



THE EFFECT OF WORK MOTIVATION, WORK EXPERIENCE, AND WORK TRAINING ON EMPLOYEE PERFORMANCE AT THE PAKRAMAN PEGUYANGAN VILLAGE LPD IN DENPASAR

I Putu Deva Aditya Putra^{1*}, Pande Ketut Ribek², Tiksnayana Vipraprastha³

^{1,2,3} Mahasaraswati University Denpasar

*Email: devaganteng07@gmail.com

ABSTRACT

This study aims to determine the effect of work motivation, work experience, and job training on employee performance at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City. The population in this study consisted of all 37 employees, and all members of the population were used as respondents, thus sampling was conducted using the census method. The collected data were analyzed using multiple linear regression, correlation, determination, F-test, and t-test. The results of the analysis show that: 1) Work motivation has a positive and significant effect on employee performance at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City. 2) Work experience has a positive and significant effect on employee performance at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City. 3) Job training has a positive and significant effect on employee performance at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City.

Keywords: work motivation, work experience, job training, employee performance

INTRODUCTION

Higher education institutions have a big role in preparing superior and globally competitive human resources. According to Sumarsono (2022), higher education institutions are tasked with preparing their graduates to have competencies that are in line with the demands of the times. Graduates need to have competitive skills at the global level, such as foreign language skills, technological skills, and good problem solving. Supriyanti and Herawati (2023) added that universities are also responsible for developing the soft skills and character of their graduates. Soft skills such as communication, teamwork, creativity, critical thinking and innovation are very necessary to compete in the industrial era 4.0. Sarwono and Supriatna (2021) explained that efforts to improve the quality of human resources are also carried

out through strengthening research and scientific publications. Universities need to encourage students and lecturers to be actively involved in research activities. Firmansyah (2022) added that developing reliable human resources can also be done through providing scholarships for outstanding students and building collaboration with industry. This can increase the competency of graduates according to the demands of the world of work.

Performance is the manifestation of ability in the form of tangible work. Mangkunegara (2021: 9) states that employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. An individual's performance will not achieve maximum results without

motivation, because motivation is a necessity in achieving organizational goals. In addition to motivation, other factors that influence performance are work experience, which encourages an individual to master their job, and training, which is predicted to influence employee performance because through training, companies can have employees who have the competence or ability to compete with other companies. This research was conducted at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City. Based on interviews with the leadership and several employees of the LPD, employee performance is still not optimal. This can be seen from the relative decline in revenue targets from 2021 to 2023.

This decline in income is a phenomenon that must be addressed. As a result, when viewed as a whole, income over the last five years has only reached 98.51 percent. From preliminary interviews with LPD leaders, it was found that this phenomenon is very likely caused by work motivation, work experience, and job training. In addition, preliminary observations found that the quality of work has not yet reached the specified standards, as evidenced by frequent customer complaints (). Furthermore, there are still employees who arrive late and do not use their working hours properly, for example, by smoking for too long. Employee independence is still lacking, as evidenced by the fact that many employees still ask their colleagues questions about certain aspects of their work.

The factor that is thought to influence employee performance is work motivation. According to Priansa (2020: 221), work motivation describes an individual's strength that explains the level, direction, and effort put into doing a job. Work motivation has two components, namely internal and external components. The internal component is a change within a person, a feeling of dissatisfaction,

psychological tension. Meanwhile, the external component is what a person wants, the goal that directs their behavior. So, the internal component is the needs that want to be satisfied, while the external component is the goal to be achieved. According to Hasibuan (2019:191), work motivation is a stimulus for a person's desire to work, and every motive has a specific goal to be achieved. Meanwhile, according to Asa'ad (2019:140), work motivation is something that generates enthusiasm or drive to work. The issue of motivation in companies must be taken seriously. Modern companies today must treat employees as assets, not merely as tools of production. To that end, companies need to create conducive conditions that make employees feel comfortable and have their needs met, so that their motivation to work together to achieve the company's vision and mission is maintained. Conducive conditions can vary, depending on the characteristics of the company. But in general, they can include the facilities provided, an adequate level of welfare, a clear career path, opportunities for self-actualization, comfort and safety at work, retirement benefits, and so on.

One indicator of work motivation is physiological needs, which can be met financially. This is closely related to the compensation received by employees. LPD Desa Pakraman Peguyangan, North Denpasar, Denpasar City has provided financial compensation to employees in the form of salaries and various other income in accordance with applicable regulations. This is still a concern for employees because it is still considered inadequate for the workload, especially in terms of the allowances received by employees. Bonuses were not given in 2023. This is certainly very disturbing for employees, considering that before Covid-19, bonuses were always given by the company. From interviews with several employees, it was found that employees understand this, but

what they complain about is that there was no prior notification to employees.

Another factor predicted to influence employee performance is work experience. Work experience is the level of mastery of knowledge and skills that a person has in their job, which can be measured by the length of service and the level of knowledge and skills possessed. A person's work experience is largely determined by the length of time they have been doing a particular job. The length of time an employee has been working can be seen from the number of years, namely since they were first appointed as an employee or staff member in a particular field of work (Mustaqim, 2019: 50). Johnson (2019: 228) states that experience brings out a person's potential. Full potential will emerge gradually over time in response to various experiences. So, what is important to note in this relationship is a person's ability to learn from their experiences, both good and bad. Therefore, in essence, experience is an understanding of something that is internalized, and through internalization and experience, one gains experience, skills, or values that are integrated into one's potential.

Based on the data collected, the number of employees according to length of service is as follows: 5 employees have worked for >10 years, 7 employees have worked for 7-9 years, 10 employees have worked for 4-6 years, 9 employees have worked for 1-3 years, and 4 employees have worked for 0-1 year. This shows that the number of employees with less than 6 years of experience is still quite high, namely 23 people or around 65.71 percent. The phenomenon of having many inexperienced employees is thought to be the result of not reaching revenue targets.

Furthermore, another factor that is estimated to affect employee performance is training (Hartomo and Luturlean, 2020). Training is a short-term educational process using systematic and organized procedures so that operational employees learn

technical knowledge and skills for specific purposes (Marjaya and Pasaribu, 2019). Training is a process of teaching knowledge, skills, and attitudes so that employees are skilled and able to carry out their responsibilities better according to standards (Mangkunegara, 2021). The purpose of conducting training activities is basically to improve work skills and work quality, which will lead to employee performance (Dewi and Rahmawati, 2020). According to Priansa (2020: 175), training is learning provided in order to improve performance related to current work. There are two implications in this definition. First, current performance needs to be improved in terms of the knowledge and abilities of current employees, with the knowledge and abilities needed at present. Second, learning is not to meet future needs, but to be utilized immediately. So, it can be concluded that training is a systematic process carried out by management to improve the knowledge and skills of its employees so that they are able to carry out their responsibilities better and according to standards.

Based on the results of the researcher's interviews with employees of the LPD Desa Pakraman Peguyangan, North Denpasar, Denpasar City, it is known that the problem related to training is that not all employees are enthusiastic about participating in the training provided. In addition, the training facilities and infrastructure are still lacking. As a result, some employees still have low technical skills. This can be seen from employees who are still not skilled at using computers to complete their tasks and tend to use manual systems to complete them, which means that the time required to complete the tasks assigned to them takes longer.

Based on the above description, the research questions are: 1) Does work motivation affect employee performance at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City? 2) Does work experience affect employee performance at

the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City? 3) Does job training affect employee performance at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City? Thus, the objectives of this study are: 1) To determine and analyze the effect of work motivation on employee performance at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City. 2) To determine and analyze the effect of work experience on employee performance at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City. 3) To determine and analyze the effect of job training on employee performance at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City.

LITERATURE

This study uses the goal-setting theory proposed by Locke (1968) in Robbins (2019) as the main theory (grand theory), which states that there is an inseparable relationship between goal setting and performance. Goal-setting theory is a form of motivation theory. Goal-setting theory emphasizes the importance of the relationship between the goals set and the performance achieved. The basic concept is that a person who is able to understand the goals expected by the organization will have their understanding influence their work behavior. Goal-setting theory suggests that an individual is committed to goals (Robbins, 2019). According to Luneburg (2019), goal setting has become a well-known theory that is widely applied in academia, the workplace, and sports. Mooney (2019) also explains that goal setting is used as a motivational technique to increase productivity and performance. This technique has become more widely known in achievement-oriented fields such as business in the

workplace, education, and sports. Through various studies, goal setting has been proven to help improve performance.

According to Hasibuan (2019:49), the word motivation comes from the word *move*, which means encouragement or driving force. Motivation is the provision of driving force that creates enthusiasm in a person to work together, effectively and in an integrated manner with all their efforts to achieve satisfaction. Robbin (2019:208) states that work motivation is a process that produces an intensity of direction and individual perseverance in an effort to achieve a goal. While general motivation relates to efforts towards any goal, it narrows its focus to organizational goals in order to reflect a single interest in work-related behavior. Martoyo (2020:164) defines work motivation as the provision of motives, the creation of motives, or things that create drive. Meanwhile, a motive is a driving force or energy that encourages humans to act. Or it can also be said that work motivation is a factor that encourages people to work in a certain way. Work motivation is a drive that results from the desire to fulfill individual needs, namely the need for food, drink, and social life (Umar, 2019:37). Formulating an operational definition of work motivation is not a simple matter, as work motivation is a function of various variables that influence each other. It is a process that occurs within humans or a psychological process. People often assume that someone who appears busy is highly motivated. However, it is possible that this person is an employee who often escapes from psychological unrest. Conversely, there are groups of people who have little or no motivation. In short, humans often associate work motivation only with visible actions or behaviors. This may be true or false, because as has been stated, work motivation is actually a psychological process involving interactions between attitudes, needs, perceptions, and problem solving.

Mangkunegara (2021:94) states that work motivation is operationally measured using three indicators, namely: a) Need for achievement, where employees are willing to work hard because they are driven by the desire to achieve. b) Psychological needs, where employees perform work because they are driven by physical needs such as food, drink, clothing, and so on. c) Safety needs, where employees always need a sense of security and comfort at work.

A person's work experience is sometimes more valued than a high level of education. A classic proverb says that experience is the best teacher. With experience, a person will be more capable and skilled and able to carry out their work tasks. In line with this, according to the law of exercise in Mustaqim (2019: 50), it is stated that in the law of exercise or the law of disuse, the relationship between stimulus and response will become stronger or closer if it is used often (use) or practiced often (exercise) and will decrease, even disappear completely if it is rarely used or never used at all. From the above opinion, it is known that repeated practice will strengthen and improve a person's knowledge and abilities. For an employee, the processes involved in work are exercises that will add to their experience, enabling them to solve the problems they face in the work process. Therefore, experience can inspire and encourage a person to see all work as an opportunity to continue practicing and learning throughout their life (Nugroho, 2020).

Several factors determine whether an employee is experienced or not, which are also indicators of work experience according to (Foster, 2019: 43), namely: a) Length of service/work period. The length of time or work period that a person has spent can be used to understand the tasks of a job and whether they have been performed well. b) Level of knowledge and skills possessed. Knowledge refers to the concepts, principles, procedures, policies, or other information needed by employees.

Knowledge also includes the ability to understand and apply information to job responsibilities. Meanwhile, skills refer to the physical abilities needed to achieve or perform a task or job. c) Mastery of the job and equipment. The level of mastery of a person in implementing the technical aspects of equipment and work techniques.

Job training is a process to shape and equip employees by increasing their expertise, abilities, knowledge, and behavior (Kasmir, 2020:126). Training is any effort to improve employee performance in a particular job that is their responsibility or a job related to their work (Yusuf, 2019:142). According to Sukisno (2019), training is the totality of human interaction for the development of the whole person, and education is a continuous process that is constantly evolving. Education is a learning process through processes and procedures that takes place over a relatively long period of time. Job training can be defined as a process in which people acquire the capabilities to help an organization achieve its goals (Manullang, 2019:66). Training is also defined as a learning process to improve knowledge and skills in a relatively short period of time, with an emphasis on practice rather than theory (Ardana, et al., 2019:92). Sinambela (2019:209) explains that training is a learning process that enables employees to perform their current jobs according to standards. According to Busro (2019:203), training is an important tool for companies to change employee performance in order to achieve company growth and success. Furthermore, according to Hamalik (2020), training provides enormous benefits because it not only provides new experiences and consolidates the learning outcomes and skills of participants, but also serves to develop thinking skills to solve problems encountered in order to facilitate learning transfer for better performance.

According to Mangkunegara (2021:45), the indicators of training are: a)

The objectives and means of job training, namely the objectives and means used in job training. b) Job training material, namely the suitability of the material to the objectives to be achieved. c) Job training methods, which must be appropriate to the skill level of the participating employees. d) Job training participants, who must meet the specified requirements.

Performance is the successful or unsuccessful achievement of predetermined organizational goals. Information about organizational performance is very important, which is used to evaluate whether the performance processes carried out by the organization so far are in line with the expected goals or not. Employee performance is the result or achievement of an employee's work, which is assessed in terms of quality and quantity based on work standards determined by the organization (Setiyawan, 2020). Hakim (2019) defines performance as the work results achieved by an individual in accordance with their role or duties in a company during a certain period of time, which is linked to a certain measure of value or standard of the company where the individual works. According to Gibson, et al. (2019), performance is the result of work related to organizational goals such as quality, efficiency, and other work effectiveness criteria. According to Mangkunegara (2021), factors that influence performance include: a) Ability Factors, psychologically, employee ability consists of potential ability (IQ) and actual ability (education). Therefore, employees need to be placed in jobs that match their expertise. b) Motivation factors, motivation is formed from an employee's attitude in facing work situations.

Dessler (2019:97) formulates indicators for assessing employee performance, which include: a) Work quality is the accuracy, precision, and acceptability of the work performed. b) Productivity is the quantity and efficiency of work produced in a certain period of

time. c) Job knowledge is the practical/technical skills and information used in the job. d) Reliability is the extent to which an employee can be relied upon to complete and follow up on tasks. e) Attendance is the extent to which employees are punctual, observe specified break/meal periods, and overall attendance records. f) Independence is the extent to which work is performed with or without supervision.

Framework

The research framework can be explained as follows: starting from the phenomenon of each variable that occurs, then formulating the research problem, followed by formulating hypotheses based on theory and previous research results, followed by data collection, data analysis, and ending with conclusions, limitations, and suggestions. Based on the above framework, a conceptual framework for the study was developed to explain the relationship between each variable. This conceptual framework is presented in Figure 1.

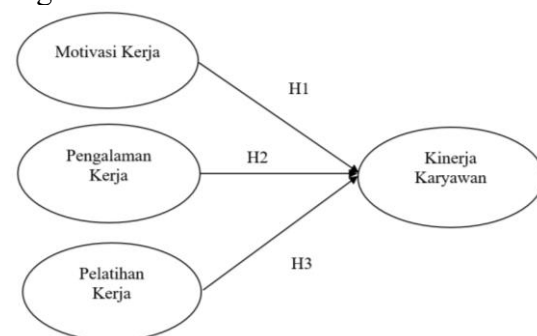


Figure 1. Research Conceptual Framework

Hypothesis

The hypotheses that can be formulated in this study are as follows: H1: Work motivation has a positive and significant effect on employee performance at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City. H2: Work experience has a positive and significant effect on the performance of employees at

the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City. H3: Job training has a positive and significant effect on the performance of employees at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City.

RESEARCH METHOD

This research was conducted at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, located at Jl. Ahmad Yani/Pasar Adat Peguyangan, North Denpasar, Denpasar City. The objects of this study were human resource management, namely work motivation, work experience, and job training related to employee performance at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City. A total of 35 samples were taken from all employees. Data collection was carried out through observation, interviews, documentation, and questionnaires. Data analysis was carried out through the following stages: 1) The collected data was first tested using classical assumption tests, 2) followed by multiple linear regression analysis, 3) multiple correlation, 4) determination, 5) F-test model feasibility test, and 6) t-test.

RESULTS AND DISCUSSION

The results of the classical assumption test showed that the variables in the model were normally distributed, with no signs of multicollinearity or heteroscedasticity.

Multiple Linear Regression Analysis

To determine the effect of work motivation, work experience, and job training on employee performance, the SPSS/Windows Version 25.00 analysis tool was used. The results of the calculations using SPSS can be seen in Table 1.

Table 1. Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.039	0.283		-0.136	0.893
	X1	0.321	0.100	0.336	3.228	0.003
	X2	0.200	0.084	0.252	2.397	0.023
	X3	0.456	0.090	0.470	5.068	0.000
R						0.920
R ²						0.846
Adjusted R ²						0.832
F						56.933
Sig. F						0.000

Based on these values, the multiple linear regression equation will be $Y = -0.039 + 0.321X1 + 0.200X2 + 0.456X3$. Based on the results of this equation, the pattern of the influence of work motivation, work experience, and job training $\{(X1), (X2), \text{ and } (X3)\}$ on employee performance (Y) can be explained as follows:

- a= -0.039 means that if work motivation, work experience, and job training are considered constant, employee performance will also remain constant.
- b1= 0.321, meaning that if work motivation increases, while work experience and job training remain constant, performance will also increase. This means that work motivation has a positive effect on employee performance.
- b2= 0.200, meaning that if work experience increases while work motivation and training remain constant, performance will also increase. This means that work experience has a positive effect on employee performance.
- b3= 0.456 means that if job training increases while work motivation and work experience remain constant, performance will also increase. This means that job training has a positive effect on employee performance.

Multiple Correlation Analysis

The magnitude of the multiple correlation coefficient can be determined from the R Square value obtained from the SPSS results in Table 1, which is 0.920. In

accordance with the interpretation of the correlation coefficient, this value is between 0.800 and 1.00, which means that there is a very strong correlation between work motivation, work experience, and job training and employee performance. This means that an increase in the variables of work motivation, work experience, and job training will be followed by an increase in employee performance.

Multiple Determination Analysis

This analysis aims to determine the extent to which work motivation, work experience, and job training influence employee performance, expressed as a percentage. Based on the SPSS calculations in Table 1, the adjusted R square is 0.832, so the coefficient of determination is 83.2%. This shows that changes in work motivation, work experience, and job training have an 83.2% influence on efforts to improve employee performance. The remaining 16.8% is influenced by other factors outside the scope of this study.

Model Feasibility Test F-test

Model feasibility testing was conducted to test the feasibility of a model used to test hypotheses and the significance or validity of the influence of work motivation, work experience, and job training on employee performance above. Model feasibility testing was conducted using the F-test. From Table 1, the significance of F is $0.000 < 0.05$, indicating that with statistical testing, the statistical model used is feasible to prove the influence of work motivation, work experience, and job training on employee performance at the LPD of Pakraman Peguyangan Village.

T-test Analysis

a) The Influence of Work Motivation on Employee Performance.

Based on the test results in Table 1, it appears that the Standardized Coefficients (Beta) for work motivation are positive at

0.336 and the t significance is $0.003 < 0.05$. This means that statistically, work motivation has a positive and significant effect on employee performance at the LPD Desa Pakraman Peguyangan. This means that the hypothesis stating that "Work motivation has a positive and significant effect on employee performance at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City" can be accepted.

b) The Effect of Work Experience on Employee Performance

Based on the test results in Table 1, it appears that the Standardized Coefficients (Beta) for work experience are positive at 0.252 and the significance of t is $0.023 < 0.05$. This means that statistically, work experience has a positive and significant effect on employee performance at the LPD Desa Pakraman Peguyangan. This means that the hypothesis stating "Work experience has a positive and significant effect on employee performance at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City" is accepted.

c) The Effect of Job Training on Employee Performance

Based on the test results in Table 1, it appears that the Standardized Coefficients (Beta) for job training are positive at 0.470 and the significance of t is $0.000 < 0.05$. This means that statistically, job training has a positive and significant effect on employee performance at LPD Desa Pakraman Peguyangan. This means that the hypothesis stating that "Job training has a positive and significant effect on employee performance at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City" can be accepted.

CONCLUSION

Based on the discussion, the conclusions that can be drawn from this study are as follows: 1) Work motivation has a positive and significant effect on

employee performance at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City. 2) Work experience has a positive and significant effect on the performance of employees at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City. 3) Job training has a positive and significant effect on the performance of employees at the Village Credit Institution (LPD) of Pakraman Peguyangan Village, North Denpasar, Denpasar City.

Based on the above conclusions, the following recommendations can be made for consideration by the management of the Village Credit Institution (LPD) of Pakraman Peguyangan Village: 1) It is necessary to foster and pay more attention to work motivation, especially the indicator of "need for security," given that this indicator has the lowest score and is categorized as poor. This can be done by reviewing the work motivation given to employees. 2) It is necessary to further develop and pay attention to the recognition of work experience, particularly in relation to the indicator of "mastery of work and equipment," given that this indicator has the lowest score and is categorized as poor. This can be done by conducting socialization on the use of equipment. 3) It is necessary to further develop and pay attention to job training, especially on the indicator of "job training material," considering that this indicator has the lowest score and is in the poor category. This can be done by reviewing the training materials and adjusting them to work needs. 4) For future researchers, considering that work performance is not only influenced by work motivation, work experience, and job training, it is recommended to add other variables such as the physical work environment, communication, and leadership to obtain better results.

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