	,000 ^a
	Residual	275,708	56	4,923		
	Total	404,183	59			

a. Predictors: (Constant), Motivation, Competence, Education Training

b. Dependent Variable: Performance

Table 4. Results of Correlation Coefficient Analysis

Correlations					
		Pendidikan pelatihan	Kompetensi	Motivasi	Kinerja
Training Education	Pearson Correlation	1	,316*	,470**	,436**
	Sig. (2-tailed)		,014	,000	,000
	N	60	60	60	60
Competence	Pearson Correlation	,316*	1	-,074	,355**
	Sig. (2-tailed)	,014		,575	,002
	N	60	60	60	60

Motivation	Pearson Correlation	,470**	-,074	1	,384**
	Sig. (2-tailed)	,000	,575		,002
	N	60	60	60	60
Performance	Pearson Correlation	,436**	,355**	,384**	1
	Sig. (2-tailed)	,000	,005	,002	
	N	60	60	60	60

* Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

Table 5. Path Analysis Results

Dari Variabel	Koefisien Jalur		Total Influence
	Immediately	Indirect	
Training Education → Performance	$P_3=0,184$		
Competence → Performance	$P_4=0,321^{**}$		
Training Education → Motivation → Performance		$P_1 \times P_5$ $= 0,548^{**} \times 0,322^{**}$ $= 0,176$	$P_3 + (P_1 \times P_5)$ $= 0,184 + 0,176$ $= 0,360$
Competence → Motivation → Performance		$P_2 \times P_5$ $= -0,247^{**} \times 0,322^{**}$ $= -0,079$	$P_4 + (P_2 \times P_5)$ $= 0,321 + (-0,079)$ $= 0,242$

Source: Data Processed 2023

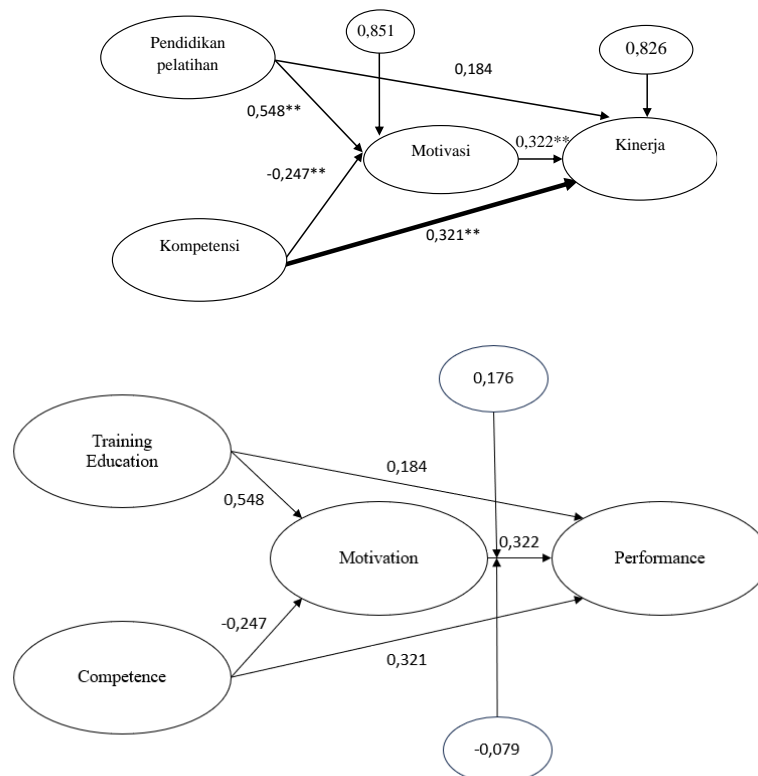


Figure 1. Path Analysis Results

V. DISCUSSION

The findings show that education and training are not significant to performance but the coefficient is positive so education and training is an important factor in improving employee performance. Thus, it is important for bank management to not only focus on education and training, but also on developing new ideas that can

continuously improve employee performance and retain top talent (Ali, 2021). This research is not in line with empirical findings that reveal that education and training have a positive impact on employee performance in the banking sector (Bilal et al. 2019). As such, these findings are inconsistent with previous research and highlight the importance of investing in employee education and training to improve employee skills and abilities. However, after using motivational variables, it was found that the effect was stronger than the direct influence, so motivation was able to mediate the influence of education and training on performance. This study is in line with previous studies that found that work motivation acts as a mediator between education, training, and employee competence and performance in the banking sector (Arefin and Islam 2019). This is because after attending training education, employees have the ability to make the best decisions, there is an encouragement to improve the achievement, skills and abilities of employees in completing work better.

Supervisory support and opportunities to perform in the workplace are significant predictors of motivation to transfer training in the banking sector. These findings suggest that creating a supportive and cooperative work environment, where employees feel cared for and can easily communicate with their supervisors, is important in motivating employees to transfer their training to performance improvement (Bilal et al. 2019).

Thus the study found that education and training play an important role in improving employee performance, with work motivation acting as a mediating variable.

Based on the results of the path analysis, the direct effect of significant competence on motivation and motivation is significant on performance and significant competence on employee performance, meaning that if the higher the competence the higher the motivation, the higher the motivation the higher the employee performance. Improve competence to increase motivation such as: 1) Employees have good *technical skills* in operating the work equipment used; 2) Employees have good abilities in their field of work, for example understanding *job descriptions* well; 3) Employees are able to communicate well, even when faced with people who have different educational backgrounds.

The role of work motivation acts as a mediating variable in the relationship between education, training, and competence to employee performance. In other words, when employees receive proper education, training, and develop the necessary competencies for their roles, their work motivation increases. This increase in motivation then leads to improved employee performance (Bilal et al. 2019). Studies in line with the findings of previous research conducted on the edge of Swat district, Pakistan have shed light on this relationship and stressed the importance of investing in employee education, training, and competency development (Ali 2021). Increase motivational behavior to improve performance behavior. The thing that needs to be done to increase motivation is the provision of salaries with the workload given and cashed on time. There is a high willingness from employees to always improve work performance and the willingness to work hard as a form of responsibility to the bank.

VI. CONCLUSION

Training education has a positive and significant impact on motivation. Competence has a negative and significant impact on employee motivation. Training education has a positive and insignificant effect on employee performance. Competency has a positive and significant effect on employee performance. Motivation has a positive and significant effect on employee performance. Motivation can strengthen the influence of education, training and competence on performance. The researchers' suggestion that banks should create a work environment that fosters motivation and supports employees in applying their knowledge and skills. In addition, it is important to provide trust, appreciation, and support to employees in increasing work motivation and ultimately contributing to employee performance. Research limitations in terms of sample size and geographic scope should be considered when interpreting the results (Arefin and Islam 2019) In future studies, it is advisable to include data from commercial banks and use larger sample sizes to further explore the determinants of employee performance in the banking industry and to potentially generalize the findings (Islam et al. 2022).

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