

The Influence of Training Programs and Motivation on Employee Work Productivity

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Abstract

Good employee work productivity is inseparable from the training programs provided by the company where the employee works. In practice, more emphasis is placed on training programs to make employees more enthusiastic, so that employee work productivity can increase according to the targets set by the company. Another factor that can affect employee work productivity is the motivation of employees in the company. Motivation is a tool that can influence a person or group of people in an organization or institution to achieve the goals in it. The purpose of this study was to determine the effect of the Training and Motivation Program on Employee Productivity. Data processing was carried out by analyzing the correlation coefficient, the coefficient of determination, and testing the hypothesis. Based on the results of data processing, it was obtained that it simultaneously indicated that there was a significant influence of training programs and motivation on employee work productivity. Partially, the results of the study show that training programs have an effect on employee performance and motivation has an effect on employee productivity.

Keywords: *Training Program, Motivation, Employee Work Productivity.*

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A. INTRODUCTION

Changes in all fields continue to grow rapidly, and we must be able to adapt to these changes, especially in improving the quality of life either as individuals, a group or as part of society, so that we can survive in the face of every obstacle to achieve the goals we desire. Likewise in a company experiencing the impact of changes that occur both from within the company itself and from outside. Therefore, the success of a company to maintain its existence in the business world must be able to adapt to the changes it faces so that the goals that have been set go according to what has been planned. The process of achieving this goal is of course not only determined by the amount of available operating funds, the sophistication of the technology or infrastructure that is owned, but also depends on the aspect of human resources.

In human organizations have the opportunity to occupy a higher position to improve welfare, because of that it is necessary to have quality human resources and have high loyalty, in order to increase company productivity. This can be realized with an employee training program. The training process is a company effort to improve the expertise and skills of the workforce, so it needs to be planned properly. Current employee training is very important because training can reduce the amount of learning time required for employees to achieve a predetermined level or standard for a particular job.

In general, companies see the importance of employee training, namely to keep pace with the development of the company itself or respond to technological challenges. In a business world where competition is getting tougher, companies need to manage their training programs so that companies can survive or even develop. Good training will produce employees who work more effectively and productively so that their work performance increases.

Based on the existing concept, supporting the functioning of employees in carrying out their responsibilities effectively and efficiently to realize the work plan according to the vision and mission. Human resource management is the main foundation for improving the quality of employees. The existence of human resource management is the most important element in every organization, the success of an organization in achieving its goals, the ability to face challenges, both internal and external, is largely determined by the ability to process human resources appropriately. One of the management of human resources, namely the employee training program.

The employee training program is one of the most important parts that must be considered by the field of management, both material and non-material welfare. This training program aims to improve employee work performance, so that it has an impact on employee work performance in carrying out organizational operations. Therefore, there is a relationship between training and employee performance, so that it is beneficial for the organization and employees.

Training is a systematic process of changing employee behavior directed at achieving organizational goals. Training is related to current job skills and abilities. The current orientation is to help employees master specific skills and abilities to succeed on the job. Training is a process of helping employees gain effectiveness in their current or future jobs through the development of habits, thoughts and actions, skills, knowledge and attitudes. Training in the behavioral sciences is a line and staff activity whose goal is to develop leaders to achieve greater individual job effectiveness, better interpersonal relationships within organizations and the adaptation of abandoned leaders to the context of the entire environment (Sedarmayanti, 2013).

Performance is the actual achievement of employees compared to the expected performance of employees. Expected work performance is a standard achievement that is compiled as a reference so that employees can see the performance according to their position compared to the standards set. In addition, it can also be seen the performance of these employees against other employees. Another opinion shows that performance is the quality and quantity of work completed by individuals or groups in accordance with their responsibilities (Mangkunegara, 2012).

The success obtained by the company cannot be separated from human resources. Job satisfaction possessed by human resources is the most important thing in achieving company goals. Work productivity that can be felt by employees when employees feel comfortable in a conducive work environment without differences in

levels that can cause jealousy from each employee, a conducive work environment can also be formed from how the company always listens to employee complaints and provides good motivation. in accordance with what employees want so that employees feel the needs they expect are fulfilled in accordance with the rules of an organization. In this study, researchers focused on training programs and work motivation on employee work productivity.

The current employee training program in the company is carried out on an ongoing basis according to employee needs. This work plan is formed based on knowing and improving the ability of employees. The results of this job training greatly influence the effectiveness and efficiency of employee performance in carrying out their responsibilities. This can be illustrated by the realization of programs that have been set according to time and targets.

However, according to the HRD staff, there are still various problems that require attention in the field of education and training (DIKLAT). The problem with the current employee training program is that the results of employee performance after training do not show an increase in work motivation. So this affects the effectiveness and efficiency of employee performance which does not increase, while to compete in today's business world the effectiveness and efficiency of an employee's performance is very important to achieve company goals.

Table 1. Factors Affecting Employee Productivity

No	Statement	Yes	No
1	Have the competence to assist and develop the capabilities of colleagues in order to support the process of completing work.	62.3%	37.7%
2	All employees have received encouragement from the company to be innovative.	40%	60%
3	Leaders always maintain good relations with employees.	50%	50%
4	Leaders apply fairly without discriminating against employee status.	25.7%	74.3%
5	Employees who excel have the same opportunity to occupy a position.	33.3%	66.7%
Average		42.26%	57.74%

Source: Pre-survey questionnaire

In accordance with pre-survey data regarding employee work productivity, it shows that there are still many employees who are not satisfied (57.74%). It can be seen from the number of employees who answer disagree, namely the statement that employees who excel have the same opportunity to occupy a position with a score of 66.7% which is included in the training program variable regarding self-actualization. And the leader's statement applies fairly without discriminating between employee status with a value of 73.3% which is included in the work motivation variable regarding the relationship between superiors and subordinates. So from these data it

can be concluded that employee work productivity is influenced by training programs and work motivation.

B. LITERATURE REVIEW

1. Training Program

Training as part of education which concerns the learning process to acquire and improve skills outside the applicable education system in a relatively short time with methods that prioritize practice rather than theory. Training (training) is a short-term educational process that uses systematic and organized procedures, non-managerial employees learn technical knowledge and skills within a limited purpose. And put forward the training method is on the job; vestibule; demonstrations and examples; simulated; apprenticeships; classroom methods; and other training methods. Training is the process of teaching skills and providing the necessary knowledge and attitudes so that they can carry out their responsibilities according to standards (Mangkunegara, 2012).

It can be concluded that training is a short-term educational process to increase knowledge, expertise and technical skills needed to carry out their duties and responsibilities, so that employees can make a meaningful contribution to the company and likewise to the company, namely in order to meet the demands of managers and departments HR with efforts to achieve organizational goals.

The benefits of training are divided into 2 parts, namely benefits for employees and benefits for companies.

a. Benefits for employees

Assist employees in making decisions and solving problems more effectively; Through training and development, recognition variables, and achievement, growth, responsibility and progress can be internalized and implemented; Help encourage and achieve self-development and self-confidence; Help employees deal with stress, pressure, frustration and conflict; Provide information about increasing knowledge, leadership, communication skills and attitudes; Increase employee approach to personal goals while increasing interaction skills; Meet the personal needs of participants and trainers; Provide advice and paths for future growth; Build a sense of growth in training; Helps develop listening, speaking and writing skills with practice; and Helps eliminate fear of carrying out new assignments.

b. Benefits for the company

Aiming to increase profitability or a more positive attitude towards profit orientation; Improve working knowledge and skills at all levels of the company; Improving HR morale; Helping employees to know the goals of the company; Helps create a better corporate image; Support orientation, openness and trust; Improving the relationship between superiors and subordinates; Assist the development of the company; Learn from participants; Help prepare and implement company policies; Provide information about the company's

needs in the future; Companies can make decisions and solve problems more effectively; Assist the development of promotions from within; Help develop leadership skills, motivation, loyalty, attitudes and other aspects that are usually displayed by workers; Help improve efficiency, effectiveness, productivity and quality of work; Help reduce costs in various fields such as production, HR, administration; Improving relations between workers and management; Reducing the cost of outside consultants with management; Encouraging reducing harmful behavior; Creating a good climate for growth; Helps improve organizational communication; Helping employees to adjust to the company; and Helping to deal with conflict so as to avoid stress and work pressure.

Several factors play a role in implementing the training, namely identification of needs, instructors (trainers), participants, materials, methods, training objectives and a supportive environment. In carrying out this training there are several methods used, including on the job and off the job training methods. On the job training (OT) or also known as training with job instructions as a training method by which workers or prospective workers are placed in real work conditions, under the guidance and supervision of experienced or trained employees. Off the job training (Off the job training) is training that takes place when the trained employee is not carrying out routine/ordinary work.

Evaluation of training can be carried out at various levels, namely the level of reaction (reviewing the participants' reactions to the training, the trainer and so on the process and content of the training), the level of learning (changes in the knowledge, skills and attitudes of the trainees obtained through training experience), the level of behavior work (changes in the work behavior of participants after training), organizational level (effect of training on the organization), end value (benefits derived from training mainly for the organization, but also individuals) (Mangkunegara, 2012).

2. Work Motivation

Motivation is the impetus for a series of processes of human behavior in achieving goals (Wibowo, 2014). Work motivation is the provision of driving force that creates a person's enthusiasm for work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction (Hasibuan, 2013). Motivation is a factor that encourages a person to carry out a particular activity, motivation is often interpreted as a driving factor for one's behavior (Sutrisno, 2013).

There are two types of work motivation, namely positive motivation and negative motivation (Hasibuan, 2013). Positive Motivation, this motivation means that managers motivate (stimulate) subordinates by giving prizes to those who excel above standard performance. With positive motivation, the morale of subordinates will increase because humans generally like to accept what is fine. Negative motivation, this motivation means that managers motivate subordinates with

standards they will get punished. With this negative motivation, the enthusiasm for work of subordinates in the short term will increase because they are afraid of being punished, but for the long term it can have negative consequences.

The purpose of motivation is to encourage employee enthusiasm and morale, increase employee morale and job satisfaction, increase employee work productivity, maintain employee loyalty and stability, increase discipline and reduce employee absenteeism, make employee procurement effective, create a good working atmosphere and relationship, increase creativity and employee participation, increase the level of employee welfare, heighten the sense of responsibility of employees towards their duties. Factors that affect motivation are promotions, achievements, the work itself, awards, responsibility, recognition, success at work (Sunyoto, 2013).

3. Work productivity

Productivity includes a patriotic mental attitude that views the future optimistically rooted in self-confidence that today's life is better than yesterday and tomorrow is better than today. From this understanding, it can be concluded that productivity is a comparison between the results of activities (output) with all the resources used (input). There are six main factors that determine work productivity, namely:

- a. Work attitude, such as: willingness to work in shifts (shift work), can accept additional assignments and work in a team.
- b. Skill level determined by education, training in management and supervision, and skills in industrial engineering.
- c. The relationship between the workforce and the leadership, which is reflected in the joint efforts between the organizational leadership and the workforce to increase productivity.
- d. Productivity management, namely efficient management of resources and work systems to achieve productivity levels.
- e. Labor efficiency, such as workforce planning and additional tasks.
- f. Entrepreneurship which is reflected in taking risks, creativity in trying, and being on the right track in doing business.

The characteristics of workers are smart and can learn relatively fast, professionally competent, creative and innovative, understand work, learn smartly, use logic, be efficient, don't get bogged down easily at work, always look for improvements, but know when to stop, are considered valuable by their superiors, have a good record of achievement, always improve themselves (Sedarmayanti, 2010).

Increases in productivity can basically be grouped into four forms, namely a slight reduction of resources to obtain the same amount of production, a modest reduction of resources to obtain a larger amount of production, the use of the same amount of resources to obtain a larger amount of production, the use of greater resources to obtain even greater quantities of production.

The factors that affect the productivity of company workers can be classified into three groups, namely quality and ability (influenced by the level of education, training, work motivation, work ethic, mental and physical abilities of the worker concerned), supporting facilities (concerning the work environment and regarding welfare). workers), supra facilities (the ability of management to use resources optimally and create an optimal work system can determine the level of employee work productivity). The indicators used to determine employee work productivity (Handoko, 2010) are the absenteeism rate and labor turnover rate.

Based on the background and theory discussed, a hypothesis can be made that the existence of Training Programs and Work Motivation has an effect on Employee Productivity and the problem is described as follows:

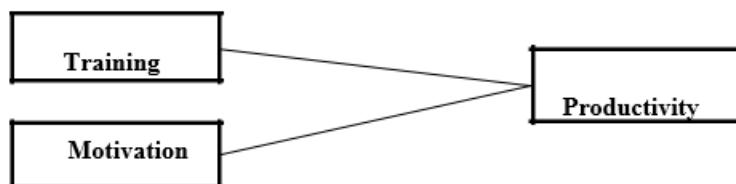


Figure 1. Thinking Framework

H1: There is a significant influence between training programs on employee work productivity

H2: There is a significant influence between employee motivation on employee work productivity

C. METHOD

The research method is the method used by research in collecting research data. By using the research method, it will be known that the significant influence of the variables studied will produce conclusions that will clarify the description of the object under study. The method used in this research is descriptive and verification method. In this study the authors used descriptive and verification methods (Arikunto, 2013).

Descriptive research is research conducted to determine the value of each variable, either one or more independent variables without making connections or comparisons with other variables. These variables describe systematically and accurately about a particular population or field. The verification method is research conducted with the aim of testing the truth of the results of research that has been done before. Verification research is basically to test theories by testing hypotheses. Hypothesis testing is carried out using statistical calculations that are used to test the effect of variables X1 and X2 on Y. Verification tests the theory by testing a hypothesis whether it is accepted or rejected (Sugiyono, 2015).

Operational variables define what variables are used in the research and how to measure them through predetermined indicators. In this study, it consists of independent variables and dependent variables. In this study the independent variables are the Training Program (X1) and Motivation (X2) and the dependent variable is Productivity (Y).

Researchers conducted trials by distributing 100 questionnaires. Data processing techniques in this study will be carried out with qualitative analysis and quantitative analysis. Qualitative analysis was used by researchers to describe respondents' answers in the form of a questionnaire table. The data used in the study came from filling out a questionnaire consisting of several questions. The indicators are measured using an ordinal scale based on the Likert scale technique. Quantitative analysis was carried out starting with testing the instrument using the validity test, reliability test and classic assumption test. After that, data analysis used multiple regression through the F test and T test.

D. RESULT AND DISCUSSION

Descriptive analysis is intended to obtain an overview/description regarding responses from respondents regarding training programs, motivation and work productivity of employees. The training program provided by the company is in a fairly good category, especially with regard to instructors and training materials. Descriptive analysis regarding employee motivation is in a fairly good category, especially with regard to physiological needs and esteem needs. While the descriptive analysis regarding employee work productivity is in the fairly high category.

The next stage of data analysis is instrument testing. The instrument tested is data that is valid, reliable, normally distributed, there is no multicollinearity problem, and there is no heteroscedasticity problem in the regression model. When testing the model (Test F) it was found that this study could use the regression model. The results of data processing using the regression model can be analyzed as follows:

- a. The constant value has a positive sign of 0.843 which indicates that if there is no change in the training and motivation variables, the employee's work productivity is 0.843.
- b. The training variable has a positive regression coefficient of 0.428, this means that if the value of X1 (training) increases assuming the variable motivation remains, it will increase employee productivity by 0.428. So the better the training based on employee appraisal, the higher employee work productivity will be.
- c. The motivation variable has a positive regression coefficient of 0.376, this means that if the value of X2 (motivation) increases with the assumption that the training variable remains constant, it will increase employee productivity by 0.376. So the higher the motivation, the higher the work productivity of employees.

Based on the output of the data processing application, the results show that the coefficient of determination is marked with an R Square value of 0.988 or 98.8%. This means that the training program (X1) and employee motivation (X2) contribute to employee work productivity (Y) of 98.8% while the remaining 1.2% is influenced by other variables not examined in this study, such as discipline work, motivation, work environment and so on.

The next step in the regression analysis is to do a correlation analysis. Correlation analysis is used to determine how close the relationship (correlation) is between training programs (X1) and motivation (X2) on employee productivity (Y). The results of calculating the correlation between the independent variable and the dependent variable show that the relationship between the training program variable (X1) and employee work productivity (Y) is 0.604. With a strong score interpretation because it is in the interval 0.60 – 0.799. While the relationship between motivational variables (X2) on employee work productivity (Y) is 0.605. With a strong score interpretation because it is in the interval 0.60 – 0.799.

The next stage is testing the hypothesis using the T test. The results of the hypothesis test show that there is a significant effect between training programs on employee work productivity and there is a significant effect between motivation (X2) on employee work productivity (Y).

E. CONCLUSION

Based on the results of the research and discussion, it can be concluded that the training program as a whole can be said to be quite good, employee motivation as a whole can be said to be quite good, and employee work productivity as a whole can be said to be quite high. The training program contributes to the influence on employee productivity. There is a significant (significant) effect of the training program on employee work productivity. Motivation contributes influence on employee work productivity. There is a significant (significant) effect of motivation on employee work productivity. Training and motivation programs simultaneously affect employee productivity.

This research is expected to be useful material or examples for further research related to training program variables, employee motivation and work productivity. Suggestions for the company to organize a type of training program other than what is routinely carried out by the company because even though the training is always carried out by the company, it is considered unable to improve the skills of the trainees or employees. The type of training program held can be in the form of a training program that has never been implemented before which aims to provide additional knowledge and skills for employees. Leaders are expected to always give awards to employees who are considered outstanding because they can complete work according to company targets and have standards according to company regulations. This is done to increase the motivation of employees so that they can always work well because if they can work well, the leadership will give awards that can improve the position of employees in the company. In addition, leaders are advised to act decisively by suspending every employee who always arrives late and goes home not according to company regulations because it will harm the company itself. In addition to suspension, companies can make salary cuts to employees who have received suspension but still make the same mistakes. This is expected to encourage employees to continue to uphold work discipline.

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