



The Effect of Work Motivation as Mediation Variable Between Training and Performance in Employees of PT. PLN (Persero) Transmission Service Unit Padang

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Abstract-This study aims to determine the effect of training on performance. The effect of work motivation as a mediating variable was also examined. This research was conducted on the employees of PT. PLN (Persero) UPT Padang. Data was collected from 186 permanent employees of PT. PLN (Persero) UPT Padang and through field surveys. The results of the survey data were analyzed using Smart PLS software. The results supported that the training had a significant positive effect on employee's performance. Employee motivation had a significant effect on employee's performance. The results of the study also supported that training had a significant positive effect on motivation. This study concludes that employee motivation partially mediates the relationship between employee training and employee's performance.

Keywords: *Training, Motivation, Employee's performance*

I. INTRODUCTION

The employees are the main assets in the company. Although current technological developments can create machines that are capable of changing tasks and human labor, but human resources remain the core drivers of a company. Therefore, employees must have good standards in quality and quantity to be able to increase the competitive advantage of a company. Employee's performance is a function of ability and motivation, where abilities consist of the skills, training and resources needed to do tasks, and motivation is described as an inner strength that encourages individuals to act towards something (Ek and Mukuru, 2013). According to Khan (2012), training is needed to improve employee's performance, if employees are trained, they will be very aware of their job specifications, the skills needed to do a good job and will be able to use new technology. Then their motivation level will increase, which will also be beneficial in improving performance, work environment and management behavior will also produce maximized performance which will help to achieve organizational goals effectively.

PT. PLN (Persero) must continue to pay attention and improve the performance of its employees even though it is currently still the only state – owned (BUMN) electricity service provider company in Indonesia. BUMN is a company whose role is to realize the welfare that is expected by the community, so that the performance of each employee in

serving the community and working according to company goals is given due attention, because the main challenge of the company is how to create human resources actually that can produce optimal performance and achieve goals company (Karina, 2017). Attendance is very important to ensure sustainable performance to complete the required tasks and avoid management conflicts and declining performance (Root, 2016). The level of employee discipline is still quite low. This is possible due to lack of employee awareness in upholding discipline, and responsibility to report attendance both at the time of arrival and when going home which will ultimately affect performance. However, because the attendance data obtained by the author, only displays the time of entry and return of employees, where the data is only obtained when employees do finger print. For permission, leave or official travel information cannot be displayed.

The training, motivation and performance of employees of PT. PLN (Persero) UPT Padang can be seen from several phenomena as follows: 1) Employees of PT. PLN (Persero) as one of BUMN of Indonesia and monopolize in the field, at any time may have little motivation to give a good performance, such as the lack of sincerity or seriousness of the employee in completing the work when it was a lot of work using a machine, or a computerized system that facilitates the work. 2) There are employees who have not been able to be honest with the work situation at hand. 3) Work that is "standard" according to the job description, if done repeatedly will make employees feel bored.

Factors that affect performance according to Mangkunegara (2000) are the ability and motivation factors. Saeed et al. (2013) said that the employee's performance is influenced by the employees goal orientation, the quality of the relationship between employees with leader, the results of performance and job satisfaction. Therefore, this study is intended to test the "**Effect of Work Motivation as Mediation Variable between Training and Performance in Employees of PT. PLN (Persero) Padang, Transmission Service Unit**".

II. LITERATURE REVIEW

Training for Employees

Training is the type of activity that is planned, systematic and results in increased skills, knowledge and competencies needed to carry out work effectively (Gordon, 1992) (in Nassazi, 2013). Meanwhile, according to Khan (2012), training as a learning process that involves the acquisition of knowledge, sharpening skills, concepts, rules, or changes in attitudes and behavior to improve employee's performance. Training is one of the functions of human resources that increases knowledge, skills and changes workers' attitudes (Swanson and Holton, 2008).

Motivation

Motivation is a concept used when describing the forces acting on and or within individuals to initiate and direct behavior. Motivation can be defined as the characteristics of individuals who are willing to make an effort towards a certain set of behaviors (Tabassi and Bakar, 2009). Motivation is an internal / external encouragement that promotes the energy and desire of employees to continue to care and commit to their tasks and to make continuous efforts to achieve goals (Mathis et al., 2012). The clearer the expected goals or to be achieved, the clearer the motivational action is taken.

The Performance

The performance is a process that significantly influences organizational success with managers and the role of workers to work together to set expectations, review results and reward performance (Mondy et al., 1999) in (Al-Musadieq et al., 2018). Mwitwa (2000) explained that performance is a key element to achieve organizational goals so that performance increases the effectiveness and effectiveness of the organization which helps the achievement of organizational goals.

Training and Performance

Training is a planned intervention, and is designed to improve the determinants of individual work performance (Chiaburu and Teklab, 2005). Nassazi (2013) said that training has been proven to produce improved performance for employees and for organizations by positively influencing employee's performance through the development of employee knowledge, skills, abilities, competencies, and behavior. DeViney and Sugrue (2004) found that building a relationship between training and organizational performance is the number one pressing issue faced by training professionals. The effectiveness of the training program is something that illustrates to ascertain whether the training program is run effectively in achieving the intended goals (Sofyandi, 2008). Employee's performance depends on various factors, but the most important factor of employee's performance is training. Training is important to improve the ability of employees. Employees who have more work experience have better performance because there is an increasing in skills and competencies because of more work experience (RA Khan et al., 2011). Landa (2018) explained that through competency training, the employees are developed and enable them to carry out work-related work efficiently, and achieve company goals competitively. Koh et al. (2008) stated the use of training simulations is to improve and develop

learning in any field that can lead to better and comprehensive understanding and produce effective performance, has also been used in military training and decision-making based on application simulation training. Then based on the description of the above research the following hypothesis can be formulated:

H1: Training has an effect on the performance of employees of PT. PLN (Persero) UPT Padang

Training and Motivation

Human resource management planning includes: organizational planning, employee complaints, and team development. However, training and motivation are the two main parts of team development practices (Duncan, 1996) (in Tabassi and Bakar, 2009). According to Nassazi (2013) during the identification of training needs, there is a need to create, develop, maintain, and improve systems that are relevant in contributing to the availability of people with the required skills. In addition, training programs must be designed for different needs. In the context of training, motivation can affect the willingness of employees to attend training programs, to exert energy into the program, and to apply what they learn in the program to work (Ek and Mukuru, 2013). Motivation can increase workers' readiness to attend training courses and to transfer what they understand from training in their work (Alsayed et al., 2019). Managers must use system that make employees valued by doing their jobs well. Then based on the description of the above research the following hypothesis can be formulated:

H2: Training has an effect on the work motivation of employees of PT. PLN (Persero) UPT Padang.

Motivation and Performance

The performance is a function of motivation and ability. The success of an organization in improving its performance, very much depends on the work motivation of employees in carrying out their work duties. According to Uno (2011), motivation is an internal and external encouragement in a person which is indicated by the desire that causes interest and encouragement to achieve the needs and hopes and ideals in order to get an award and respect. The purpose of work motivation is to provide work morale to every employee so that employees can carry out their duties effectively and efficiently. The impact occurs when there is no work motivation in the company, where employees will carry out their work in a normal way and lack enthusiasm in carrying out their duties (Suaib, 2016). Only with high work motivation, employees make efforts with all abilities to achieve optimal performance (Karina, 2017). Organization must motivate their employees to have the best performance or to achieve organizational goals (Mohamud et al., 2017). According to Zlate and Cucui (2015), the important thing is to be motivated in achieving the proposed goals. Then based on the description of the above research the following hypothesis can be formulated:

H3: Motivation has an effect on the performance of employees of PT. PLN (Persero) UPT Padang

Training, Motivation and Performance

The factors affecting performance according to Mathis and Jackson (2001), namely: ability, motivation, support received, existence of work done, and relationship with the organization. According to Mangkunegara (2000), factors that affect performance include: 1) the ability factor, psychologically, the ability of employees consists of potential ability (iq) and reality ability (knowledge and skills), 2) motivation factors, motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that moves employees to be directed towards achieving work goals. Mental attitude is a mental condition that encourages a person to try to achieve maximum work potential. Employee's performance is a function of ability and motivation, where ability consists of the skills, training and resources needed to perform tasks and motivation is described as an inner strength that encourages individuals to act towards something (Ek and Mukuru, 2013). Employees who are motivated to take part in the training will make a good contribution in their performance. Khan (2012) concluded that there is a positive relationship between employee's performance, training and motivation. All organizations that want to improve the performance of their employees must focus on training because it also motivates employees to achieve higher levels of performance. If work motivation increases, individual performance is expected to increase, so that organizational productivity will also increase. Employee's performance is directly based on the training function, with motivation and employee's performance. Lukasik (2018) stated that the training system that suits the needs allows to maximize the potential of employees to achieve organizational goals, also has a major impact on employee motivation systems. Without the right knowledge and training, even the most motivating employees will quickly become depressed, frustrated and unproductive (Asim, 2013). Training helps create good results in performance, if training is good then performance is also good. If the employee's work is not performing well, the employee is not motivated and in the end the results cannot reach the target (Asim, 2013). Then based on the description of the above research the following hypothesis can be formulated: H4: Work motivation mediates the effect of training on the performance of employees of PT. PLN (Persero) UPT Padang

Based on the hypothesis proposed in this study, the research model can be described as follows:



Fig.1 Research Model

III. RESEARCH METHODS

Population and Sample

The population in this study are permanent employees of PT. PLN (Persero) UPT Padang, amounting to 186 people. Selection of the sample in this study use non-probability sampling technique. Collecting data research using

a questionnaire with the distribution is done through the administration of PT. PLN (Persero) Padang.

Variables and Measurements

The scale of measurement used by the researchers to declare the responses of respondents against each statement given using the scoring Likert Scale. Likert scale consists of five (5) scales is very agree (SS), Agree (S), Neutral (N), Disagree (TS) and Strongly Disagree (STS). The training variable has nine statement items which are adapted through research of Landa (2018). Motivational variables have six statement items which are adapted through three statement items from research of Neto, Gomes, and Silva (2016) and three statement items from research of Tremblay et al. (2009). The performance variable has five statement items which are developed based on research of Mohamud et al. (2017).

Data Analysis

The results of the data obtained through the questionnaire will first be tabulated to Ms. Excel and then processed using smart PLS software version 3.2.8. which previously will be formatted to CSV (Comma Delimited). In the use of PLS, there are several evaluations of structural models (inner models) and measurement models (outer models). In evaluating the measurement model, convergent validity, discriminant validity, composite reliability, and Average Variance Extracted (AVE) are tested. Whereas in the evaluation of structural models, the R-squared (R²) test and the path coefficient estimation test are performed. After testing using smart PLS software can be interpreted based on hypotheses that have been formulated previously.

IV. RESULTS AND DISCUSSION

Characteristics of Respondents

Permanent employees of PT. PLN (Persero) UPT Padang is dominated by male gender with percentage of 87.29% or 103 people and the percentage of female respondents is 12.71% or 15 people. The highest percentage of age is in the range of 20-25 years (54.24% / 64 respondents), then those aged 26-30 years are 33 respondents (27.97%), aged 31-35 years as many as 17 respondents (14.41%), and the lowest number of respondents is in the range of >35 years (3.39% / 4 respondents). The results of respondents' last education are high school (39 respondents /33.05%), Diploma III (27 respondents /22.88%), S1 (44 respondents /37.29%), S2 (1 respondent / 0.85%) and DI (7 respondents /5.93%).

Measurement Model (Outer Model)

Convergent Validity Test

Convergent validity test using the value of outer loading or loading factor. An indicator is declared to fulfill convergent validity in the good category if the outer loading value > 0.7. According to Chin (1998) (in Ghazali, 2012: 25), the value of outer loading between 0.5 to 0.6 was considered sufficient to qualify convergent validity. It can be seen that the initial loading factor value in table 1 below shows no indicator that has a loading factor smaller than 0.7. Thus, the indicator is valid in measuring each of its latent variables and can be used for further analysis.

TABLE 1. THE RESULTS OF RESEARCH VARIABLE LOADING FACTORS

Indicator	Performance	Motivation	Training
K1	0.888		
K2	0.927		
K3	0.924		
K4	0.913		
K5	0.904		
M1		0.875	
M2		0.929	
M3		0.894	
M4		0.799	
M5		0.845	
M6		0.732	
P1			0.857
P2			0.937
P3			0.924
P4			0.901
P5			0.885
P6			0.708
P7			0.902
P8			0.887
P9			0.902

Source: SmartPLS 3.2.8 Data Processing Results (2019)

Discriminant Validity Test

Discriminant validity test is done to find out how far the difference in the value of the validity of a variable when compared with other variables. Discriminant validity test uses cross loadings and Fornell-Larcker Criterion values (Henseler, Ringle, & Sarstedt, 2014). An indicator is declared to fulfill discriminant validity if the cross loading indicator value on the variable is the largest compared to the other variables. The value of cross loading expected is greater than 0.7 (Ghozali and Latan, 2015).

TABLE 2. CROSS LOADINGS

	Performance	Motivation	Training
K1	0.888	0.647	0.661
K2	0.927	0.678	0.651
K3	0.924	0.708	0.670
K4	0.913	0.711	0.643
K5	0.904	0.701	0.692
M1	0.656	0.875	0.405
M2	0.755	0.929	0.517
M3	0.708	0.894	0.542
M4	0.589	0.799	0.441
M5	0.644	0.845	0.383
M6	0.447	0.732	0.398
P1	0.606	0.471	0.857
P2	0.654	0.475	0.937
P3	0.625	0.421	0.924
P4	0.649	0.445	0.901
P5	0.696	0.546	0.885
P6	0.561	0.460	0.708
P7	0.650	0.483	0.902
P8	0.635	0.428	0.887
P9	0.673	0.474	0.902

Source: SmartPLS 3.2.8 Data Processing Results (2019)

Based on table 2, it is known that the cross loading value of the performance variable with the K1 indicator is 0.888 greater than the cross loading value of the K1 indicator against the motivation variable (0.647) and training (0.661). Likewise with the value of cross loading latent variables with other indicators. Based on the results, it can be stated that the indicators used in this study have good discriminant validity in adjusting their respective variables.

In addition to observing cross loading values, another method for assessing the discriminant validity is the Fornell-Larcker Criterion which compares the square root value of the Average Variance Extracted (AVE) of each construct with the correlation between the other constructs in the model (Henseler et al., 2014). If the AVE squared root value for each indicator is required to be greater than 0.7 and greater than the correlation value with all other latent variables, it is said to have good discriminant validity. Recommended AVE measurement values should be greater than 0.50 (Sarwono and Narimawati, 2015: 19). Table 3 shows that the AVE value of all latent variables ranged from 0.719 to 0.831 meaning that the AVE value of all variables was greater than 0.5. The value of the square root AVE (fornell-larcker criterion) in table 4 shows that the value of the square root AVE for all variables is greater than 0.7. These results indicate that all latent variables used in this study have good discriminant validity.

TABLE 3. AVE VALUE

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Performance	0.949	0.949	0.961	0.831
Motivation	0.921	0.934	0.939	0.719
Training	0.963	0.965	0.969	0.775

Source: SmartPLS 3.2.8 Data Processing Results(2019)

TABLE 4. FORNELL-LARCKER CRITERION

	Performance	Motivation	Training
Performance	0.911		
Motivation	0.757	0.848	
Training	0.728	0.532	0.880

Source: SmartPLS 3.2.8 Data Processing Results(2019)

TABLE 5. LATENT VARIABLE CORRELATIONS

	Performance	Motivation	Training
Performance	1,000	0.757	0.728
Motivation	0.757	1,000	0.532
Training	0.728	0.532	1,000

Source: SmartPLS 3.2.8 Data Processing Results (2019)

Table 4 shows the square root value of AVE (Fornell-Larcker Criterion) on the performance variable (0,911) which is greater than the correlation value between the performance variable with other variables that is equal to 0.757 (Table 5). The square root value of AVE on motivation (0,848) is greater than the correlation value between the motivational variables and other variables that is equal to 0.757 (Table 5). The square root value of AVE in the training variable was 0.880 (Table 4). This value is greater than the correlation value between the training variables with other variables that is equal to 0.728 (Table 5). Thus the AVE square root value is greater than the correlation value between other variables. This means that all the latent variables in this study has good discriminant validity.

Composite Reliability

Composite reliability is a reliability to measure how well an indicator can measure its latent construct. This reliability uses the reliability coefficient to explain the measurement model tested. This coefficient is an internal consistency coefficient which is close to the value of Cronbach's alpha internal coefficient. Composite reliability values of 0.6 - 0.7 are considered to have good reliability and the group of indicators that measure a variable has good composite reliability if it has a composite reliability of ≥ 0.7 even though it is not an absolute standard (Ghozali and Latan, 2015). The composite reliability results are presented in table 7:

TABLE 7. COMPOSITE RELIABILITY

	Cronbach's Alpha	Rho A	Composite Reliability	Average Variance Extracted (AVE)
Performance	0.949	0.949	0.961	0.831
Motivation	0.921	0.934	0.939	0.719
Training	0.963	0.965	0.969	0.775

Source: SmartPLS 3.2.8 Data Processing Results (2019)

Table 7 shows that the composite reliability value of all latent variables ranged between 0.939 and 0.969 meaning that the overall value of composite reliability was greater than 0.7. These results indicate that all latent variables have good composite reliability.

Evaluation of Structural Model (Inner Model) Model suitability test (Goodness of fit)

Model suitability test is based on established criteria called Goodness of Fit. Goodness of Fit from the inner model was measured using R-square dependent latent variables with the same interpretation as regression. The coefficient of determination (R^2) is a way to assess how much an endogenous construct can be explained by an exogenous construct. Coefficient of determination (R^2) is expected between 0 and 1. Acceptable R^2 values, each with 0.75, 0.50, 0.25, which illustrate the level of accuracy of predictions that are substantial, moderate, or weak.

TABLE 8. R SQUARE VALUE

	R Square	R Square Adjusted
Performance	0.720	0.715
Motivation	0.283	0.277

Source: SmartPLS 3.2.8 Data Processing Results(2019)

R-Square value is the result (in the form of a percentage) of the representation of the independent variable on the dependent variable. Based on the R-Square values shown in table 8 it can be explained that:

1. The performance variables can be explained by motivation and training variables by 72.0 percent and the remaining 28 percent are explained by other variables not examined.
2. The motivation variable can be explained by the training variable by 28.3 percent, the rest is explained by other variables not examined.

Hypothesis Test of the Path Coefficient Model

Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis test in this study was conducted by looking at the T- Statistics value and the P- Value. The bootstrapping procedure produces a t-statistic value for each relationship path used to test the hypothesis. The statistical t value is compared to the t table value. Exogenous variables are stated to have a significant effect on endogenous variables if the value of t statistics $>$ t table. T table must be above 1.960 for the two-tailed hypothesis and above 1.645 for the one-tailed hypothesis to test the hypothesis at alpha 5 percent (Hair et al., 2001). This study uses the one tailed hypothesis test, where the tested

relationship is directed to positive so that it uses the parameters of t table 1.645. If the t-statistic value is smaller than the t-table value (t-statistic <1.645), then Ho is accepted and Ha is rejected. If the t-statistic value is greater or equal to t-table (t-statistic >1.645), then Ho is rejected and Ha is accepted (Ghozali and Latan, 2015). The hypothesis of this study is accepted if the P-Value <0.05. The results of the hypothesis test are presented in tables 9 and 10 as follows:

TABLE 9. RESULTS OF THE PATH COEFFICIENT PATH MODEL

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O / STDEV)	P-Values
Training → Performance	0.515	0.511	0.077	6,708	0,000
Training → Motivation	0.454	0.455	0.076	5,994	0,000
Motivation → Performance	0.532	0.538	0.081	6,613	0,000

Source: SmartPLS 3.2.8 Data Processing Results (2019)

Hypothesis Testing 1: The mean sample value of 0.511, the training has a positive effect on the performance of employees of PT PLN (Persero) UPT Padang. The better quality of training, it will improve employee's performance. Statistical t value of 6.708 is greater than t table (1.645), P value of 0.000 <0.05 then accept H₁ reject H₀, means that training has an effect on the performance of the employees of PT. PLN (Persero) UPT Padang.

Hypothesis Testing 2: The mean sample value of 0.455, the training has a positive effect on the motivation of employees of PT PLN (Persero) UPT Padang. The better quality of the training, it will increase employee motivation. Statistical t value of 5.994 is greater than t table (1.645), P value of 0.000 <0.05 then accept H₂ reject H₀, means that training has an effect on the motivation of employees of PT. PLN (Persero) UPT Padang.

Hypothesis Testing 3 : The mean sample value of 0.538, the motivation has a positive effect on the performance of employees of PT PLN (Persero) UPT Padang. The higher motivation will increase employee's performance. Statistical t value of 6.613 is greater than t table (1.645), P value of 0.000 <0.05 then Accept H₃ reject H₀ ,means motivation has an effect on the performance of employees of PT. PLN (Persero) UPT Padang.

TABLE 10. RESULTS OF THE SPECIFIC INDIRECT EFFECTS PATH MODEL

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O / STDEV)	P-Values
Training → Motivation → Performance	0.274	.273	0.046	5,914	0,000

Source: SmartPLS 3.2.8 Data Processing Results (2019)

Hypothesis 4 : Based on table 10, sample mean value of 0.273 then the motivation mediates the effect of training on performance positively. The better quality of training and motivation, it will improve employee's performance. Statistical t value of 5.914 is greater than t table (1.645), P value of 0.000 <0.05 then reject H₀ accept H₄ means that work motivation mediates the effect of training on employee's performance of PT. PLN (Persero) UPT Padang.

If the VAF value is above 80%, then show the role of the mediation variable as full mediation. Mediation variables are categorized as partial mediation if the VAF value ranges from 20% to 80%, but if the VAF value is less than 20% it can be concluded that there is almost no mediating effect. The value of VAF in this study was 61.29 percent indicating that motivation partially mediated training on the employee's performance of PT. PLN (Persero).

Discussion

The Effect of Training on Employee's performance

The training has a positive effect on the employee's performance of PT. PLN (Persero) UPT Padang. Every increase in respondents' perceptions about training then the employee's performance will increase. The better quality of training, it will improve employee's performance. It supports previous research that is carried out by Nassazi (2013) that the training has been proven to result in improved performance for the employees and for the organization to positively affect employee's performance through the development of knowledge, skills, abilities, competencies, and employee behavior.

The training program aims to improve individual performance in current work orientation (Mangkunegara and Agustine, 2016). Ghosh, Joshi, Satyawadi, Mukherjee, and Ranjan, (2014), Landa (2018), and DeViney and Sugrue (2004) stated the same thing that training has a significant effect on performance. If an employee is not performing well then the organization needs to identify the factors that need to be improved whether there is a need for training or a lack of employee ability to perform tasks (Sohail, Safdar, Saleem, Ansar, and Azeem, 2014). Training provided by PT. PLN (Persero) to the employees can be said to be good. PT. PLN (Persero) has provided regular training to its employees in accordance with each employee's job description. The more frequent training frequency is given, it will increase the competency of the employees. In addition, employee's performance appraisal results which are announced every six months can be an evaluation for employees and the company of the performance provided.

The Effect of Training on Employee Motivation

The training has a positive effect on the motivation of the employees of PT. PLN (Persero) UPT Padang. Every increase in respondents' perceptions about training, employee motivation will increase. The better quality of training conducted by PT. PLN (Persero), it will increase employee motivation both in following training and after completing training.

This proves that according to Sohail Khan (2019), training and development increase the motivation of individuals to do their jobs well. According to Alsayed et al. (2019), motivation can increase workers' readiness to attend training courses and to transfer what they understand from training in their work. In addition, Asim (2013) also stated that, without the right and appropriate knowledge and training, even the most motivating employees will quickly become depressed, frustrated and unproductive. For example, Ngala and Odebero (2010) stated in their research that teachers are involved in staff development programs, specifically pursuing higher education

and training motivating them to take their teaching roles more seriously. Furthermore, it also supports research of Khan (2012), and Ek and Mukuru (2013) which stated that training has a positive effect on employee motivation. Training opportunities provided by PT. PLN (Persero) UPT Padang for its employees make employees feel given the opportunity to advance and upgrade their capabilities.

The Effect of Motivation on Employee's performance

Motivation has a positive effect on the performance of employees of PT. PLN (Persero) UPT Padang. Every increase in respondents' perceptions about motivation, employee's performance will increase. This reinforces previous research from Mohamud et al. (2017) which stated that organizations must motivate their employees to have the best performance or to achieve organizational goals.

If work motivation increases, individual performance is expected to increase, so that organizational productivity will also increase (Al-Musadieq et al., 2018). It is supported by several studies that found significant and positive results on the effect of motivation on human resource performance (Chang et al., 2016); (Fabi et al., 2015); (Nieves and Osorio, 2017); (Garg and Punia, 2017); (Sharma and Sharma, 2017); (Ek and Mukuru, 2013) (Mansour et al., 2014). Motivation also has an important role in improving employee's performance (Noe, RA, 2012). According to Maslow's theory, motivation is illustrated as a cone; that people will be motivated if their needs such as their life goals are fully achieved from physiological needs to self-actualization needs (Mullins, JL, 2005). PT. PLN (Persero) has been good in fulfilling the needs of its employees. An assessment of the employees performance is done every six months, whose assessment results will be converted into performance rewards. This certainly can be one of the motivations of employees to improve their performance to be more effective and efficient.

The Effect of Motivation Mediates Training on Employee's performance

Motivation mediates the effect of training on performance positively. Every increase in respondents' perceptions about training, the performance will increase with motivation as mediation. The better quality of training and motivation, it will improve employee's performance. The value of VAF shows that motivation partially mediates training on the employee's performance of PT. PLN (Persero). This means that there is an indirect effect that is given motivation in training, because it still continues to influence performance improvement. Employees use different training programs to find learning experiences and get permanent changes that lead to good performance (Stephen and David, 2004).

This supports research from Al-Musadieq et al. (2018) about work motivation as a mediating variable on the effect of job design on human resource performance. This shows that the higher work motivation will lead to the higher effect of job design on the human resource performance. This research was also supported by Alsayed et al. (2019) and Dysvik and Kuvaas (2008) about the effect of motivation in mediating training and employee's performance. Cunningham and Mahoney (2004) tried to

investigate the role of organizational commitment, training valence and training motivation in a group of college athletics, and found that training motivation serves as a mediator between commitment and valence and post-training efficacy. Here, motivation has a role that influences self-efficacy. Kopelman et al.(1990), Patterson et al.(2004), and Amabile (1996) (in Carol Yeh-Yun Lin, 2012) reported that psychological perceptions of organizational creativity climate tend to influence employee motivation to generate new ideas, this is what suggests the importance of testing the possible mediating role of work motivation in a performance model. It is proven that the training is important and influences the core business that is run by PT. PLN (Persero). The training that was attended by employees of PT. PLN (Persero) UPT Padang has a good impact in terms of employee motivation and performance.

Conclusion

Based on this study, it was found that the effect of training proved to have a positive effect on the employee's performance of PT. PLN (Persero) UPT Padang. The training proved to have a positive effect on the employee motivation of PT. PLN (Persero) UPT Padang. Motivation is proven to have a positive effect on the employee's performance of PT. PLN (Persero) UPT Padang. Also, motivation has been shown to have a partial mediating role in the relationship between training and employee's performance at PT. PLN (Persero) UPT Padang.

Based on the results of the research, there are several implications as follows: 1) With the authors conducting this research, it can motivate companies to conduct evaluations in the field of Human resource, so that they always provide quality training, both in terms of the material provided and motivation that attracts employees to attend training which is implemented. However, by not ignoring training and motivation for the performance of employees of the Human resource division itself and the training designer for other employees. 2) The performance of the employees of PT. PLN (Persero) can be improved by paying attention to employee motivation and training provided, based on research results, the frequency of training can be added to increase employee skills. An analysis of training needs is conducted periodically to reduce ineffective training and improve the quality of training by providing methods and types of training to follow the development of the core business of PT. PLN (Persero). 3) When performance appraisal decreases the company can evaluate from two sides namely, training and employee motivation. Employee motivation can be identified according to needs, age and current job position.

Limitations and suggestions from the research conducted by the author can be used as a source of ideas and suggestions for future research, including: 1) Data collection is only based on a questionnaire filled out by respondents, the authors do not directly observe the performance and training programs that take place in PT. PLN (Persero) UPT Padang. For further research, it is recommended that researchers also conduct interviews on Human resource and related employees. 2) This research only discusses the general effect of training on performance through motivation as mediation. For further research, in order to see the effect of employee motivation to

take part in training and during running the training and look at intrinsic and extrinsic factors of motivation. 3) This study only looks at the effect of training on performance through motivation as a mediating variable. For further research, it is suggested to add other independent variables to see the effect on employee motivation and performance at PT. PLN (Persero) UPT Padang.

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