

# EFFECT OF COMPETENCE, TRAINING AND MOTIVATION

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## EFFECT OF COMPETENCE, TRAINING AND MOTIVATION ON EMPLOYEE PERFORMANCE (STUDI AT PT. ACE HARDWARE, Tbk, SEMARANG)

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### ABSTRACT

Employee performance is an action related to the tasks performed by employees and how these actions are performed. Performance is an important element in the company, because performance is an expectation of how a person should behave in carrying out tasks, which means showing a role in the organization. The better the performance of employees in each company, it will affect the company's goals. Many factors can affect employee performance, such as competence, training and motivation. The purpose of this study was to analyze the effect of competence, training and motivation on employee performance. The population of this research is the employees of PT. Ace Hardware Indonesia Tbk, Semarang, totaling 287 people. With the slovin method, it was obtained a sample of 74 employees. The sampling technique in this study was carried out by a random technique. The types of data used are primary and secondary. The data collection technique used is a questionnaire. The analysis technique used is multiple regression analysis. The results showed that: (1). Competence has a positive effect on employee performance. (2). Training has a positive effect on employee performance. (3). Motivation has a positive effect on employee performance.

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### 1. INTRODUCTION

Human resources are the most important aspect of the organization. With the implementation of professional personnel management, it is hoped that a balance can be achieved between the needs of each employee with the provisions and capabilities of the organization (Marjiyanto and Auliya, 2020: 255).

The ability of new employees combined with employee introductions and training programs will more or less close the gap between work ability and job demands based on increasing company productivity (Marjiyanto and Auliya, 2020: 254).

Employee performance is an activity related to the tasks carried out by employees and how these tasks are carried out (Mariyanto and Auliya, 2020: 256). Performance appraisal has always been the main concern of a company or organization. Performance is an important factor in society, because performance is an expectation of how a person should behave in job performance, which means showing his role in the organization. Better employee performance in each organization or company will be able to influence the direction and goals of the company (Anjani, 2019: 4).

PT. Ace Hardware Indonesia Tbk, Semarang is a retail company in Indonesia that is engaged in one-stop shopping business for home appliances and lifestyle products. The corporate environment consists of general business activities including exports and imports as well as conducting business as a distributor or.

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The company's business activities are selling retail goods or retail of household products, lifestyle, and children's toys. By using the latest chain of outlets by offering the best products. PT outlets. Ace Hardware Indonesia in Semarang are Ace Hardware Siliwangi, Ace Hardware Queen City Mall, Ace Hardware Java Mall and Ace Hardware Majapahit.

Various alternative retail stores currently make retail entrepreneurs have to compete to attract the attention of consumers. One way to attract consumers' interest is to look at the quality of employee performance to serve consumers so that it can influence their decision to make a purchase. PT. Ace Hardware Indonesia, Tbk Semarang as a trading company must be supported by qualified personnel capabilities. For this reason, it is necessary to increase employee performance so that they can be more productive in completing their duties. As with other retail companies, there are problems in improving the performance of PT. Ace Hardware Indonesia, Tbk Semarang.

Many factors can affect employee performance. According to Ansory and Indrasari (2018:212), employee performance is influenced by quantity, quality of work, reliability, initiative, craft, attitude and attendance. Meanwhile, Sutrisno (2019:152), in his research reveals that work results (quality and quantity), knowledge (competence), initiative, mental dexterity, attitude, discipline and absenteeism are factors that can affect employee performance. Adriyanto and Subakti (2018), in their research using the independent variables of competence, training, motivation and the dependent variable of employee performance indicate that competence, training and motivation affect employee performance. These results are supported by research by Risnawati, et al (2018), Saluy, et al (2019), Faris (2020) and Nugroho and Paradifa (2020) which state the equation that competence, training and motivation affect employee performance. This study aims to determine the effect of competence, training and motivation on employee performance at PT Ace Hardware Tbk Semarang.

Training is a systematic short-term educational process that has an impact on increasing the ability of individuals, teams, and organizations to be more effective (Nugroho and Paradifa, 2020:151). Usually the company will prepare training programs for each new employee or old employee so that their work will be more organized and old employees are more proficient in the fields they have been occupied or in the new fields they will undertake. Training programs that are in accordance with the company's conditions will be able to help improve employee performance.

Motivation is a drive and a stimulus that causes someone is passionate about work because their needs are met (Rosmaini and Tanjung, 2019:5). Employees have high motivation because there is a strong urge to do so. These incentives include needs that must be met such as compensation, recognition or awards. High motivation and morale from employees because they will get compensation as well as how much recognition and awards will be received by employees as evidenced by employees through their performance.

## 2. INTRODUCTION

### 2.1 Types of Research

The type of research in this study is survey research, namely research on behavioral and social facts or phenomena against a large number of respondents which is not solely done to collect data or information (Siregar, 2017:4). The survey research contains opinions or attitudes, but also to make a comprehensive description or to explain the relationship between the various variables studied (Saebani and Sutisna, 2018: 213).

### 2.2 Population and Sample

The population in this study were employees of PT. Ace Hardware Indonesia Tbk, Semarang, totaling 287 people. The sample of this research is some employees of PT. Ace Hardware Indonesia Tbk, Semarang. The method commonly used for sampling is the Slovin method. Formula (Siregar, 2017:34):

$$n = \frac{N}{1 + N(e)^2}$$

Description :

- n = Number of Sample
- N = Total Population
- e = Maximum tolerable error limit in the sample

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### 2.3 Data Types and Sources

There are 2 types of data sources used in this study, namely primary and secondary data. Primary data in this research data obtained from the distribution of questionnaires to be conducted by researchers. Secondary data is data published or used by organizations that are not processing it (Siregar, 2017:16). In this study, the secondary data sources are journals, literature and employee data of PT. Ace Hardware Indonesia Tbk, Semarang.

### 2.4 Data Analysis Method

The method of analysis in this study is Multiple Regression. Multiple regression is used to measure the strength of the relationship between two or more variables, also shows the direction of the relationship between the dependent variable and the independent variable (Ghozali, 2016:94). This multiple regression method was developed to estimate the value of the dependent variable (Y) using more than one independent variable (X).

Formula (Ghozali, 2016: 97):

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Description :

|                             |   |                        |
|-----------------------------|---|------------------------|
| Y                           | : | Employee Performance   |
| $\alpha$                    | : | Constant               |
| $\beta_1, \beta_2, \beta_3$ | : | Regression Coefficient |
| $X_1$                       | : | Competence             |
| $X_2$                       | : | Training               |
| $X_3$                       | : | Motivation             |
| e                           | : | error                  |

## 3. RESULT AND DISCUSSION

### 3.1 Validity Test

Validity test is used to determine whether the questionnaire is valid (legitimate) or not to be used as a variable measuring instrument. The validity test uses factor analysis, that is, if the Kaiser-Meyer-Olkin (KMO) value is greater than 0.5 and sig. Bartlett's test 0.05 means that the sample adequacy is met and factor analysis can be continued. While the validity test can be seen from the value of the Loading Factor (Component Matrix), that is, if the largest loading factor is above 0.4 then the questionnaire is said to be valid. The results of the validity test can be seen in Table 4.6.

**Table 4.6**  
**Validity Test Results**

| KMO>0,5 | Bartlett's test<br>≤ 0,05 | Variable   | Component<br>Matrix>0,4 | Keterangan |
|---------|---------------------------|------------|-------------------------|------------|
| 0,869   | 0,000                     | Competence |                         |            |
|         |                           | X1.1       | 0,866                   | Valid      |
|         |                           | X1.2       | 0,918                   | Valid      |
|         |                           | X1.3       | 0,842                   | Valid      |
|         |                           | X1.4       | 0,836                   | Valid      |
|         |                           | X1.5       | 0,792                   | Valid      |
| 0,686   | 0,000                     | X1.6       | 0,743                   | Valid      |
|         |                           | Training   |                         |            |
|         |                           | X2.1       | 0,818                   | Valid      |
|         |                           | X2.2       | 0,824                   | Valid      |
|         |                           | X2.3       | 0,844                   | Valid      |
|         |                           | X2.4       | 0,786                   | Valid      |
|         |                           | X2.5       | 0,791                   | Valid      |
|         |                           | X2.6       | 0,815                   | Valid      |
|         |                           | Motivation |                         |            |
|         |                           | X3.1       | 0,807                   | Valid      |

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|       |       |                      |       |       |
|-------|-------|----------------------|-------|-------|
| 0,858 | 0,000 | X3.2                 | 0,849 | Valid |
|       |       | X3.3                 | 0,886 | Valid |
|       |       | X3.4                 | 0,794 | Valid |
|       |       | X3.5                 | 0,877 | Valid |
|       |       | X3.6                 | 0,817 | Valid |
| 0,820 | 0,000 | Employee Performance |       |       |
|       |       | Y.1                  | 0,754 | Valid |
|       |       | Y.2                  | 0,793 | Valid |
|       |       | Y.3                  | 0,832 | Valid |
|       |       | Y.4                  | 0,856 | Valid |
|       |       | Y.5                  | 0,760 | Valid |
|       |       | Y.6                  | 0,790 | Valid |
|       |       | Y.7                  | 0,804 | Valid |
|       |       | Y.8                  | 0,826 | Valid |

Source : Processed Primary Data, 2022

Based on the results of the validity test stage, it shows that the KMO value of each variable is greater than 0.5 and sig. sig. Bartlett's is below 0.5 then the adequacy of the sample has been met and the validity test can be continued at the stage of the loading factor value to prove the fulfillment of the indicator as a valid measuring tool. Based on the results of the largest loading factor value of each research variable is greater than 0.4, it can be concluded that the questionnaire from the variables of competence, training, motivation, and employee performance is declared valid to be used as a variable measuring instrument.

### 3.2 Reability Test

Reliability test is used to determine the reliability of the questionnaire in producing consistent answers. The test uses cronbach's alpha, that is, if the result of the cronbach's alpha value is greater than 0.70, it is reliable. The results of the reliability test can be seen in Table 4.7.

**Table 4.7**  
**Reability Test Result**

| Variable             | Results<br><i>Cronbach's Alpha</i> | Description |
|----------------------|------------------------------------|-------------|
| Competence           | 0,910 > 0,70                       | Reliabel    |
| Training             | 0,896 > 0,70                       | Reliabel    |
| Motivation           | 0,914 > 0,70                       | Reliabel    |
| Employee Performance | 0,920 > 0,70                       | Reliabel    |

Source : Processed Primary Data, 2022

Based on the results of the reliability test, it shows that the value of Cronbach's alpha variable competence, training, motivation, and employee performance is above 0.70. This means that the indicators/questionnaires of all variables are proven to be reliable or reliable.

### 3.3 Multiple Linear Regression Analysis

Multiple regression analysis was used as an analytical tool to determine the effect of competence, training, and motivation variables on employee performance variables at PT. Ace Hardware Indonesia Tbk Semarang City. The results of multiple regression can be seen in table 4.8.

**Table 4.8**  
**Multiple Regression Analysis Results**

| Variable Equation | Adjusted<br><i>R Square</i> |   |      | Koefisien<br>( $\beta$ ) | Uji - t | Description |
|-------------------|-----------------------------|---|------|--------------------------|---------|-------------|
|                   |                             | F | Sig. |                          | Sig.    |             |

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|  |       |         |       |       |       |                     |
|--|-------|---------|-------|-------|-------|---------------------|
| The Effect of Competence on Employee Performance | 0,858 | 148,630 | 0,000 | 0,390 | 0,000 | Hypothesis Accepted |
| The Effect of Training on Employee Performance   |       |         |       | 0,358 | 0,005 | Hypothesis Accepted |
| The Effect of Motivation on Employee Performance |       |         |       | 0,230 | 0,019 | Hypothesis Accepted |

Source : Processed Primary Data, 2022

Based on the regression results in table 4.8, multiple linear regression equations can be made as follows:

$$Y = 0,390 X_1 + 0,358 X_2 + 0,230 X_3$$

This equation can be interpreted as follows:

1. Competence ( $\beta_1$ ) = 0.390, with a positive value it can be interpreted that the increasing competence will further improve employee performance.
2. Training ( $\beta_2$ ) = 0.358, with a positive value it can be interpreted that the increasing training will further improve employee performance.
3. Motivation ( $\beta_3$ ) = 0.230, with a positive value which can be interpreted as increasing motivation, it will further improve employee performance

#### 4. DISCUSSION

##### 4.1 The Effect of Competence on Employee Performance

Competence is proven to have a positive effect on employee performance, as evidenced by the regression coefficient of 0.390 with sig. 0.000 < 0.05. With a positive influence, it can be interpreted that the increasing competence will further improve the performance of the employees of PT. Ace Hardware Indonesia Tbk Semarang City.

Overall the employees of PT. Ace Hardware Indonesia Tbk Semarang City has competence in carrying out tasks which can be seen from the directed assessment of agreeing on the competency indicators, especially the indicators of having knowledge in the field that I live in, which gets the highest rating. This is because in the placement of employees at PT. Ace Hardware Indonesia Tbk Semarang City must be based on the employee having the appropriate knowledge to carry out the field of duty such as for employees in the advisor field must have knowledge in the product field both from product characteristics and prices, as well as good communication skills and able to build good relationships with customers, all of which can be owned by employees from experience in carrying out marketing tasks and can also later be obtained from various training programs.

The indicator having a lot of experience in various tasks gets the lowest rating, which can be interpreted that not many employees get new assignments or are placed in various other task areas, so not much experience is gained other than the field of work being undertaken. This will make employees master only one field of work and will be an obstacle when one day they have to move to another section or replace the position of employees in other work sections because employees have to learn more and cannot immediately produce work quickly and accurately, so they can become a problem in the performance of employees

##### 4.2 The Effect of Training on Employee Performance

Training is proven to have a positive effect on employee performance as evidenced by the regression coefficient of 0.358 with sig. 0.005 < 0.05. With a positive influence, it can be interpreted that the increasing training will further improve the performance of PT. Ace Hardware Indonesia Tbk Semarang City. The purpose of this training is to increase the knowledge, skills and behavior of employees at work, so by achieving the objectives of the training, it will further improve technical work skills and a better attitude at work such as a more responsible attitude and professionalism in work so that the resulting performance will be better.

Implementation of training at PT. Ace Hardware Indonesia Tbk Semarang City is considered good, which can be seen from the focused assessment of employees agreeing on the training indicators, especially the

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indicators of obtaining training materials that are appropriate to the work to be faced, which gets the highest average score. This shows that the training is adjusted to their respective fields of duty and also according to the needs in carrying out work, such as the company providing information technology training to all employees because all work systems are information technology-based so that employees have more control over the work system within the company and support competitiveness. from PT. Ace Hardware Indonesia Tbk Semarang City.

Employees also receive the same training methods as the previous training methods, namely on the job training and off the job training methods which are commonly used in providing training to employees so as to provide comprehensive training to employees.

#### 4.3 The Effect of Motivation on Employee Performance

Motivation is proven to have a positive effect on employee performance as evidenced by the regression coefficient of 0.230 with sig. 0.019 < 0.05. With a positive influence, it can be interpreted that the increasing motivation will further improve the performance of PT. Ace Hardware Indonesia Tbk Semarang City. The motivation shown by the employees of PT. Ace Hardware Indonesia Tbk Semarang City is already high which can be seen from the directional statement agreeing from the employees on the motivation indicators. Mainly is wanting to get the best results in work, which gets the highest average score. This shows that employees are encouraged to get good work results such as quality by correctly completing tasks correctly and without many errors and working according to procedures, then trying to complete tasks immediately or increase in quantity. This factor can be based on the desire that is obtained, such as if you work well, you can get the opportunity to develop a career, so employees must show their best performance to get it.

Overall the employees of PT. Ace Hardware Indonesia Tbk Semarang City has been motivated in carrying out their duties so that there is a desire to show good work and work results and the impact can produce good performance. This certainly has a positive influence on PT. Ace Hardware Indonesia Tbk Semarang City, namely the goals to be achieved can be achieved and can support the progress of the company.

#### 5. CONCLUSION

Based on the results of the analysis that has been carried out, the authors conclude in this study as follows Competence has a positive effect on employee performance, meaning that the increasing competence of employees will further improve the performance of employees of PT. Ace Hardware Indonesia Tbk Semarang City. Training has a positive effect on employee performance, meaning that the increasing training will further improve the performance of employees of PT. Ace Hardware Indonesia Tbk Semarang City. Motivation has a positive effect on employee performance, meaning that. that the increasing motivation will further improve the performance of employees of PT. Ace Hardware Indonesia Tbk Semarang City.

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