

The Effect of Online Training Effectiveness and Motivation on PT XYZ Employee Performance

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ABSTRACT

PT XYZ is a company State-Owned Enterprises (BUMN). The result of employee performance in PT XYZ in 2019 is 63.38% of PT XYZ's employee acquire an excellent performance, therefore the performance drastically decreased in every year until 2021. Otherwise, the amount of employee that acquire deficient performance increase to 77.6% in 2019 to 2021. The growth and declinment of the employee performance is allegedly influenced by the motivation and training that provided by PT XYZ a to the employee. The results showed that online training variable was in good category, where the indicator of knowledge had the highest score. Hygienic factor and motivator factor in the motivation variable is in the good category, where the indicator of interpersonal relationship in the hygienic factor had the highest value and the indicator of work in the motivator factor had the highest value. Furthermore, employee performance variable is in good category, where the indicator of attendance had the highest value. The result of Structural Equation Modeling (SEM) analysis showed that the online training had a direct positive and significant effect on employee performance, meaning that the better online training provided by the company the higher PT XYZ's employee performance improvement will be achieved. Motivation had a direct positive and significant effect on the employee performance, meaning that the better motivation provided by the company the higher PT XYZ's.

Keywords: Employee Performance, structural equation modeling, motivation, structural equation modeling, online training.

INTRODUCTION

PT XYZ is one of the companies owned by State-Owned Enterprises. PT XYZ has branches in all major cities in Indonesia. The development of PT XYZ can be seen from the increase in the number of customers and the increase in *revenue* every year. The development of *revenue* and *goal setting* of PT XYZ is presented in Table 1. Shows that PT XYZ's revenue has increased from 2017 to 2021. Even though there is an increase in revenue every year, the revenue obtained by PT XYZ is still below the target set by the company. In Table 1, it can be seen that the average revenue achievement is only half of the company's target. The achievement of revenue is inseparable from the performance of PT XYZ employees.

Table 1 Revenue Development and Goal Setting of PT XYZ

Year	Revenue	Goal Setting
2017	588,638	-
2018	730,583	-
2019	931,209	1,861,825
2020	1,222,390	2,106,900
2021	1,468,383	2,632,500

Based on the results of the internal evaluation of the performance of PT XYZ employees, it shows a decrease in performance in 2014 to 2016 which can be seen in Table 2. Shows that the performance results of PT XYZ employees show that in 2019 63.38% of PT XYZ employees had excellent performance, but experienced a drastic decline every year until 2021. On the other hand, there was an increase in the number of employees with poor

performance by 77.6% from 2019 to 2021. The development of PT XYZ employee performance is inseparable from the provision of online training and motivation. The provision of online training and motivation must be adjusted to the needs of employees in order to improve their performance. According to Fahmi (2016), improving performance management not only affects improving results in the company, but further than that, it is able to become an added value for employees.

Table 2 Percentage of Employee Performance of PT XYZ

Employee Results	Performance	2019	2020	2021
Excellent		63.38 %	21.07%	14.71%
Good		17.23%	50.84%	57.58%
Good Enough		7.54%	6.69%	6.66%
Not Good Enough		11.85%	21.40%	21.05%

According to Mangkuprawira (2004), training is a process of teaching certain knowledge and skills and attitudes so that employees are more skilled and able to carry out their responsibilities better, in accordance with company standards. Training refers to the total structure of the employee's inside and outside of work programs that the company utilizes in developing and knowledge, especially for job performance and career promotion. PT XYZ does not yet have an effective and orderly online training system and is well designed so that employees feel that competence is not supportive of achieving the performance desired by the company.

According to research conducted Ackah (2014) shows that employees who are more motivated at work have good performance and tend not to leave the organization, but negatively affect performance if the employee is not motivated. Training provides the skills, knowledge, experience, and techniques employees need to perform more efficiently. Thus, it can be suspected that the increase and decrease in employee performance is influenced by the motivation and unresystematic online training provided by the company to employees. This attracted the attention of researchers to conduct research on the effect of the

effectiveness of online training and motivation on employee performance at PT XYZ. Based on the background explanation above, although there is an increase in revenue every year at PT XYZ, the increase in revenue is still below the company's target. This is allegedly caused by one of them by a decrease in the performance of PT XYZ employees. The online training system at PT XYZ has not been organized and well designed so that employees feel that competence is not supportive of achieving the performance desired by the company. There are many factors that affect employee performance, but in this study the variables used are online training and motivation. The main points of the research problem can be formulated, namely (1) How does online training affect the performance of PT XYZ employees? ; (2) How does motivation affect the performance of PT XYZ employees?

LITERATURE REVIEW

Training. Training for employees is a process of teaching certain knowledge and skills and attitudes so that employees are more skilled and able to carry out their responsibilities better and in accordance with standards. Usually training refers to the development of working skills that can be used immediately. In this case the financial benefits for the company usually occur quickly. Whereas education provides knowledge of a particular subject, but its nature is more general and more structured for a much longer period of time (Mangkuprawira 2004). According to Carrel et al. in Mangkuprawira (2004), there are seven main objectives of training and development programs, namely improving performance, improving employee skills, avoiding managerial finances, solving problems, onboarding new employees, preparing for promotion and managerial success, and providing satisfaction for personal development needs. Training can improve the employee's ability to carry out the tasks charged to him. Increased ability results in increased self-confidence. Self-

confidence can increase motivation to work in the company and can reduce the dependence of work with others. Great self-confidence in employees will cause morale and passion for work. Employees have the courage to act in carrying out what they consider good and profitable in doing work (Arep and Tanjung 2003). The purpose of training is to improve the knowledge, abilities and skills, as well as attitudes of employees. Employees of different positions and occupations can meet at the time of the implementation of training. Training can increase the sense of community in employees so that company management does not have to bother motivating its employees.

Motivation. Motivation is likened to the heart of employee management. Motivation is the impulse that makes employees do things in a way and to achieve certain goals. There is no success in working on something like managing employees, in the absence of motivation, both from managers and employees. Managers need skills to understand and create conditions under which all members of the work team can be motivated. This is a big challenge because each employee has different characteristics and responses to different conditions. While the conditions themselves, including the type of problem, are always capricious all the time. All of these are prerequisites for achieving effective employee motivation supported by a comfortable management and leadership environment. In contrast, employees who do not have motivation are characterized among others by frequent stress, physical illness, laziness to work, low quality of work, lack of personal communication, and ignorance with their work duties (Mangkuprawira and Hubeis 2007).

Employee Performance. According to Simamora (2003), performance is a measure of an organization's success in achieving its mission. Then, employee performance is the awareness of a person or group of people to do something and perfect it in accordance with their responsibilities with expected

results. If it is associated with performance as a noun where one of its meanings is the result of a job, the notion of performance or performance is the result of work that can be achieved by someone in a company in accordance with their respective authorities and responsibilities in an effort to achieve company goals legally, not violating the law and not contrary to morals or ethics (Rivai et al. 2005).

Performance appraisal is about employee performance and accountability. In a globally competitive world, companies demand high performance. Along with that, those employees need feedback on their performance as a code of conduct in the future. Performance appraisal in principle includes both qualitative and quantitative aspects of the implementation of work. Performance appraisal is one of the functions of personnel, sometimes referred to as performance review, employee assessment, performance evaluation, employee evaluation, or personnel rating determination (Simamora 1999).

METHODOLOGY

The research uses quantitative survey research design. This method is used to collect quantitative data on PT XYZ employees related to the influence of training and motivation on employee performance. The types of research data are primary data and secondary data. Primary data of the study were obtained through questionnaires and interviews. Questionnaires were distributed to PT XYZ employees and interviews to pt XYZ division heads. Secondary research data is obtained from company data, literature, books, and research-related library materials.

Data processing in this study used Structural Equation Modeling (SEM) analysis. SEM is a set of statistical techniques that allows simultaneous testing of a series of relatively complex relationships. Such a complicated relationship can be interpreted as a series of relationships that are built between one or several dependent variables and one or

several independent variables. Each dependent and independent variable takes the form of a factor or construct built from several indicators observed or measured directly (Waluyo 2011). The SEM model in this study can be seen in Figure 2. The steps for SEM model testing are as follows (Ferdinand 2002):

1. Development of theory-based models.
2. Development of a flowchart to show the relationship between variables.
3. Conversion of flowcharts into structural equations and measurement model specifications.
4. Selection of input matrices and estimation techniques for the constructed model.
5. Assess identification problems.

6. Evaluate the model.
7. Interpretation and modification of the model.

The research aims to see the effect of online training and motivation on employee performance: first, look at the vision and mission owned by PT XYZ; then, look at the human resources division in making online training programs and employee motivation. The study was conducted to look for the influence of online training and motivation on employee performance. The results of the study are in the form of managerial implications that can be recommended to PT XYZ as a strategic step in running its company. The research mindset can be seen in Figure 1

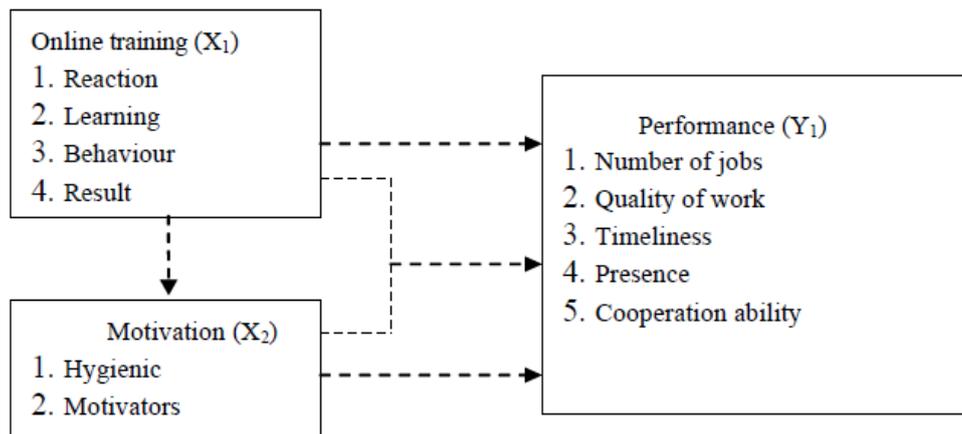


Figure 1. Research framework

STATISTICAL TEST RESULTS

Description of Research Variables. The online training variable has four indicators as a measuring tool, namely reaction, learning, behaviour and results. Table 3 will show the results of respondents' answers to each of the indicators of the online training variable.

Table 3. Employee Assessment of Online Training

Indicators	Average Score	Criterion
Reaction	3.302	Excellent
Learning	3.457	Excellent
Behaviour	3.287	Excellent
Result	3.198	Good
Grade Point Average	3.311	Excellent

Based on Table 3, it can be seen that the perception of PT XYZ employees on the online training variable is very good with an average value of 3,311. Online training for employees is the process of teaching certain knowledge and skills and attitudes so that employees are more skilled and able to carry out their responsibilities better and in accordance with standards (Mangkuprawira 2004). In Table 3, the results showed that employees had a very good reaction to the online training provided by the COMPANY PT XYZ with an average score of 3,302. Employees strongly agree that online training is in accordance with the needs of

employees' work, encourages employees, and increases employee motivation at work. Learning in online training is given to employees to improve employee skills, employee competencies, know the principles of the company, and others. In Table 3, you can see the average score of learning indicators of 3,457. This shows that the company PT XYZ provides excellent learning during online training. Employees strongly agree that the learning provided by the company improves the knowledge, skills, and abilities of employees in doing work.

Changes in employee behavior after attending online training reflect the company's success in providing online training. Companies will see employees be able to channel the knowledge, attitudes, and skills learned during online training to be implemented in the company. In Table 3, the results of the study on behavioral indicators were very good with an average score of 3,287. Employees strongly agree that online training makes changes in employee behavior more creative in completing work, employees are more flexible in dealing with work changes and more confident in interacting with leaders.

The results of the training are focused on the final results of employees after participating in an online training program which can be seen from improving the quality of employees in applying the knowledge that has been gained in online training. In Table 3, the results indicator has an average score of 3,311 and is categorized as good. Employees agree that the results of online training allow employees to apply the knowledge gained from the online training they are participating in, complete the work correctly and provide the best performance for the company.

Motivation variables have two main factors, namely hygienic and motivator. hygienic factors have six indicators as measuring instruments and motivator factors have five indicators as measuring instruments. Hygienic factors consist of company policy, supervision, interpersonal relationships,

working conditions, salaries and benefits, and job security. Then, the motivating factor consists of achievement, recognition, the work itself, responsibility, progress. Employee assessment of hygienic factors can be seen in Table 4.

Table 4. Employee Assessment of Hygienic Factors

Indicators	Average Score	Criterion
Company Policy	2.816	Good
Supervision	3.204	Good
Interpersonal Relationships	3.215	Good
Working Conditions	3.161	Good
Salary and Benefits	2.951	Good
Work Security	2.974	Good
Grade Point Average	3.054	Good

Based on Table 4, it can be seen that the perception of PT XYZ employees on the motivation variable on hygienic factors is good with an average score of 3,054. Hygienic factors are considered as factors of extrinsic conditions that if they are absent will cause employees to be dissatisfied (Mangkuprawira and Hubeis 2007). In Table 4, the company's policy indicators have an average score of 2,816 and are categorized as good. Employees are satisfied with the company's discipline, level of discipline, and the policies set by the company.

Supervision is supervision from superiors to employees in completing work. Good quality supervision can increase employee motivation at work, but on the contrary, if the supervision carried out feels excessive and cornered employees, it will reduce employee motivation at work (Febrian 2016). In Table 4, the supervision indicator has an average score of 3,204. This shows that the company's supervision is done well. Employees agree that their bosses often provide guidance in work, pay attention to employee ideas, and harmonious employee and superior relationships.

Interpersonal relationships play an important role in work. Good interpersonal relationships can improve the performance of employees within the company. In Table 4, the results showed that the indicators of interpersonal relationships were good with an average score of 3,215. Employees agree that fellow colleagues give encouragement

to each other in work, get job information easily from colleagues, and one of the considerations of employees remains at work in the company due to good interpersonal relationships.

Working conditions make it easier for employees to perform work with the facilities provided by the company. Working conditions can make employees comfortable at work. In Table 4, the working condition indicator has an average score of 3,161. This shows that the working conditions at PT XYZ are already good. Employees agree that the supporting equipment provided in the workplace is complete, the employee's workspace conditions are good, and employees have good relations with colleagues and leaders. Salary and benefits are one of the important factors in working, the salary and benefits provided by the company must be in accordance with the work that the company has given to employees. In Table 4, the results showed that the indicators of salary and benefits were good with an average score of 2,951. Employees agree with the salary earned already in accordance with the type of work, employees are satisfied with the payroll system and the endings that PT XYZ provides to them.

Job security is highly recommended in a company so that employees feel comfortable and do not worry about their safety while working. In Table 4, it can be seen that the job security indicators are good with an average value of 2,974. Employees agree that employees are satisfied with the work care system, occupational health management, and PT XYZ owns and implements K3 management according to standards. Then, the employee's assessment of the motivator factor can be seen in Table 5.

Table 5. Employee Assessment of Motivator Factors

Indicators	Average Score	Criterion
Achievement	2.963	Good
Confession	3.112	Good
The Work Itself	3.158	Good
A responsibility	3.158	Good
Progress	3.009	Good
Grade Point Average	3.080	Good

Based on Table 5, it can be seen that the perception of PT XYZ employees on the motivation variable on the motivator factor is good with an average score of 3,080. The motivating factor concerns the psychological ones related to the appreciation of the personality of employees related to work (Mangkuprawira and Hubeis 2007). In Table 5, the achievement indicator has an average score of 2,963 and is categorized as good. Employees agree that employees' work performance is always well assessed, outstanding employees are rewarded, and the company encourages employees to achieve high work achievements.

Recognition of employee achievements from superiors can increase motivation in employees and employee performance while working. In Table 5 it can be seen that the recognition indicator has a score average value of 3,112. This shows that the recognition of the work and achievements of the work within the company is good. Employees agree that the company gives praise and appreciation for the work already well done by employees. The work itself is the greatest motivation for the employee to complete his work. Employees who are proud of their work will perform the assigned tasks with pleasure and believe that getting the job done is important. In Table 5, the employment indicator itself is said to have been good with an average score of 3,158. Employees agree that they feel proud to work at PT XYZ, work provides the most important challenges for employees, and the competence of each employee is in accordance with their work. Employees are responsible for solving each task that has already been assigned to them. Employees will perform tasks that are in accordance with their abilities and fields. In Table 5, the responsibility indicator has a score average of 3,158. This shows that the responsibility of every employee in the company is good. Employees agree that the work given is in accordance with the abilities of employees, employees will improve work performance if given greater job responsibilities, and

employees are responsible for maintaining the survival of the company. Every employee wants to have his own progress in a career. Online training provided by the company is one of the factors for the progress of employees. Based on Table 5, the average score is 3,009. This shows that the progress of employees in the company has been good. Employees agree that the company provides employees with the opportunity to develop their potential and the career development of employees is already well considered.

The performance variable has five indicators as a measuring tool, namely the number of jobs, the quality of work, punctuality, attendance, and the ability to cooperate. In the table below will show the results of a summary of the answers from respondents to each indicator of the performance variable. Employee assessments of employee performance can be seen in Table 6.

Table 6. Employee Assessment of Employee Performance

Indicators	Average Score	Criterion
Number of Jobs	3.086	Good
Quality of Work	3.114	Good
Punctuality	3.230	Good
Presence	3.276	Excellent
Cooperation Ability	3.238	Good
Grade Point Average	3.195	Good

Based on Table 6, it can be seen that the perception of PT XYZ employees on employee performance variables is good with an average score of 3.195. This shows that the respondent's assessment of each performance indicator is in accordance with the needs of each employee. Employee performance is the awareness of a person or group of people to carry out something of an activity and perfect it in accordance with its responsibilities with the expected result (Simamora 2003). In Table 6, the results showed that the indicator of the number of jobs in the company was good with an average score of 3,086. Employees agree with the workload provided already in accordance with the type of work of employees, the skills that employees have can accelerate employees in the completion

of employees, and the amount of work load is in accordance with the capabilities of employees.

In Table 6 it can be seen that the indicator of quality of work has an average score of 3,144. This shows that employees care about the quality of the work they provide to the company. The work given to employees has the opportunity for the employee's self-advancement. Employees strive to improve the quality of their work and in carrying out work, employees rarely make mistakes.

Punctuality in the completion of work is very important, if the work on a certain part is not completed on time it will hinder the work on other parts and can affect the number and quality of work results (Build 2012). In Table 6, the punctuality indicator has an average score of 3,230. This shows that the tightness of time in working in the company is good. Employees always complete work on time, are disciplined at work, and come on time to the office.

The system of employee attendance in each company is different. At PT XYZ, employees are required to be present for eight hours a day and five working days a week. In Table 6, the indicators of attendance at the company are already very good with an average score of 3, 276. Employees agree that the employee's attendance rate at work is in accordance with the number of days specified each month, employees are always present when the company needs them, and are willing to do overtime work if the company needs it.

The ability to cooperate is very necessary in a company. There is a job that cannot be completed by one employee alone, but must be completed by two or more employees so that it requires cooperation between employees (Build 2012). In Table 6, the cooperation ability indicator has an average score of 3,238. This shows that the ability to cooperate between employees in the company is good. Employees agree that they often offer ideas to colleagues in completing work, employees can cooperate with the team for the purposes of the company, and employees are always willing

to cooperate in solving tasks. Evaluation of Internal and External Factors of the Company. Structural Equation Modeling (SEM) data processing in this study used the application of Linear Structural relationship (Lisrel). The use of path diagrams can facilitate communication in conveying the basic concepts of SEM to run effectively. This study used the

statistical results of the t-test for hypothesis testing. If the t-count values are in the range of values -1.96 and 1.96 then hypothesis one (H1) is rejected and hypothesis zero (H0) is accepted. If the value of t-count is greater than t- table (1.96) then H1 is accepted and H0 is rejected. The results of hypothesis testing can be seen in Table 7.

Table 7. Hypothesis Testing Results

Hypothesis	Lf	t-val > 1.96 pm	Conclusion
Direct Influence			
Online Training □ Employee Performance	0.48	5.56	Significant
Motivation □ Employee Performance	0.38	6.55	Significant

Based on Table 7, the t-test results between the online training variables and employee performance obtained a t-count of 5.56. If the t-count value is greater than the t-table then H1 is accepted (5.56 > 1.96) then online training has a real and positive effect on employee performance. The results of the research hypothesis show that online training has a positive and significant direct effect on employee performance with an LF value of 0.48, which means that the better online training provided by the company will improve the performance of PT XYZ employees. Online training programs are stimulants needed by workers to improve employee performance and abilities so that there is an increase in organizational productivity. Therefore, online training should be designed on the basis of the needs and objectives of the company. Effective online training is a thoughtful intervention designed to achieve improved employee performance (Elnaga and Imran 2013). The results of the online research are in line with research that has been carried out by Afoz (2018) Imran and Tanveer (2015), Hafeez and Akbar (2015), Al-Mzary et al. (2015), Khan (2012), Sugriningsih and Iskandar (2015), Onyango and Wanyoike (2014), and Khan et al. (2015) which states that online training has a positive effect on employee performance.

Based on Table 7, the t-test results between the variables of motivation and employee performance obtained a t-count of 6.55. If

the value of the t-count is greater than the t-table then H1 is accepted (6.55 > 1.96) then motivation has a real and positive effect on the performance of employees. The results of the research hypothesis show that motivation has a direct positive and significant effect on employee performance with an LF value of 0.38, which means that the better the motivation given by the company will improve the performance of PT XYZ employees. The results of the study are in line with the research of Shahzadi et al. (2014), Asim (2013), Andayani and Makian (2016), Waiyaki (2017), and Kusuma et al. (2015) which stated that online training has a positive effect on employee performance.

CONCLUSION

Conclusion. Based on the results of the research on the effect of the effectiveness of online training and motivation on the kinejra of PT XYZ employees, the following conclusions can be obtained:

The results showed that online training has a positive and significant direct effect on employee performance where the better the online training provided by the company will improve the performance of PT XYZ employees. The indicators on the online training variables that have the greatest influence are results, followed by indicators of reaction, learning, and behavior.

The results showed that motivation has a direct positive and significant effect on

employee performance where the better the motivation provided by the company will improve the performance of PT XYZ employees. Hygienic factors in PT XYZ companies have a greater influence on motivation variables compared to motivator factors. In the motivation variable with hygienic factors that have the greatest influence are indicators of interpersonal relationships, followed by indicators of working conditions, job security, supervision, salary and guidance, and company policies. Whereas in the motivator factor, the indicator that has the greatest influence is the work itself, followed by progress, recognition, achievements, and responsibilities.

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