THE INFLUENCE OF WORK MOTIVATION AND TRAINING ON PERFORMANCE THROUGH MARKETING EMPLOYEE COMPETENCE AT PT. HADJI KALLA

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Abstract:

Work motivation is a desire in a person that causes that person to do work. Meanwhile, training is an effort to improve employee performance in their current job or other jobs they will hold. This study aimed to determine how much work motivation and training affect the performance of marketing employees at PT. Hadji Kalla through competency. Respondents in this study amounted to 38 marketing employees with details of men and women. Data collection techniques using questionnaires with descriptive quantitative methods. The questions displayed on the questionnaire are questions using a Likert scale of 1-5. The analysis phase in this study begins with the research instrument, namely by collecting data and processing the data obtained in the questionnaire by giving the weight of each statement based on a Likert scale, as well as carrying out validity tests, reliability tests, normality tests, and regression tests. The regression test used is multiple regression. In its implementation, data processing was carried out with the help of the SPSS 23 program. The path analysis method was used to test the effect of mediation (intervening). The research results show **(1)** work motivation has a positive and significant effect on competence; (2) training has a positive and significant effect on competency; (3) work motivation has a positive and significant effect on performance; (4) training has a positive and insignificant effect on performance; (5) competence has a positive and significant effect on performance; (6) work motivation has a positive and significant effect on performance through competence; (7) training has a positive and significant effect on performance through competence.

Keyword: *Work Motivation, Training, Performance, Competence*

A. INTRODUCTION

Marketing is one activity that is important for the survival of the company. Marketing is not only needed in the industrial sector but also the service sector. In particular, companies engaged in the automotive sector or dealers selling motorized vehicles, which are members of the Indonesian Association of Automotive Industries (Gaikindo), released car sales for the January-November 2022 period with a total of 942,499 units (wholesales) and 909,653 units (retail sales). The wholesale figure (shipments from factories to dealers) rose 19.2 percent compared to the same period of the previous year of, 790,529 units. Meanwhile, retail sales (shipments from dealers to consumers) increased by 19.4 percent compared to the previous year of 761,653 units.

If you look at the monthly sales trend, it is very likely that in the last month of this year, it will be able to close national car sales at 1 million units, both wholesale and retail. The development of the automotive industry in terms of marketing

motorized vehicles is also one of the driving forces for economic development in Indonesia in general.

The marketing employee or sales team is behind the success of a motor vehicle dealer who works. It is responsible for introducing, promoting, conducting sales transactions, and distributing cars to customers or buyers. The development of the four-wheeled vehicle business depends on the performance of car marketing employees who must actively pursue targets. Many competitors narrow market opportunities, considering that only certain circles can afford them. Therefore marketing employees who work must have the ability or have a unique strategy to attract customers in large numbers.

In particular at PT. Hadji Kalla, one of Toyota's Authorized Main Dealers for marketing areas in South Sulawesi, West Sulawesi, Central Sulawesi, and Southeast Sulawesi, has 28 branches in total, divided into 13 from the West area and 15 from the East area. The car marketing activities that marketing employees also carry out include marketing activities and conducting car product introductions, also in charge of providing car delivery services to customers, also in aftersales shipping or service services. Company management always expects marketing employees to provide the best customer service, with standardization from the company regarding their duties and responsibilities in the marketing department.

Good service to customer or buyer satisfaction will be a benchmark for the quality and performance of a marketing employee in carrying out services in his field of work. The lack of performance of marketing employees based on the facts shows that not all marketing employees carry out services according to predetermined standards. Rivai (2006) said that training is significant for individuals who have worked for a long time. Training is defined as activities to improve current performance and future performance. Training relates to individual skills and abilities to carry out current work; training has a current orientation and helps individuals to achieve specific skills and abilities to be successful in carrying out work.

While Mathis argues that work motivation is a desire within a person that causes that person, understanding motivation is very important to know because performance, reactions to compensation, and other human resource issues are influenced and affect motivation. Meanwhile, according to Vroom (Kreitner & Kinicki 2007), motivation is the urge to decide how much effort to direct effort in a particular situation. Keitner & Kinicki (2007) defines motivation as a psychological process that will cause the emergence of an action that has a direction to achieve a specific goal.

According to Serdamayanti (2017), competence is an ability or capability that is carried out and produces employees or leaders, or officials who show high performance called having competence. Competence is the ability of an individual as seen from good performance in his position or job. Meanwhile, according to Robotham and Jubb (1996), competence can also be expressed as a person's behavior to react and respond to his work within the organization's scope.

Based on the description above, the researcher is interested in examining the factors that influence the performance of marketing employees, motivation, and training for marketing employees by taking competency as an intervening variable, with the title; **The Influence of Work Motivation and Training on Performance Through Marketing Employee Competence at PT. Haji Kalla."**

B. LITERATURE REVIEW

Human Resource Management Functions
Some of the main functions of human resource management include the following:
a) Planning for HR needs
b) Staffing following the needs of the organization
c) Job Assessment
d) Improvement of Worker Quality and Work Environment

Marketing Management Function
Marketing management is one type of management that is needed for all businesses. This marketing management concerns products or services to be better known by consumers. Therefore, the company must understand the complete discourse regarding marketing management. An organization or company must consider marketing management because it contributes to the smooth product marketing process.

Marketing management is also tasked with measuring and analyzing the strategic marketing process of a company or organization. Marketing management has a significant role in a company or organization because, with marketing management, the company can reach the desired target market and get more consumers

Work Motivation
According to Mathis, motivation is a desire in a person that causes that person to act. Understanding motivation is significant because performance, compensation reactions, and other human resource issues influence and affect motivation. Meanwhile, according to Vroom (Kreitner & Kinicki 2007), motivation is encouraging to decide how much effort to direct effort in a particular situation.

Training
In the explanation from Mangkunegara (2005), explaining the purpose of the training is
a) Increasing appreciation of the soul and ideology
b) Increase productivity at work
c) Improving the quality of work
d) Improve the accuracy of human resource planning
e) Improving moral attitude and enthusiasm at work
f) Improving relationships so that individuals can excel
g) Increase and opportunities in work
h) Improve various individual development

Competence
Sedarmayanti (2017) said that competence is an ability or capability that is carried out and produces employees or leaders, or officials who show high performance called having competence. Competence is the ability of an individual as seen from good performance in his position or job. Meanwhile, according to Robotham and Jubb (1996), competence can also be expressed as a person's behavior to react and respond to his work within the scope of the organization.

Based on the description above, the meaning of competence contains a deep

and inherent part of personality in a person with predictable behavior in various situations and work tasks.

Performance

Performance results from work that individuals or groups have achieved within an organization following their respective authorities and responsibilities for organizational achievement (Mankuprawia, 2009). Performance is the willingness of individuals or groups to carry out an activity and perfect it following the responsibilities with the expected results (Rivai, 2008).

Based on the definition of performance from some of the experts above, it can be concluded that performance is the result of work that has been obtained by individuals in carrying out the tasks entrusted to them and how much they can contribute to the organization.
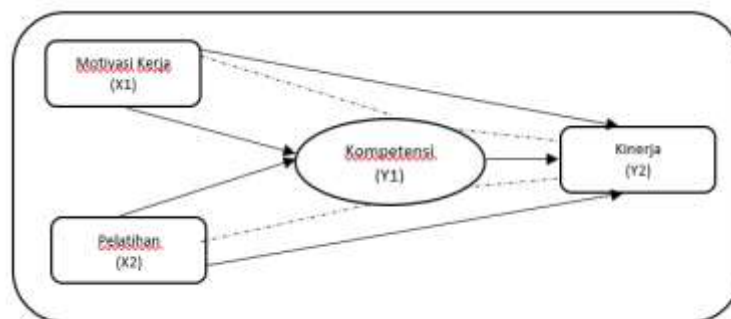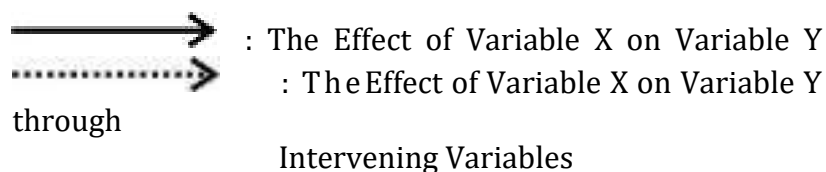
CONCEPTUAL FRAMEWORK

Figure 1. Conceptual Framework

Information:

⟶ : The Effect of Variable X on Variable Y

┈┈┈┈┈⟩ : The Effect of Variable X on Variable Y through

Intervening Variables

Hypothesis:

1. H1: Work motivation has a positive and significant effect on the competence of marketing employees at PT Hadji Kalla.
2. H2: Training has a positive and significant effect on the competence of marketing employees at PT Hadji Kalla.
3. H3: Work Motivation has a positive and significant effect on the performance of marketing employees at PT Hadji Kalla.
4. H4: Training has a positive and significant effect on the performance of marketing employees at PT Hadji Kalla.
5. H5: Competence has a positive and significant effect on the performance of marketing employees at PT Hadji Kalla.
6. H6: Work motivation has a positive and significant effect on performance through the competence of marketing employees at PT Hadji Kalla.
7. H7: Training has a positive and significant effect on performance through the competence of marketing employees at PT Hadji

Kalla.

C. RESEARCH METHODS

Location and Time of Research
This research will be conducted in the western area of PT Hadji Kalla. The time and duration of the research will be carried out for approximately three months. Researchers will collect data and information on research objects within these three months to compile results.

Population
In this study, the population in question is all marketing employees registered in the western area, which consists of branches. Based on HRD data and information, the population of marketing employees is 439 people.

Sample
The technique used in sampling in this study used purposive sampling. Purposive sampling is a sampling technique that considers the applicable provisions. This sampling is due to the population's overall size and the researcher's limitations, so the research subjects are part of the entire population called the sample. The characteristics that reference
the researcher in this study are a marketing employee who has permanent employee status. The sample used in this study is a minimum of 38 marketing employees, according to the characteristics mentioned.

Method of collecting data
The data used in this study are obtained through observation and questionnaires as research instruments in collecting data where respondents fill out questions or statements given by researchers.

D. RESULTS AND DISCUSSION

Characteristics of Respondents

Table 1 Characteristics of Respondents

Gender	Type of Work	Age	Years of Services
Male	Counter Sales	20-30 Year	0-1 Year
Female	Sales Force	30-40 Year	1-2 Year
		>40 Year	>2 Year

Validity test
The questionnaire can be valid if all indicators have a value of Rcount > Rtable. The Rtable value is 0.3202.

Table 2 Validity Test

Variable	Item Number	R_{count}	R_{table}	Information
Motivation (X1)	X1.1	0.571	0.3202	Valid
	X1.2	0.462	0.3202	Valid
	X1.3	0.694	0.3202	Valid
	X1.4	0.536	0.3202	Valid
	X1.5	0.756	0.3202	Valid
	X1.6	0.446	0.3202	Valid
	X1.7	0.375	0.3202	Valid
	X1.8	0.560	0.3202	Valid
Training (X2)	X2.1	0.898	0.3202	Valid
	X2.2	0.898	0.3202	Valid
	X2.3	0.895	0.3202	Valid
	X2.4	0.671	0.3202	Valid
	X2.5	0.654	0.3202	Valid
	X2.6	0.654	0.3202	Valid
	X2.7	0.777	0.3202	Valid
	X2.8	0.858	0.3202	Valid
	X2.9	0.824	0.3202	Valid
	X2.10	0.697	0.3202	Valid
Competence (Y1)	Y1.1	0.642	0.3202	Valid
	Y1.2	0.634	0.3202	Valid
	Y1.3	0.693	0.3202	Valid
	Y1.4	0.595	0.3202	Valid
	Y1.5	0.513	0.3202	Valid
	Y1.6	0.695	0.3202	Valid
Performance (Y2)	Y2.1	0.411	0.3202	Valid
	Y2.2	0.847	0.3202	Valid
	Y2.3	0.771	0.3202	Valid
	Y2.4	0.385	0.3202	Valid
	Y2.5	0.544	0.3202	Valid
	Y2.6	0.688	0.3202	Valid
	Y2.7	0.720	0.3202	Valid
	Y2.8	0.591	0.3202	Valid

Based on table 2 above, the results of the validity test showed that the indicators of the motivation, training, competency, and performance variables have a Pearson correlation value greater than r table (0.3202), so it can be said that the questionnaire used is declared valid to be used as a variable measuring tool.

Reliability Test

Reliability is measured from Cronbach's Alpha (α), where the variable is said to be reliable if it gives a value of $\alpha > 0.600$.

Table 3 Reliability Test

Variable	Cronbach's Alpha	Standard Realibiltas	Keterangan
Motivation (X1)	0.632	0.600	Reliable
Training (X2)	0.907	0.600	Reliable
Competence (Y1)	0.679	0.600	Reliable
Performance (Y2)	0.726	0.600	Reliable

Sumber: Data Diolah SPSS 23

Based on table 3 above, the reliability test results showed that all variables have a Cronbach's Alpha value greater than 0.60, so it can be said that the question items from the questionnaire are appropriate to use as a measuring tool.

Classic assumption test
Normality test

This normality test is used to determine whether a regression equation used is normally distributed or not. The data is said to be normally distributed if the significance value of the Kolmogorov-Smirnov test is more significant than 0.05.

Table 4 Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		38
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.78055555
Most Extreme Differences	Absolute	.103
	Positive	.103
	Negative	-.095
Test Statistic		.103
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Table 4 shows the normality test results, which show that the data values are typically distributed. The value is the value shown from Asymp Sig. (2-tailed) which is equal to 0.200, which means greater than 0.05, so it can be concluded that the data

is normally distributed.

Quantitative Analysis
Path Analysis

Path analysis is an extension of multiple linear or path analysis to estimate the causal relationship between variables (causal model) that was determined previously based on the theory. The results of data analysis are known using path analysis using the SPSS 23 program as follows:

Path Analysis Model I

Table 5 Path Path Analysis Model I

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.311	3.291		.398	.693
	Motivation. X1	.367	.086	.463	4.260	.000
	Training.X2	.266	.054	.540	4.969	.000

a. Dependent Variable: Kompetensi.Y1

Based on table 5 above, from the results of data processing, the regression equation is obtained as follows:
$$Y_1 = 1.311 + 0.367X_1 + 0.266X_2 + 0.632e_1$$

In table 5 above, it is known that the magnitude of the constant value is 1.311, which indicates that if there is no influence of motivation and training variables, then the value of the competency variable is 1.311. Furthermore, the coefficient value of the Motivation variable is 0.367, which indicates the magnitude of the positive influence of the Motivation variable on competence. The coefficient value of the Training variable is 0.266 indicating the magnitude of the positive influence of the Training variable on competence.

Based on the test results in the table, it is known that the tcount value for the variable motivation is 4,260 with a significance level of 0,000. The magnitude of ttable is 2.030 with a significance value of 0.05, so it is known that tcount > ttable and a significance value of 0.000, which is less than 0.05, means that there is a positive and significant influence of the variable Motivation on Competence. The Training variable has a tcount of 4,969, so that it is known that tcount > ttable and a significance value of 0,000 is less than 0.05, meaning that there is a positive and significant effect of the Training variable on competence.

Path Analysis Model Coefficient I

Table 6 Path Analysis Model Coefficient I

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775[a]	.601	.578	.82357

a. Predictors: (Constant), X2, X1
b. Dependent Variable: Y1

In table 6 above, the correlation coefficient (R) is 0.601. This illustrates that the influence of variables X1 and X2 on variable Y1 is 60.1%, while the remaining 39.9% is contributed by other variables not included in this study. Meanwhile, the value of e_1 is obtained by $e_1 = \sqrt{1 - 0.601} = 0.632$. Thus the path diagram of the structure model I is obtained as follows:

Path Analysis Model Diagram I
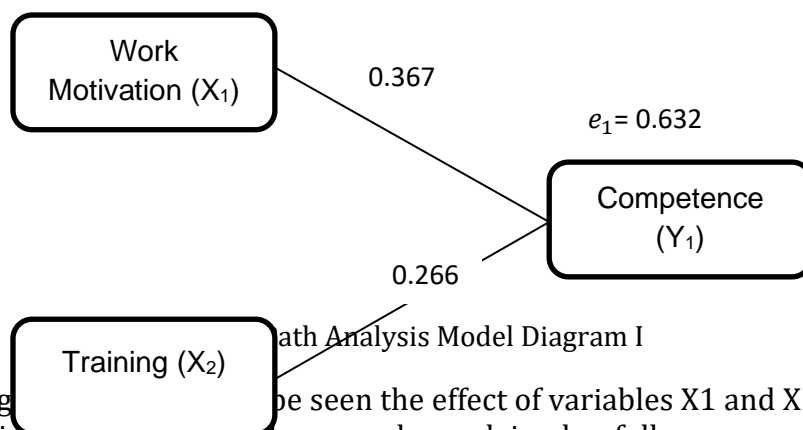
From Fig be seen the effect of variables X1 and X2 on variable Y1. The meaning of the diagram above can be explained as follows:

1. Analysis of the effect of X1 (motivation) on Y1 (competence) is known to have a direct effect on the standard value of the coefficient given by X1 (motivation) on Y1 (competence) of 0.367
2. Analysis of the influence of X2 (training) on Y1 (competence) is known to have a direct effect on the standard coefficient value given by X2 (training) on Y1 (competency of 0.266)

Path Analysis Model Coefficient II

Table 7 Path Analysis Model Coefficient II

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	5.990	3.261		1.837	.075
	Motivasi.X1	.279	.105	.321	2.655	.012
	Pelatihan.X2	.131	.069	.243	1.892	.067
	Kompetnsi.Y1	.485	.167	.443	2.902	.006

a. Dependent Variable: Kinerja.Y2

Based on table 7 above, from the results of data processing, the regression equation is obtained as follows:

$$Y_2 = 5.990 + 0.279X_1 + 0.131X_2 + 0.485Y_1 + 0.562e_2$$

The table above shows that the magnitude of the constant value is 5,990, which indicates that if there is no influence of the variables Motivation, Training, and Competence, then the value of the Employee Performance variable is 5,990. Furthermore, the coefficient value of the Motivation variable is 0.279, which indicates the magnitude of the positive influence of the Motivation variable on Employee Performance. The coefficient value of the Training variable is 0.131 indicating the magnitude of the positive influence of the Training variable on Employee Performance. The coefficient value of the Competency variable is 0.485 indicating the magnitude of the positive influence of the Competency variable on Employee Performance.

Based on the test results in the table, it is known that the tcount value for the variable motivation is 2.655, with a significance level of 0.012. The magnitude of ttable is 2.032 with a significance value of 0.05, so it is known that tcount > ttable and a significance value of 0.012, which is smaller than 0.05, means that there is a significant influence of the motivation variable on performance. The training variable has a tcount of 1,892 so it is known that tcount < ttable and a significance value of 0.069 are more significant than 0.05, meaning that there is a positive and not significant effect of the training variable on performance. Furthermore, the Competency variable has a tcount of 2,902, so that tcount > ttable and a significance value of 0.006 is less than 0.05, meaning that there is a positive and significant effect of the Competency variable on performance.

Path Analysis Model Coefficient II

Table 8 Path Analysis Model Coefficient II

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.827[a]	.684	.656	.81426

a. Predictors: (Constant), Y1, X1, X2
b. Dependent Variable: Y2

The table above shows a correlation coefficient (R) of 0.684. This shows that the effect of X1, X2 and Y1 on Y2 is 68.4% while the remaining 31.6% is contributed by other variables not included in this study. Meanwhile, the value of e_2 is obtained by $e_2 = \sqrt{1 - 0.684} = 0.562$. Thus the path diagram of the structure model II is obtained as follows:
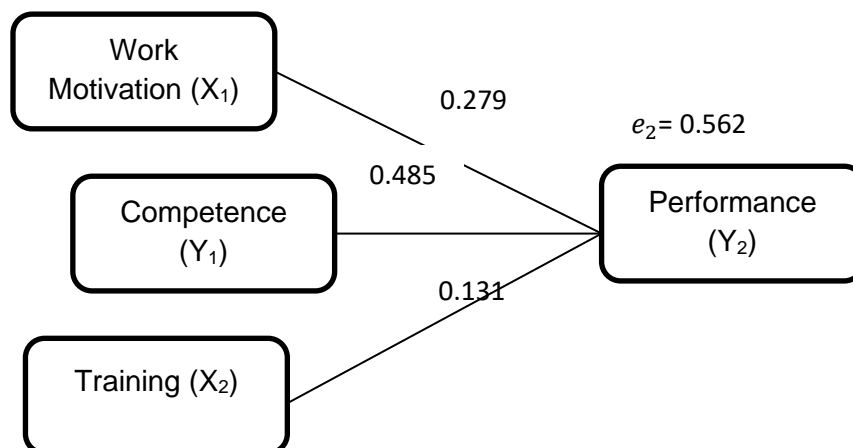
Figure 3 Path Analysis Model Diagram I

From Figure 5.2 above, it can be seen the effect of variables X1, X2, and Y1 on variable Y2. The meaning of the diagram above can be explained as follows:

1. Analysis of the effect of X1 (motivation) on Y2 (performance), it is known that the direct effect X1 (motivation) has on Y2 (performance) is 0.279.
2. Analysis of the effect of X2 (training) on Y2 (performance), it is known that the direct effect given by X1 (training) on Y2 (performance) is 0.131.
3. Analysis of the influence of Y1 (competence) on Y2 (performance), it is known that the direct effect of X1 (competence) on Y2 (performance) is 0.483.

Sobel Test

To find out the significance of the indirect effect between variables X1 (motivation) and X2 (training) on variable Y2 (performance) through variable Y1 (competence) as the intervening variable, the Sobel test is carried out as follows:

Table 9 Indirect Influence Sobel Test I

Input:		Test statistic:	Std. Error:	p-value:
a 0.3670	Sobel test:	2.39907804	0.07419308	0.01643641
b 0.4850	Aroian test:	2.35520431	0.07557518	0.01851252
s_a 0.0861	Goodman test:	2.44549871	0.07278475	0.0144652
s_b 0.1671	Reset all	Calculate		

Based on table 9 above, it is known that the significance value or p-value for the effect of competence as an intervening variable between Motivation and Performance is 0.016, which is smaller than the value of 0.05, so it can be concluded that motivation has an indirect effect on competence as an intervening variable which is significant.

Table 10 Indirect Influence Sobel Test II

Input:		Test statistic:	Std. Error:	p-value:
a 0.2663	Sobel test:	2.50613623	0.05153571	0.01220586
b 0.4850	Aroian test:	2.46912477	0.05230821	0.0135444
s_a 0.0536	Goodman test:	2.54486357	0.05075144	0.01093204
s_b 0.1671	Reset all	Calculate		

Based on table 5.18 above, it is known that the significance value or p-value for the influence of competence as an intervening variable between Training and Performance is 0.012 which is smaller than the value of 0.05 so it can be concluded that having an indirect effect on competence as an intervening variable is significant.

Hypothesis Testing
Partial Test (t test)

Hypothesis	Statement	P-Value	Information
H1	Motivation has a positive and significant effect on competence	0.000	H1 accepted
H2	Training has a positive and significant effect on competency	0.000	H2 accepted
H3	Motivation has a positive and significant effect on performance	0.012	H3 accepted
H4	Training has a positive and insignificant effect on performance	0.067	H4 rejected
H5	Competence has a positive and significant effect on performance	0.006	H5 accepted
H6	Motivation has a positive and significant effect on performance through competence	0.016	H6 accepted
H7	Training has a positive and significant effect on performance through competence	0.012	H7 accepted

E. CONCLUSION

Based on the results of research that has been done regarding the effect of motivation and training on performance through the competence of PT. Hadji Kalla, it can be concluded as follows:

1. Based on the results of calculations in this study, it was found that direct motivation has a positive and significant effect on competence. These results mean that the higher the motivation of marketing employees at PT. Hadji Kalla, the higher the competency possessed by the marketing employee.
2. Based on the results of calculations in this study, it was found that training directly had a positive and significant effect on competence. These results mean that the better the training of marketing employees at PT. Hadji Kalla, the higher the competency possessed by the marketing employee.
3. Based on the results of calculations in this study, it was found that direct motivation has a positive and significant effect on performance. These results mean the influence of marketing employee motivation at PT. Hadji Kalla has a positive but insignificant effect on the marketing employee's performance.

4. Based on the calculations in this study, it was found that training directly had a positive and insignificant effect on performance. These results mean that the better the training of marketing employees at PT. Hadji Kalla, the higher the performance possessed by the marketing employee.
5. Based on the results of calculations in this study, it was found that competency directly had a positive and significant effect on performance. These results mean that the higher the competence of marketing employees at PT. Hadji Kalla, the higher the performance of the marketing employee.
6. Competence as an intervening variable that mediates the relationship between motivation and performance has a significant influence. This means competence becomes an intermediary that connects motivation with marketing employees.
7. Competence as an intervening variable that mediates the relationship between training and performance has a significant effect. This means competence to be the intermediary connecting training with marketing employees.

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