THE EFFECT OF JOB TRAINING AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE IN FRESH IN CAR WASH

PENGARUH PELATIHAN KERJA DAN MOTIVASI KERJA TERHADAP KINERJA KARYAWAN DI FRESH IN CAR WASH

Medina Anisabella Prameswari Soegardi[1], Praptini Yulianti[2]
Airlangga University[1,2]
medina.anisabella.prameswari-2022@feb.unair.ac.id[1], praptini-y@feb.unair.ac.id[2]

ABSTRACT
Humans are the most important resource, and without them, it is nearly impossible to realize the mission and goals that have been set. This is especially true in today's era of globalization, where rapid innovations and developments across various fields demand skilled and competent human resources. This study examines the effect of job training and work motivation on employee performance in fresh car wash. This study uses a quantitative method with SEM-PLS (Structural Equation Modeling) Partial Least Square analysis. The results of the study indicate that there is a positive effect of job training and work motivation on employee performance in fresh car wash.
Keywords: Job Training, Employee Performance, Work Motivation.

ABSTRAK
Manusia adalah sumber daya yang paling penting, dan tanpa mereka, hampir tidak mungkin untuk mewujudkan misi dan tujuan yang telah ditetapkan. Hal ini terutama berlaku di era globalisasi saat ini, dimana inovasi dan perkembangan yang cepat di berbagai bidang menuntut sumber daya manusia yang terampil dan kompeten. Penelitian ini menguji pengaruh pelatihan kerja dan motivasi kerja terhadap kinerja karyawan di fresh car wash. Penelitian ini menggunakan metode kuantitatif dengan analisis SEM-PLS (Structural Equation Modeling) Partial Least Square. Hasil penelitian menunjukkan bahwa terdapat pengaruh positif pelatihan kerja dan motivasi kerja terhadap kinerja karyawan di fresh car wash.
Kata Kunci: Pelatihan Kerja, Kinerja Karyawan, Motivasi Kerja

INTRODUCTION

Human resources are a crucial asset in any company, playing an essential role in achieving organizational goals. No matter how advanced the equipment and technology within a company, they cannot function effectively without human resources to manage and operate them. Humans are the most important resource, and without them, it is nearly impossible to realize the mission and goals that have been set. This is especially true in today's era of globalization, where rapid innovations and developments across various fields demand skilled and competent human resources. Advancements are not only seen in technology but also in industries and the service sector. As a result, to remain competitive and address the challenges of globalization, companies must develop human resources with the necessary skills, quality, abilities, and character. Effective performance in a company relies heavily on internal human resources that can execute their tasks clearly and without overlapping roles that might hinder overall performance. Therefore, businesses must establish clear job descriptions to ensure that employees understand their duties and responsibilities, which are critical to maintaining the smooth operation and competitiveness of the company. In addition to being essential within organizations, human resources are also a key driver in a country's economic development. The progress and development of a nation, particularly in the economic sector, are largely influenced by the quality of its

workforce. Thus, by fostering human resources that can adapt to technological and industrial advancements, companies contribute not only to their own success but also to the economic growth of the country.

Employee performance is crucial for enhancing productivity (Jufrizen, 2017). According to (Erwin & Suhardi, 2020), performance refers to an individual's achievement in fulfilling assigned duties, based on their skills, experience, dedication, and time management. Employee performance plays a key role in boosting productivity and ultimately determines an organization or company's success (Bangun, 2012). The progress of a company is not only determined by employee performance but also by their motivation, which drives enthusiasm and encourages employees to perform at their best (Maulidy & Ratnawati, 2023).

Employee performance, defined as the result of work measured by quality and quantity in task completion, is closely tied to motivation, a key factor influencing employees' drive to achieve desired goals. Motivation, stemming from both internal and external forces, instills enthusiasm and persistence, helping employees meet organizational standards and enhancing productivity. Factors influencing motivation include rewards such as salary, achievements, affiliation, and career opportunities. With strong motivation, employee performance improves, enabling the company to reach its goals. In addition to motivation, training is essential for enhancing employee performance by equipping them with relevant skills and knowledge, ensuring they remain competent in their roles (Nichilo, 2023) Together, motivation and training create an environment where human resources thrive, leading to improved company performance and sustainable success.

Fresh-In, established in 2009, operates in the automotive service sector, providing car washing and maintenance services. Over the years, it has undergone several management changes as a leased business entity, with CV. X taking over its management at the end of November 2017. The combination of motivated and well-trained employees plays a vital role in enabling Fresh-In to provide quality services, contributing to its growth and development in the automotive service industry.

LITERATURE REVIEW
Job Training

According to (Barbosa, Leonardo, & Kelencz, 2018), training is a process of improving employees' work skills to support the achievement of company goals. For long-term employees, training serves as a foundation for job transitions, as higher-level roles typically demand greater responsibility, making it essential for employees to undergo training (Yuningsih, 2018). (Sauerman & Isbahi, 2023) stated, training is a systematic process aimed at changing employee behavior to meet organizational goals by enhancing work competency, productivity, discipline, attitude, and work ethic according to job level and qualifications. Another explanation from (Mondy, 2008), training and development are at the heart of ongoing efforts to enhance employee competence and organizational performance. Meanwhile, (Dessler, 2010) defines training as the process of teaching new employees the skills needed to perform their jobs. In conclusion, training can be seen as an activity aimed at teaching employees skills, attitudes, and discipline, equipping them with the abilities relevant to their specific job roles.

Work Motivation

(Alamsyah & Setyowati, 2019) state that motivation describes how to encourage an individual's work spirit, prompting them to apply their skills and abilities optimally to achieve organizational goals. According to (Herzberg, 1965) motivation is a condition that drives employees to fulfill the objectives aligned with their motives. (Kurniawan, Wibowo, & Mubarok, 2024) stated, motivation is a set of attitudes and values that drive individuals to reach specific goals by encouraging behaviors aligned with these aims. Expert views vary on employee motivation, but it can be concluded that motivation acts as a driving force, inspiring individuals to work diligently in fulfilling their duties. Motivation is something that causes and supports human behavior to work diligently and enthusiastically in achieving optimal results. According to (Kyal, Mandal, Kujur, & Guha, 2022), motivation is a series of attitudes and values that influence individuals to achieve specific goals in line with their personal objectives. Meanwhile, (Nasution & Priangkatara, 2022) states that motivation is what causes and supports human behavior to work hard and enthusiastically to achieve optimal results. In conclusion, motivation is an activity that causes, channels, maintains, and drives human behavior. Work motivation can be seen in the strength of the desire to satisfy higher needs once lower needs have been fulfilled (Lin, 2023).

Employee Performance

Performance is the result of work achieved by an individual or a group of people within a company, in accordance with their authority and responsibilities, with the aim of achieving the company's goals legally, without violating the law, and in alignment with moral and ethical standards (Vincent, 2020). According to (Mangkunegara, 2017), performance (job performance) refers to the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Meanwhile, (Robbins & Judge, 2019) performance is the measurement of work output expected to result in optimal job performance. (Nguyen, Yandi, & Rizky, 2020) defines performance as a system used to assess and determine whether an employee has carried out their job overall, which is a combination of the results (what is to be achieved) and competencies (how it is achieved).

Performance is the result of work that can be achieved by an individual or a group of people within a company. According to (Nguyen, Yandi, & Rizky, 2020) performance refers to the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their responsibilities. Moreover, performance refers to the results of an employee's work in terms of quality and quantity over a specific period, aligned with their duties and responsibilities (Robbins & Judge, 2019). In conclusion, performance is the outcome of work achieved by individuals or groups within a company, based on their roles, responsibilities, and authority, with the goal of achieving the company's objectives in a lawful and ethical manner. It involves both the quality and quantity of work completed, as well as the competencies required to meet assigned responsibilities. Experts like (Mangkunegara, 2017) emphasize that performance reflects how well employees fulfill their duties. (Robbins & Judge, 2019) suggest that performance is not only about results but also how those results are achieved,

making it a comprehensive measure of employee output.

RESEARCH METHODS

This research is conclusive, because the results of the research are intended to help decision makers in evaluating and choosing what actions to use in certain situations (Hair, Christian, & Marko, 2019). In conclusive research, hypothesis testing is carried out with a formal and structured research process, a representative sample size, the use of quantitative data analysis, and the final result is a conclusion as a practical or scientific benefit. The research approach used is a deductive approach, namely the process of developing existing theories with tests applied to practice when data collection and analysis occurs (Sugiyono, 2019).

This research utilizes quantitative data collected through a questionnaire distributed to respondents. The data collection method employs an agree-disagree scale, and the analysis technique is based on Structural Equation Modeling (SEM). The process includes editing the questionnaire, coding, assigning weights to each question, and tabulating the collected data (Ghozali, 2019).

RESULTS AND DISCUSSIONS
Outer Model

The following is an illustration of the SEM diagram used in this research:
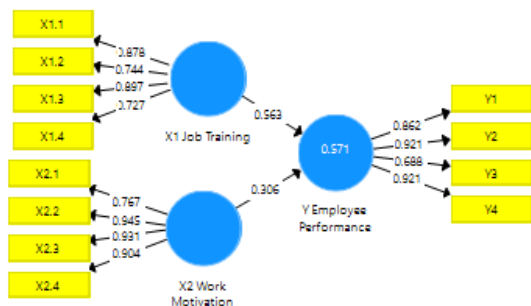

Figure 1. *Loading Factor*

The loading factor of each indicator on the variable with a minimum value of 0.6 and also the Average Variance Extract (AVE) analysis with a minimum value of 0.5 but there are meet the requirements.

Based on the table below, it can be seen that the results of convergent validity testing show that all variables have indicators with loading factor values of more than 0.6 or 0.5, meaning that all indicators have met the convergent validity criteria.

Table 1. Results of Loading Factor

	X1 Job Training	X2 Work Motivation	Y Employee Performance
X1.1	0.878		
X1.2	0.744		
X1.3	0.897		
X1.4	0.727		
X2.1		0.767	
X2.2		0.945	
X2.3		0.931	
X2.4		0.904	
Y1			0.862
Y2			0.921
Y3			0.688
Y4			0.921

Data Source: Processed by Researchers, 2024

Next, the AVE Method is used to assess the convergent validity of each construct and latent variable. The minimum value that is considered to be met is at least 0.5. The average variance extracted by AVE based on these SEM results is as follows:

Table 2. *Average Variance Extracted Value*

Variabel	AVE	Info
X1 Job Training	0.664	Valid
X2 Work Motivation	0.791	Valid
Y Employee Performance	0.728	Valid

Data Source: Processed by Researchers, 2024

In the table above, the AVE value for the latent variable *job training* (0.664), employee *performance* (0.728), dan work *motivation* (0.791). Thus, it can be said that the measurement model is valid and meets the validity test requirements.

The cross loading values based on the results in this SEM are as follows:

Table 3. *Cross Loading Value*

	X1 Job Training	X2 Work Motivation	Y Employee Performance
X1.1	**0.878**	0.317	0.548
X1.2	**0.744**	0.335	0.488
X1.3	**0.897**	0.400	0.589
X1.4	**0.727**	0.440	0.641
X2.1	0.347	**0.767**	0.406
X2.2	0.457	**0.945**	0.551
X2.3	0.426	**0.931**	0.563
X2.4	0.417	**0.904**	0.481
Y1	0.678	0.524	**0.862**
Y2	0.585	0.525	**0.921**
Y3	0.542	0.349	**0.688**
Y4	0.589	0.519	**0.921**

Data Source: Processed by Researchers, 2024

In the cross-loading table, it is evident that the value for each latent variable is greater than the values of other latent variables.

This reliability test also examines the composite reliability value as an indicator of reliability, where both values should exceed 0.70. The Cronbach's alpha and composite reliability values obtained in this SEM are as follows:

Table 4. *Construct Reliability*

Variabel	Cronbach's Alpha	Composite Reliability	Info
X1 Job Training	0.828	0.887	Reliable
X2 Work Motivation	0.910	0.938	Reliable
Y Employee Performance	0.870	0.914	Reliable

Data Source: Processed by Researchers, 2024

Based on the table above, the results of the reliability test analysis show that the composite reliability score is greater than 0.7, which means that all variables are reliable and have passed the test requirements.
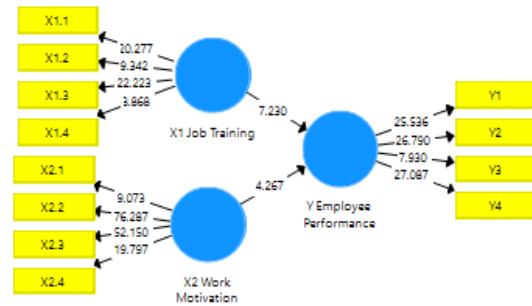
Inner Model

Figure 3. Inner Model

The model's feasibility test examines the R-square value, which ranges from 0 to 1. An R-square value of 0.75 is considered good, 0.50 is moderate, and 0.25 is considered poor.

Table 5. Nilai R-Square

Variabel	R-Square	Info
Perform	0.571	*Moderate*

Data Source: Processed by Researchers, 2024

From the table above, the model's suitability can be assessed by the r-square result for employee performance, which is 0.571 (57.1%). This indicates that 57.1% of the variation in employee performance can be explained by job training and work motivation.

To determine whether a relationship is significant, the p-value should be compared to the 5% error rate, as outlined in the research hypothesis testing:

Table 6. Path Coefficient SEM-PLS

Hyphotesis	Original Sampel	Stat	P Value	Info
Job traning => Employee Performane	0,563	7,230	,000	Accepted
Work motivation => Employee Performane	0,306	4,267	,000	Accepted

Data Source: Processed by Researchers, 2024

Based on the table above, the results of the hypothesis test show the following results and conclusions:

1. Job training has a positive effect of 0.563 on employee performance with a t-statistic value of 7.230 and a p-value of $0.000 < 0.05$. Therefore, the hypothesis "Job training has a positive and significant effect on employee performance" (H1) is accepted.

2. Work motivation has a positive effect of 0.306 on employee performance with a t-statistic value of 4.267 and a p-value of $0.000 < 0.05$. Therefore, the hypothesis "Work motivation has a positive and significant effect on employee performance" (H2) is accepted.

Impact job training on employee performance

Another explanation from (Mondy, 2008), training and development are at the heart of ongoing efforts to enhance employee competence and organizational performance. Meanwhile, (Dessler, 2010) defines training as the process of teaching new employees the skills needed to perform their jobs. In conclusion, training can be seen as an activity aimed at teaching employees skills, attitudes, and discipline, equipping them with the abilities relevant to their specific job roles. Performance is the result of work that can be achieved by an individual or a group of people within a company. According to (Nguyen, Yandi, & Rizky, 2020) performance refers to the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their responsibilities.

Impact work motivation on employee performance

According to (Herzberg, 1965) motivation is a condition that drives employees to fulfill the objectives aligned with their motives. (Kurniawan, Wibowo, & Mubarok, 2024) stated, motivation is a set of attitudes and values that drive individuals to reach specific goals by encouraging behaviors aligned with these aims. Expert views vary on employee motivation, but it can be concluded that motivation acts as a driving force, inspiring individuals to work diligently in fulfilling their duties. Motivation is something that causes and supports human behavior to work diligently and enthusiastically in achieving optimal results. In conclusion, performance is the outcome of work achieved by individuals or groups within a company, based on their roles, responsibilities, and authority, with the goal of achieving the company's objectives in a lawful and ethical manner. It involves both the quality and quantity of work completed, as well as the competencies required to meet assigned responsibilities.

CONCLUSION AND SUGGESTION

Based on the analysis and discussion presented, the following conclusions can be drawn:

1. Job training has a positive effect of 0.563 on employee performance with a t-statistic value of 7.230 and a p-value of $0.000 < 0.05$. Therefore, the hypothesis "Job training has a positive and significant effect on employee performance" (H1) is accepted.

2. Work motivation has a positive effect of 0.306 on employee performance with a t-statistic value of 4.267 and a p-value of $0.000 < 0.05$. Therefore, the hypothesis "Work motivation has a positive and significant effect on employee performance" (H2) is accepted.

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