

THE EFFECT OF TRAINING, COMPETENCE, AND WORK MOTIVATION TOWARD EMPLOYEES PERFORMANCE AT HEAD OFFICE OF PT. BANK SULTENG

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ABSTRACT

This research intends to analyze the effect of training, competence and work motivation toward employees performance at PT. Central Sulawesi Bank. This is descriptive-verification research. The data obtained were analyzed through Multiple Linear Regression analysis. Respondents involved were 65 permanent employees who have attended training. The results show that training, competence and motivation simultaneously had a significant effect on employee performance at Head Office PT. Bank Sulteng with an Adjusted R Square value of 34.2%. Partially, training has a positive effect but not significant to employee performance at PT. Bank Sulteng Head Office, competence has a positive and significant effect on employee performance at Head Office PT. Central Sulawesi Bank and motivation have a positive effect but not significant on employee performance at Head Office PT. Bank Sulteng.

Keywords: Training, Competence, Work Motivation, Employee Performance

INTRODUCTION

Banking sector is a form of service in the business sector and as an element that has an important role in supporting the smooth development and national economy. Government activities in carrying out development can not be separated from the successful performance of the banking world to raise funds from the public. Activities to raise funds and other operational activities are inseparable from one important factor, namely the ability of Human Resources (HR). The existence of HR in a company plays a very important role. The quality of human resources is determined by the extent to which the system in the field of human resources is able to support and satisfy the desires of employees and the company. Increased knowledge, skills, changes in attitude, behavior, correction of performance deficiencies are needed to improve performance and productivity through training and motivation of employees.

Central Sulawesi Regional Development Bank, known as PT. Bank Sulteng is a regional bank in Central Sulawesi which in carrying out company activities of course requires employees / employees with the best performance with the aim of being able to provide the best service to customers or the community, so that PT. Bank Sulteng must make efforts to improve employee performance by taking into account the factors that affect the performance of its employees.

Management of Head Office of PT. Bank Sulteng through Human Resources held training programs to increase employee skills and knowledge. During the period 2018-2020, PT. Bank Sulteng enrolls its employees in 398 types of training programs. In one type of training activity, PT. Bank Sulteng includes 1 to 25 employees, so that one employee can participate in more than 1 training activity in a year. It is expected that there will be an increase in the knowledge and ability of employees to become more skilled in carrying out the tasks assigned to them and will subsequently have an impact on improving employee performance.

Observation conducted by the researcher in Head Office PT. Bank Sulteng reveals that there are still some employees who during their tenure at PT. Bank Sulteng has never been included in any

training, except for training when it is declared that it has passed as a prospective employee. Likewise, there are employees who have attended training but have not been able to create and produce good performance, it can be seen that some employees are less able to complete the tasks and responsibilities assigned to them, therefore the work targets desired by the company cannot be achieved properly.

Findings in the field shows that there are some employees who still have low work motivation, it can be seen through the presence of several jobs that cannot be completed in accordance with the time determined by the company, besides that motivation in the use of working hours also looks less than optimal, because many employees often arrive late and during working hours there are still employees do chat or relax and do not use their working hours to do work or to do other things related to work and there are still many employees who are not present either for reasons of illness, permission, or absenteeism . The rate of absenteeism and tardiness is also one of the indicators to measure the performance of an employee.

The explanation above proves that the performance of the employees of PT. Central Sulawesi Bank Head Office is not yet optimal. The decline in employee performance will have a direct effect on the decline in company performance. Because the company's overall performance is highly dependent on the performance of its employees. In other words, if the employee's performance decreases, it is likely that the company's performance will also decline.

METHOD

This is descriptive-verification research. Descriptive research is used to make broader conclusions while verification research is used to prove hypotheses through calculations and analysis of research results and the results can be used to make conclusions. Collecting data using research instruments, data analysis is quantitative/statistical, with the aim of testing the hypothesis that has been proposed (Sugiyono, 2012:55).

The population in this research were all 183 permanent employees at Head Office PT. Bank Sulteng and employees who have attended the training. Furthermore, sampling was carried out to determine the sample size or the number of samples needed, the Slovin method was used to produce a sample of 65 employees.

The operational variables in this research are:

1. Training (X1)

Training is an effort to improve the ability of employees in carrying out their work to be more effective and efficient. The five training dimensions and indicators are as follows:

(1) Training materials

The indicators are: the training materials are very relevant/according to the needs of the job, the training materials are always up to date, the training materials provided are complete and clear.

(2) Training method

The indicators are: the training method chosen/used according to the topic/type of training, interesting training methods and stimulating participants to actively participate in the training.

(3) Attitudes and skills of the instructor/coach

The indicators are: Instructors are people who are experienced and experts in their fields / have expertise in accordance with the type of training, the instructor explains the material accompanied by illustrations and examples, and the Instructor can generate and increase participants' attention to aspects of the tasks and responsibilities carried out

(4) *Length of training time*

The indicators are: the predetermined training time allows participants to master the training material and the suitability of the time allocation with the material has been well designed.

(5) *Training facilities.*

The indicators are: the completeness of the facilities used in the training (modules, seminar kits, simulation materials, etc.), the completeness of training support facilities (tables, chairs, air conditioning, LCD, consumption, etc.), and the location of the training is easy to reach, clean and comfortable.

2. Competence (X2)

Competence is the capacity that exists in someone who can make that person able to fulfill what is required by the job in an organization so that the organization is able to achieve the expected results. The three dimensions of competence and its indicators are:

(1) *Knowledge*

The indicators are: the educational background of the employee according to the job, the employee knows and understands their respective fields regarding the duties and responsibilities of the job, the employee knows things related to the new regulations, procedures and techniques in the company, knows how to use information, proper and correct equipment and techniques in work and employees have previous work experience in the same field.

(2) *Skills*

The indicators are: employees have good skills in communicating orally and in writing, have skills in choosing more effective and efficient work methods and skilled employees at work and can take quick and appropriate action when a problem arises at work.

(3) *Attitude*

The indicators are: having the ability to train oneself to be better and more creative at work, high enthusiasm and work commitment and obedience to superiors.

3. Motivation (X3)

Work motivation is an effort to encourage and to direct human resources to be more productive and optimal. The five dimensions and indicators of work motivation are:

(1) *Physiological needs (physiological needs)*

The indicators are: the suitability of the salary that has been received so far, the benefits obtained, bonuses or incentives provided by the company are fair, and the rest hours provided by the company are sufficient.

(2) *Safety or security needs*

The indicators are: the company's attention to social security (in the form of health insurance, accident insurance), the company's attention to old-age insurance (giving pensions), buildings or workplaces and safe and secure work equipment.

(3) *Love needs (social needs)*

The indicators are: the relationship with superiors is well established and harmonious relations with co-workers are good and mutually supportive, there are activities or commemorative events organized/sponsored by the company.

(4) *Esteem needs (The need for appreciation/recognition)*

The indicators are: giving praise by superiors for the work achieved by employees, promotions, giving gifts/signs of service and job transfers for what has been done in achieving company goals.

(5) *Needs for self-actualization (needs for self-actualization).*

Employees are given the opportunity to improve their performance and self-development, employees are given the opportunity to be creative on their own in carrying out their work.

4. Employee performance (Y)

Employee performance is the result of the work of employees of a company to achieve predetermined goals or targets in a certain period of time. The five dimensions of performance are:

- (1) Quantity
The indicators are: employees complete the amount of work in accordance with the output target that must be produced per person per one hour of work, employees' complete regular work and additional work, the quantity of employee work exceeds the average of other employees.
- (2) Quality
The indicators are: employees complete work competently, calculatingly, precisely, carefully and thoroughly, employees complete work with optimal results and according to quality procedures/standards set by the company, employees complete work in effective and efficient ways.
- (3) Punctuality
The indicators are: employees complete the work in accordance with the specified time, employees are able to optimally utilize the processing time to produce the output expected by the company.
- (4) *Presence*
The indicators are: employees are never absent during work days, employees come and go home from work on time in accordance with applicable regulations, employees never leave the workplace without permission.
- (5) *Cooperation ability.*
The indicators are: employees can work together with superiors by helping superiors by providing suggestions for increasing company productivity and employees can work together with co-workers effectively.

RESULTS AND DISCUSSION

Multiple linear regression analysis was conducted to see how training, competence and motivation affects the performance of the employees at the Head Office PT. Bank Sulteng. Based on the results of the SPSS for windows version 26.0 output, it can be seen that the results of the multiple linear regression analysis have been summarized as shown in Table 1.

Tabel 1
Multiple Linear Regression Calculation Results

No	Independent Variable	Regression Coefficient	t-counted	Sig t
1	Training (X_1)	0,005	0,057	0,954
2	Competence(X_2)	0,525	4,918	0,000
3	Motivation (X_3)	0,023	0,218	0,828
Constant = 1,866		F counted = 12,065		
Adjusted R Square = 0,342		Sig. F = 0,000		
α = 0,05				

Based on the results of data processing which is summarized in table 1 above, the following regression equation is obtained: $Y = a + b_1X_1 + b_2X_2 + b_3X_3$

$$y = 1.866 + 0.005x_1 + 0.525x_2 + 0.023x_3$$

The regression equation above shows that the three independent variables (training, competence and motivation) have a positive effect on the dependent variable (performance). The constant value indicates that if there is no training, competence and motivation variable, then the performance of the employees of PT. Bank Sulteng Head Office (Y) is 1.866.

The results of further calculations provide the results of Fcount of 12,065 with a significance level of 0.000 or Sig. $F < 0.05$. Based on these results, it can be stated that the variables of training, competence and motivation together have a significant effect on the performance variable. Thus, the first hypothesis which states that training, competence and motivation simultaneously have a significant effect on the performance at Head Office PT. Bank Sulteng based on the results of the F Test is declared proven. The results of the t test are as follows:

1) Training Variable (X1)

The t-count value of the training variable is 0.057 and the significance level is 0.954 or the value of Sig. $t > 0.05$. These results mean that the training variable has a positive but not significant effect on employee performance. So, the second hypothesis which states that training has a significant effect on the performance of PT. Bank Sulteng Head Office based on the results of the t test is declared unproven.

2) Competency variable (X2)

The tcount value of the competency variable is 4.918 and the significance level is 0.000 or the value of Sig. $t < 0.05$. These results mean that the competence variable has a positive and significant effect on employee performance. So, the third hypothesis which states that competence has a significant effect on the performance of employees of PT. Bank Sulteng Head Office based on the results of the t test is declared proven.

3) Motivation variable (X3)

The tcount value of the motivation variable is 0.218 and the significance level is 0.828 or the value of Sig. $t > 0.05$. These results mean that the motivation variable has a positive but not significant effect on employee performance. So, the fourth hypothesis which states that motivation has a significant effect on the performance of PT. Bank Sulteng Head Office based on the results of the t test is declared unproven.

Adjusted R Square value is 0.342 or 34.2%. This shows that the independent variables, namely training, competence and motivation contributed 34.2% to the performance of PT. Bank Sulteng Head Office, while the remaining 65.8% is the influence of other variables that are not included in the calculation of this model. Furthermore, based on the guidelines for interpreting the coefficient values (Sugiyono, 2014: 184), it is known that the influence of training, competence and motivation variables on the performance of PT. Bank Sulteng Head Office is in the low category.

Training, competence and motivation simultaneously have a significant effect on employee performance. This shows that the training, competence and motivation of employees of PT. Bank Sulteng Head Office has an influence on the implementation of tasks that will help to achieve the expected performance. The results of this research support the research of Gita and Adriyanto (2018) which suggests that training, competence and motivation have a significant effect on employee performance at the Sahid Jaya Lippo Cikarang Hotel and also supports the results of research conducted by Dotulong and Wijayanto (2017) that training, competence and motivation significant effect on employee performance at PT. Multi Krindo Manado Plaza.

Partially, training has a positive but not significant effect on employee performance. This is supported by field conditions which show that the efforts of the management of PT. Bank Sulteng Headquarters in developing employee capabilities are still not optimal, as evidenced by the fact that there are still many employees who complain about the uneven distribution of training by company management to all employees. One of the causes is the disorganized data related to the education and

training needs of each employee in order to improve their abilities and competencies in supporting their duties, so that according to the recognition of these employees they each try to develop and improve their abilities in other ways than through training. Because the policy of who will take part in the training program is the absolute prerogative of the company.

So far, education and training are not programmed on an ongoing basis and their implementation is only based on submissions from the relevant work units and no programs are continuously carried out by the education and training division. This has an impact on the absence of standard standards that can measure the implementation of increasing employee competencies and abilities which will affect employee performance.

Apart from the problems mentioned above, in general, according to the results of the answers to the questionnaire employees of PT. Bank Sulteng is quite satisfied with the training activities that have been provided so far, as indicated by the mean value of the research variable, which is 4.07. the training variable indicator with the highest average value is the training facility indicator. This is in line with the efforts of the management of PT. Bank Sulteng in running the program employee development using education and training methods by budgeting training costs, providing the best instructors, and training places that provide comfort for employees in participating in training. Each training program that is followed is a training program organized by an official and accredited institution and is recognized in the banking world. So of course providing the best facilities and instructors in their fields. Professional training institutions will certainly design training programs as well as possible, both from the selection of instructors, materials, and even the methods used. Employees of PT. Bank Sulteng admits that every training program they have participated in so far has been satisfactory, especially in terms of the facilities provided.

Based on the results of statistical tests that have been carried out, it is known that competence partially has a positive and significant effect on the performance of employees of PT. Bank Sulteng Head Office. This shows that the higher the competence possessed by employees, the performance of employees of PT. Central Sulawesi Bank will continue to increase. The employees of PT. Bank Sulteng Head Office has the principle that each of them must focus on increasing knowledge and skills in completing work properly and according to SOPs.

The results of this research support the research of Gita and Adriyanto (2018) which suggests that partially competence has a positive and significant effect on employee performance (case research of hotel sahid jaya lippo cikarang).

Motivation partially has a positive but not significant effect on the performance of employees of PT. Bank Sulteng Head Office. The results of this research support the research of Dotulong and Wijayanto (2017) which suggests that motivation affects employee performance at PT. Multi Krindo Manado Plaza.

PT. Bank Sulteng realizes that motivation is basically one of the most important aspects in developing a company effectively and efficiently. There are many ways that the management of PT. Bank Sulteng in motivating employees, one of which is by providing salaries according to what has been done and additional incentives so that employee performance increases automatically and company productivity will increase as well. However, there are still complaints from employees regarding promotions and job transfers. The employees feel dissatisfied with the system of promotion and job transfer implemented by the management of PT. Bank Sulteng Head Office. This is due to the non-enforcement of rules regarding standard promotions and transfers, so that employees feel they are not being treated fairly in terms of careers.

CONCLUSIONS

Based on the results of research and discussion on the effect of training, competence and motivation on the performance of employees at Head Office PT. Bank Sulteng, it can be concluded that:

1. Training, Competence and Motivation simultaneously affects significantly on the Employee Performance at Head Office PT. Bank Sulteng is 34.2%, while the remaining 65.8% is the influence of other variables that are not included in this research.
2. Training partially has a positive but not significant effect on employee performance at PT. Bank Sulteng Head Office.
3. Competence partially has a positive and significant effect on employee performance at PT. Bank Sulteng Head Office.
4. Motivation partially has a positive but not significant effect on employee performance at PT. Bank Sulteng Head Office.

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