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# The Influence of Competence and Training on Employee Performance through Motivation as Intervening Variable in ASN Administrative Employees at RSJ Dr. Radjiman Wediodiningrat, Lawang-Malang



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**ABSTRACT:** This study aims to describe competence, training, motivation and employee performance. Analyze the effect of competence and training on motivation, analyze the effect of motivation on performance, analyze the effect of competence and training on employee performance, and analyze the effect of competence and training on employee performance through motivation as an intervening variable on administrative civil servant staff RSJ Dr. Radjiman Wediodiningrat Lawang - Malang. The population and sample in this study were administrative staff at RSJ Dr. Radjiman Wediodiningrat Lawang - Malang, totaling 65 employees. The data analysis technique used is path analysis.

The results of the analysis show that competence and training have a significant effect on motivation. Competence has a significant effect on employee performance. Training has no significant effect on employee performance. Motivation has a significant effect on employee performance. Motivation able to act as an intervening variable between competence and employee performance, as well as direct effect between competence and employee performance, thus the relationship become a partial mediation. Meanwhile, between training and employee performance through motivation become a full mediation, because the direct effect did not significant.

**KEYWORDS:** Competence, Training, Motivation, Employee Performance.

## I. INTRODUCTION

Human resources management is crucial to an organisation's success in facing competitors. Organisations must ensure the presence of a superior and skilled workforce in order to be able to compete efficiently in the business environment. Managing human resources effectively can create a positive work environment and encourage employee performance. Many variables can affect employee performance, such as competence, training and employee motivation. Therefore, it is found that competence and training can approach motivation and employee performance.

Competence can be explained as a skill or ability to complete a task while remaining on target. It is in line with the research from Edison et al. (2016) that competence is an employee's ability to manage the task effectively based on their knowledge, skill, and manner.

Meanwhile, the word training is used to give knowledge and additional skills to increase employee competence. The main goal is to help employees work better and achieve organisational goals effectively. As well as Noe (2017) said that training human resources is a method of ensuring that employees have the necessary abilities to carry out their duties properly and contribute to the company's development.

Next, motivation is important because it is an internal component that can affect an employee's behaviour and performance. In this case, the employee tends to work better, be more productive, and get involved in their work well if motivated. Among many research about the importance of motivation in increasing employee performance, Milkovich & Boudreau (2011) explained that motivation plays a vital role in developing a goal-oriented productive work environment. Motivation has a central role in managing human resources effectively. Managers and leaders need to know what inspires employees to encourage high motivation. Meanwhile, motivation can also be affected by many variables. Research by Nugroho

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Paradifa (2020) found that training, skill, and encouragement positively impact human resources performance. Thus, research by Ningsi et al. (2015) also found that training can significantly influence motivation.

Therefore, government organisations need to develop competency to increase employee performance, as well as what private organisations do. Badan Layanan Umum (BLU) is one of the government organisations in Indonesia. One of the service facilities is Dr. Radjiman Wediodiningrat Lawang Psychiatric Hospital. As one of the Badan Layanan Umum (BLU), it must provide affordable and qualified services to the community. Nonetheless, BLU Hospital often needs help in carrying out its responsibilities. According to Anshori (2019), one of the challenges is that employee performance still needs to improve, including Dr Radjiman Wediodiningrat Lawang Psychiatric Hospital, which aims to achieve work standards to carry out its operational activities to provide services to the community. Based on previous research and the problem, this research is needed to determine the relationship between competency and training towards employee performance through motivation in Dr Radjiman Wediodiningrat Lawang Psychiatric Hospital. This current study will investigate seven objectives in Dr Radjiman Wediodiningrat Lawang Psychiatric Hospital, which are: 1) To analyse the effect of Competence towards Motivation, 2) To analyse the effect of Training towards Motivation, 3) To analyse the effect of Competence towards Employee Performance, 4) To analyse the effect of Training towards Employee Performance, 5) To analyse the effect of Motivation towards Employee Performance, 6) To analyse the effect of Competence towards Employee Performance through Motivation, and last 7) To analyse the effect of Training towards Employee Performance through Motivation.

## II. METHOD

This current research uses a quantitative method to examine employee performance at Dr. Radjiman Wediodiningrat Lawang Psychiatric Hospital. The research population included 65 administrative ASN employees at Dr. Radjiman Wediodiningrat Lawang Psychiatric Hospital. The sampling technique used stratified random sampling.

To analyse the data using descriptive analysis for each variable and path analysis. Hypothesis testing using multiple regression analysis was carried out to determine whether the independent variables partially influence the dependent variable and to determine the linear regression equation. Path analysis was carried out to determine whether the mediating variable can mediate the independent variables on the dependent variable. Analysis of needs testing, hypothesis testing, and multiple linear regression analysis equations using the help of IBM SPSS Statistics version 26 software.

## III. RESULT AND DISCUSSION

### A. Result

#### 1. Partial test (t-test)

In this research, the basis for decision-making is using significant value; if the significant value is  $< 0.05$ ,  $H_0$  is accepted, whereas if the significant value is  $> 0.05$ ,  $H_0$  is rejected. The partial test (t-test) for Model 1 is presented in the following table:

**Table 1 Partial test (t-test) Model 1**

Variable	Regression Coefficient	t	Sig.
Competence (X <sub>1</sub> )	0.231	2.218	0.030
Training (X <sub>2</sub> )	0.578	5.554	0.000
<b>Dependent Variable</b>	Motivation (Y <sub>1</sub> )		

Competence (X<sub>1</sub>) obtained a positive t-count of 2.218 with a Sig. of 0.030  $< 0.05$ . It can be concluded that competence variable positive and significantly affected Motivation (Y<sub>1</sub>) variable. Thus Hypothesis 1 accepted.

Meanwhile, Training (X<sub>2</sub>) also obtained positive t-count 5.554 with significant value 0.000  $< 0.05$ . It can be concluded that training variable positively significant towards Motivation (Y<sub>1</sub>) and Hypothesis 2 accepted.

**Table 2 Partial test (t-test) Model 2**

Variable	Regression Coefficient	t	Sig.
Competence (X <sub>1</sub> )	0.387	3.817	0.000
Training (X <sub>2</sub> )	0.025	0.206	0.837
Motivation (Y <sub>1</sub> )	0.469	3.931	0.000
<b>Dependent Variable</b>	Employee Performance (Y <sub>2</sub> )		

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From the Partial test Model 2, can be found that Competence ( $X_1$ ) obtained a positive t-count 3.817 with significant value 0.000 and can be concluded that competence have positive significant effect to Employee Performance ( $Y_2$ ), thus Hypothesis 3 is accepted.

Next, Training ( $X_2$ ) also obtained positive t-count 0.206, therefore significant value is  $0.837 > 0.05$ , it means that training insignificantly affected Employee Performance ( $Y_2$ ), thus Hypothesis 4 is rejected.

Last, Motivation ( $Y_1$ ) obtained positive t-count 3.931 with significant value 0.000, it means that motivation positively significant to Employee Performance ( $Y_2$ ), which means Hypothesis 5 accepted.

## 2. Path Analysis

Table 3 Path Analysis

Variable	Direct Effect	Indirect Effect	Total Effect
Competence ( $X_1$ ) – Motivation ( $Y_1$ ) – Employee Performance ( $Y_2$ )	0.387	$0.231 \times 0.469 = 0.108$	$0.231+0.108 = 0.339$
Training ( $X_2$ ) – Motivation ( $Y_1$ ) – Employee Performance ( $Y_2$ )	0.025	$0.578 \times 0.469 = 0.271$	$0.578+0.271 = 0.849$

The indirect effect of Competence ( $X_1$ ) towards Employee Performance ( $Y_2$ ) through Motivation ( $Y_1$ ) obtained 0.108 < 0.387 which are smaller than the direct effect. It can be found that the path analysis become partial mediation.

The indirect effect of Training ( $X_2$ ) towards Employee Performance ( $Y_2$ ) through Motivation ( $Y_1$ ) obtained 0.271, meanwhile the direct effect insignificant. It can be concluded that the path analysis become full mediation.

## B. Discussion

### 1. The Effect of Competence towards Motivation

Based on the research analysis, competence has significantly influenced motivation. This means that increasing the employee's competence, including traits, self-concepts, knowledge, and skill, can boost the employee's motivation. In this case, traits hold the highest score. If the employee can cooperate reasonably with their colleagues or have strong integrity and work ethic, their motivation for work also increases. It is in line with research from Prasyanto (2017) that said competence is positively significant to employee motivation to have an achievement.

### 2. The Effect of Training towards Motivation

This research shows that good training has a significant effect on employee motivation. Good training includes how well the instructors, the participant's active contribution, the material given to the employee, the method, and lastly, how the objective also targets its compatibility with the work environment. All the score on average is good, with the item object and target having the highest score. In line with research from Tsani (2020), training was a positive significant effect on employee motivation.

### 3. The Effect of Competence towards Employee Performance

This research shows that increasing the employee's competence at RSJ Dr. Radjiman Wediodiningrat Lawang significantly affects employee performance. In this case, traits have the highest score, which means that the employee's skill of working with other employees and their work ethic can increase their performance in work. It is supported by research from Permana et al. (2019) that said competence in work can improve employee performance.

### 4. The Effect of Training towards Employee Performance

This research found that training does not significantly influence employee performance in RSJ Dr. Radjiman Wediodiningrat Lawang. It shows that training cannot increase employee performance. It aligns with research from Pramono and Prahawana (2022) that found training can positively affect performance, but it is insignificant.

### 5. The Effect of Motivation towards Employee Performance.

This research found that motivation significantly affected employee performance. By providing motivation, employee performance will increase. Excellent or lousy employee performance depends on the motivation received by the employee, so it can be concluded that motivation is an important variable. The average score in this research is good; motivation includes salary, supervision, policy and administration, work environment, job, opportunity, appreciation needs, achievement, and responsibility. It all affects employee performance in RSJ Dr. Radjiman Wediodiningrat Lawang.

### 6. The Effect of Competence towards Employee Performance through Motivation

This research found that the direct effect of competence towards employee motivation is significant as well, and through motivation, it's also positively significant. It means that the path analysis becomes partial mediation. However, the mediation score is smaller than the direct effect.

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## 7. The Effect of Training towards Employee Performance through Motivation

This research found that the direct effect between training and employee performance is insignificant; however, if it is through motivation, it has become significant and full mediation. It can be concluded that employee performance cannot be affected by training only; on the other hand, if motivation accompanies it, performance will also increase. The responsibility item has the highest score that affected RSJ Dr Radjiman Wediodiningrat Lawang.

## 2 IV. CONCLUSION

Based on the result of research on the influence of competence and training towards employee performance through motivation in RSJ Dr. Radjiman Wediodiningrat Lawang, the following conclusion are drawn:

1. Competence able to increasing employee motivation in administration employee at RSJ Dr. Radjiman Wediodiningrat Lawang.
2. Training able to directly increasing employee motivation in administration employee at RSJ Dr. Radjiman Wediodiningrat Lawang.
3. Competence also able to improve the employee performance in administration employee at RSJ Dr. Radjiman Wediodiningrat Lawang.
4. Training do not significantly affect employee performance in administration employee at RSJ Dr. Radjiman Wediodiningrat Lawang.
5. Motivation able to be partial mediation in the relationship between competence and employee performance. Because the direct effect between competence and employee is also significant, as well as through motivation. However, it's found that the total effect score is smaller than the direct effect.
6. Motivation able to be full mediation in the relationship between training and employee performance. Because, in this research found that training does not directly affect employee performance, however if it's through motivation it's become positive significant.

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