

Case of Retail Business X in North of Bekasi: The Effect of Training on Performance Mediated by Motivation

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ABSTRACT

This study was used to measure the effect of training on Performance mediated by motivation in retail businesses. This research is quantitative research where the object used is an employee in a retail business. This research was conducted using a non-probability sampling technique with a purposive sampling method. The number of samples used in this study was 60 respondents. The design used in this study is hypothesis testing using a structural equation model (SEM) – SmartPLS 3.0. The results of this study provide an explanation that the training variable affects employee performance in retail businesses, training affects motivation, motivation affects employee performance in retail business and training affects the Performance of retail business employees mediated by motivation. This research has a limited object of research which is only conducted on retail business employees. This is used as a suggestion for future researchers. The novelty of this study combines training variables on Performance mediated by motivation in the retail business.

INTRODUCTION

Currently, companies are required to develop following the era of globalization. The application of management that follows the development era will make it easier for the company to achieve common goals. The implementation of good and orderly management that adapts to the needs of its employees will have a major impact on the survival of the company, including it will affect employee performance it will affect the company's targets. Therefore, companies need to consider HR because HR is a valuable asset owned by the company. The running of a company is greatly influenced by the quality of its human resources. According to (Untari & Satria, 2021), HR is one way of using human resources to achieve company goals while helping employees realize their personal goals. Therefore the company attaches great importance to its employees to continue to support its business.

Motivation is a driving force from within a person's heart to do or achieve a goal. Motivation will provide maximum desire and encouragement (Marpaung, 2017). Motivation can also be said as a plan or desire to achieve success and avoid failure in life. In other words, motivation is a process to achieve a goal. Someone who has motivation means that he has the power to get success in life. Training is the obligation of all parties involved in business development and planning. This is because by holding training, the organization makes a long-term investment in the development of its values. By holding training, organizations can develop and increase the knowledge and skills of their employees so that they can be more efficient and effective in employee performance. Assessment of the implementation of work carried out by employees or often referred to as performance appraisals or performance appraisals, is also absolutely necessary to see to what extent the training success and achievements of the employee are.

Employee performance is the result obtained by someone who has carried out the work tasks that have been assigned to him. Training is related to the skills and abilities of employees to carry out their work. Training is oriented and helps employees to achieve certain skills and abilities in order to be successful in carrying out their work. According to (Sutrisno, 2019), training is aimed at completing skills in doing work and being able to use work equipment appropriately.

THEORETICAL REVIEW

Performance

According to (Priansa, 2018) states, Performance is basically things that are done or not done by employees in carrying out their work. According to (Priansa, 2018) (Narpati, 2017) states, that Performance is the result produced by certain job functions or activities at certain jobs during a certain period of time. The results of the work are the results of abilities, skills, and desires achieved.

Profit Sharing

Profit Sharing system is a system in which agreements or joint ties are made in conducting business activities. In this effort, it is agreed that there will be profit sharing for the profits to be obtained between two or more parties (Wahab, 2016).

Motivation

(Zebua, 2021) is often interpreted as a driving factor for a person's behaviour, and the driving factor is none other than a person's need and desire to carry out an activity. According to (Winardi, 2016) that motivation is a potential force that exists within a human being, which can be developed independently or developed by a number of external forces which essentially revolve around monetary rewards and non-monetary rewards, which can affect the results of their Performance in a positive or negative way.

Training

The definition of training is a planned effort to provide job learning facilities related to the knowledge, skills, and behaviour of employees/employees. According to (Pramudyo, 2017), training is a learning process designed to change people's Performance in doing their jobs. With the training, it is expected that there will be changes in HR work performance so that it can be in accordance with company goals. Increased employee productivity will be beneficial for the company as well as for the employees themselves. With good Performance, productivity increases automatically wages as remuneration also received increases. Research (Safitri, 2019) states that training has an effect on Performance. It assumed that a higher level of Islamic financial literacy would affect the interest in saving in Islamic banks.

Training is usually attended by employees who are motivated by the training provided because there are benefits obtained by employees to support life and needs within the company. According to research (Sulistiyowati & Agustina, 2021) which states that training has an effect on motivation. Motivation has a significant influence on assessor performance. This is in line with the results of research (Nurhalim & Fahmy, 2021), which states that there is a direct influence of motivation on Performance. Observation results show that the higher the motivation possessed by employees, the more they will do a good job, such as discipline in doing work which will improve Performance. The motivation of employees to take part in the training provided by the company in retail business will result in optimal employee performance. According to research (Sulistiyowati & Agustina, 2021) which states that there is an effect of training on Performance through motivation. Based on the arguments above, several hypotheses are drawn as follows:

- H1. Training has an Effect on Performance in Retail Business
- H2. Training has an Effect on Motivation in Retail Business
- H3. Motivation has an Effect on Performance in Retail Business
- H4. Training has an effect on Performance mediated by motivation in the Retail Business

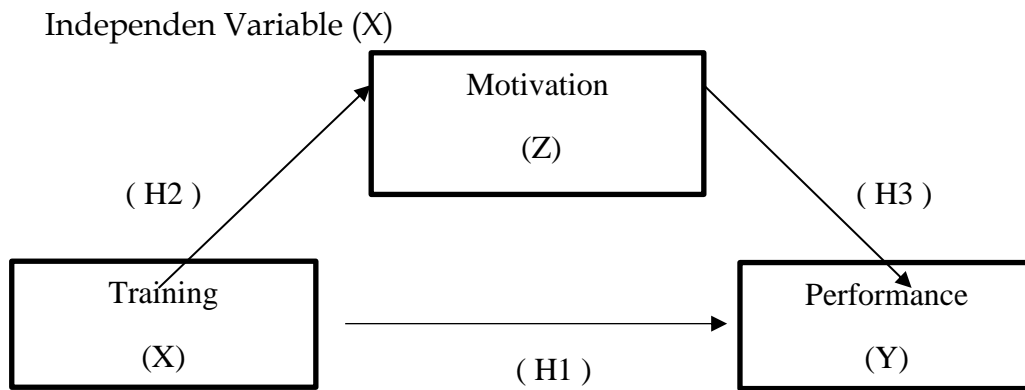


Figure 1. Conceptual Framework

METHODOLOGY

This research is research using quantitative methods. The quantitative method is a data analysis using a statistical approach, calculating correlations, regression, difference testing, and path analysis (Setyawati et al., 2022). Quantitative research is also a measurement of data through numbers to answer existing research problems. The population in this study is consumer sports equipment for athletes in area x. This study refers to the opinion (Hair et al., 2019) in determining the sample where the number of indicators is multiplied by the number 5-10. In this study, there are 12 indicators, so the calculation is 12x5. Based on the results of the calculation, the minimum number of samples in this study was 60 respondents. The measurement of variables in this study uses a Likert scale of 1 - 5 adopted from research (Rianto, 2021). Strongly disagree = 1, disagree = 2, neutral / doubtful = 3, agree = 4 and strongly agree = 5. This study uses the SmartPls analysis tool to test the feasibility of the data and draw conclusions in the hypothesis. The outer model test and the inner model test are the analytical tools that will be used in this study.

RESULTS

Result of Outer Model Test

Test results in this study used the results of the outer model test. Based on the results of the validity test, all statement items meet the requirements > 0.7 and there are several items from the statement that must be eliminated because they do not meet the validity requirements.

Table 1. The Reliability Test Results

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|-----------|------------------|-------|-----------------------|----------------------------------|
| Kinerja | 0.967 | 0.969 | 0.972 | 0.777 |
| Motivasi | 0.837 | 0.857 | 0.884 | 0.606 |
| Pelatihan | 0.863 | 0.872 | 0.897 | 0.593 |

Results Based on the reliability test results above, it can be concluded that Cronbach's alpha value for each performance variable is 0.967, motivation is 0.837, and training is 0.863, meaning that the value is above 0.7 so it can be stated that the data used in this study suitable for use in the next stage. Results of Hypothesis - Inner model. The results of hypothesis testing in this study indicate a relationship between the independent and dependent variables indicated by the following path model:

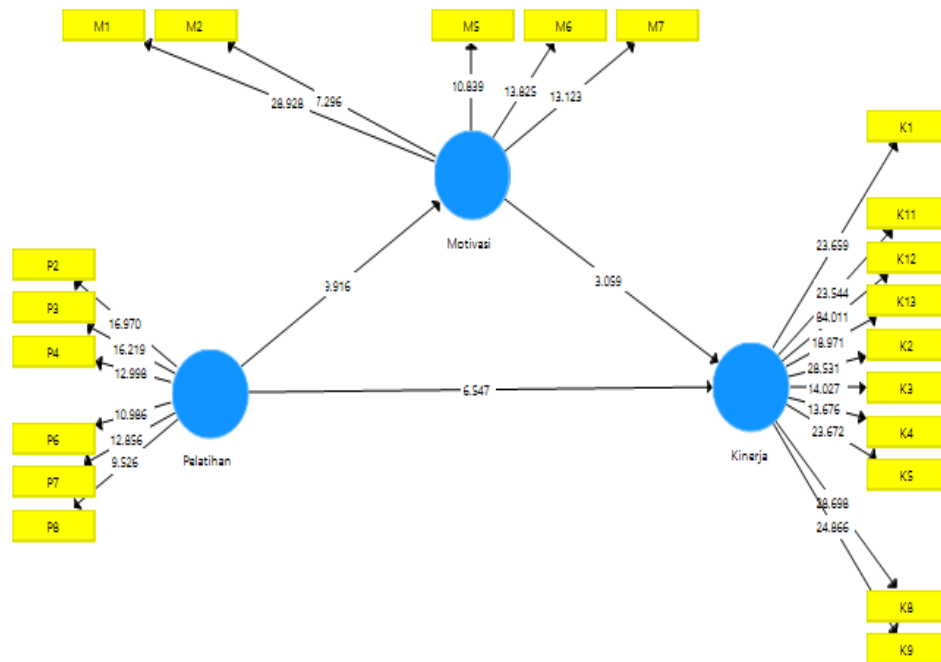


Figure 2. SmartPLS 2022 data processing

Indirect Effect

Table 2. The Effect of Finance Literacy on Saving Interest in Non-Muslim Customers in Islamic Banks

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistic (O/STDEV) | P Values |
|---------------------------------|---------------------|-----------------|----------------------------|-------------------------|--------------|
| Pelatihan -> Kinerja | 0.614 | 0.616 | 0.094 | 6.547 | 0.000 |
| Pelatihan -> Motivasi | 0.624 | 0.638 | 0.063 | 9.916 | 0.000 |
| Motivasi -> Kinerja | 0.330 | 0.329 | 0.108 | 3.059 | 0.002 |

Based on the results of the inner test above, it can be concluded that the effect of Finance Literacy on saving interest in non-Muslim customers in Islamic banks with a p-value of 0.000, which means it is smaller than the significance level of 0.05 (0.000 < 0.05) so that it is concluded that there is an influence between finance literacy on saving interest in non-Muslim customers in Islamic

banks, so the results of this study prove that hypothesis 1 (H1) is accepted. The results of the inner test in this study also found that the profit sharing variable has an effect on saving interest in non-Muslim customers in Islamic banks because the p-value of 0.012 is smaller than the 0.05 significance level where (0.012 < 0.05) means the hypothesis (H2) received. The results of the inner test in this study also found that social influence had no effect on saving interest in non-Muslim customers in Islamic banks because the p-value was 0.069 greater than the 0.05 significance level where (0.069 > 0.05) means the hypothesis (H3) was rejected.

Direct Effect

Table 3. The Effect of Training on Performance Mediated by Motivation in the Retail Business

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistic (O/STDEV) | P Values |
|---|---------------------|-----------------|----------------------------|---------------------------|--------------|
| Pelatihan -> Motivasi -> Kinerja | 0.206 | 0.215 | 0.082 | 2.509 | 0.012 |

Based on the results of the inner test above, it can be concluded that the effect of training on Performance mediated by motivation in the retail business with a p-value of 0.012 which means it is smaller than the significance level of 0.05 (0.012 < 0.05) so that it can be concluded that there is a significant performance effect. Mediated by motivation in the retail business, so the results of this study prove that hypothesis 1 (H4) is accepted.

DISCUSSIONS

The results of the data analysis above have provided new findings and conclusions that there is one factor that affects employee performance in retail business is training because the better the training provided obtained by employees will affect employee performance. The first finding is that the training variable affects employee performance (Safitri, 2019). This shows that job training is very important for the workforce so that they can better master the work they carry out and as an effort to prepare the workforce to face work tasks that are considered not yet mastered and as an effort to improve employee performance. The second finding shows the effect of training on the motivation of employees in the retail business. This research is in line with previous research (Sulistiyowati & Agustina, 2021), which states that there is an effect of training on motivation. This is because employees in retail businesses who take appropriate training will master their work which makes retail business employees motivated to complete their work in a company.

The results of the analysis in this study are motivational variables that affect employee performance in the retail business. This study, it is in line with previous research (Nurhalim & Fahmy, 2021) in that research stated that motivation affects employee performance in retail businesses. This is because someone who has high motivation will try to improve his ability, it will also

affect the level of Performance that will be owned by employees. The last finding is the effect of training on Performance mediated by the motivation of employees in the retail business. This study is in line with previous research (Sulistyowati & Agustina, 2021), which states that the effect of training on Performance is mediated by motivation. That's because the training followed by employees will motivate employees to improve their Performance in completing their work so that the results will be optimal.

FURTHER STUDY

The results of this study researchers hope this research can be useful for the wider community. Given the limitations of the authors in researching, further researchers are expected to be able to add other independent variables such as price, consumer loyalty, product innovation, brand trust, convenience, consumer characteristics and many more that can explain the influence on purchasing decisions that were not examined in this study.

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