

Performance Determinants

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Abstract

This research aims to change the organization's bad habits and make improvements to cover its shortcomings, and to determine the influence of training and motivation on performance in teamwork moderation at the Bank Indonesia Representative Office, North Sumatra Province. Every company really needs an organization that is useful for meeting human needs. The general goal of a company is to realize quality production results and maintain the survival of a company. In an effort to achieve these goals, the main driving factor is humans. Human Resources (HR) is one of the main factors for the survival of a company. The results of this research are as follows: Training has an effect on performance moderated by teamwork, getting positive results but not significant with a sample value of 0.072 and a p value of 0.229. Motivation's influence on performance is moderated by teamwork with an original sample value of -0.140 and a p value of 0.129. Teamwork has a positive and significant effect on performance with an original sample value of 0.310 and a p value of 0.006. Motivation has a positive and significant effect on performance with an original sample value of 0.462 and a p value of 0.000. Training has a positive and insignificant effect on performance with the original sample 0.157 and p value 0.116.

Keywords: Training, Motivation, Teamwork, Performance.

INTRODUCTION

In an effort to achieve these goals, the main driving factor is humans. Human Resources (HR) is one of the main factors for the survival of a company. The success of a company depends on the organization in the company. Human resources (HR) are closely related to personnel who have the goal of obtaining and developing a more qualified workforce. The function of human resources itself has activities such as recruitment, selection, development, maintenance, and use. Human resources (HR) are an important asset for the company because of their role as the subject of implementing policies and operational activities of the company. Resources owned by the company such as models, methods and machines cannot provide optimum results if they are not supported by human resources who have optimum performance. Human resources are people who design and produce goods or services, monitor quality, market products, allocate financial resources, and formulate all strategies and goals of the organization. Without people who have expertise or competence, it is impossible for an organization or company to achieve its goals.

To improve organizational goals, training is a systematic process that takes into account student performance. In the final year of the program, training is done based on needs rather than randomly. Effective training begins when students identify a need; if there is a need, then the training must also change, either through the acquisition of new skills or through preparation for a higher standard. In addition, training can be defined as any formal and informal activity that contributes to the improvement and enhancement of knowledge, skills, and behavior levels in the workplace. Training and development are often heard in the world of work in companies, organizations, institutions, or even in health institutions.

Motivation can also be said as a plan or desire to achieve success and avoid failure in life. Someone who has motivation means that he has the strength to achieve success in life. Motivation is an inner drive that everyone has to carry out a task in order to achieve

something they want. Motivation that strengthens and supports individual efforts to meet goals (needs). A team can be defined as a group of individuals who work collectively to achieve the same goals and objectives to provide excellent quality of service (Sanyal & Hisam, 2018). Team Work is an activity that is managed or carried out by a group of people in building effective teamwork, a leader must be able to understand and manage the levels of development, norms, cohesiveness, and conflicts that are occurring in his company. According to Lubis (2021), teamwork is a great way to combine different talents and offer innovative solutions. Teamwork is one of the drivers of energy and synergy for team members to make it easier to carry out tasks given by the company and great ideas will not happen without good collaboration. Performance is a function of motivation and ability. To complete a task or job, a person should have a certain degree of willingness and not a certain ability. Performance in an organization is the answer to the success or failure of the organization's goals that have been set. Superiors or managers often do not pay attention unless it is very bad or everything goes wrong. Too often managers do not know how bad performance has declined so that the company/agency faces a serious crisis. If employee performance is good, it can be ascertained that organizational performance is also good and has an impact on achieving organizational goals. Mangkunegara (2017) describes performance as a work achievement, namely the results of work in terms of quality and quantity achieved by an employee in carrying out tasks according to the responsibilities that have been given to him.

Formulation of the problem

1. Does Training Have a Positive and Significant Influence on Performance at the Bank Indonesia Representative Office in North Sumatra Province?
2. Does Motivation have a positive and significant effect on Performance at the Bank Indonesia Representative Office in North Sumatra Province?
3. Does Teamwork have a positive and significant effect on Performance at the Representative Office of Bank Indonesia, North Sumatra Province?
4. Does Teamwork moderate the Training at the Bank Indonesia Representative Office of North Sumatra Province?
5. Does Teamwork Moderate Motivation at the Bank Indonesia Representative Office of North Sumatra Province?
6. Does Teamwork have a positive and significant effect on Performance at the Representative Office of Bank Indonesia, North Sumatra Province?

Research purposes

1. To determine and analyze the influence of training on performance at the Bank Indonesia Representative Office, North Sumatra Province.
2. To find out and analyze Motivation for Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
3. To determine the influence of Teamwork on Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
4. To determine and analyze the influence of Teamwork in moderating the relationship between Training and Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
5. To determine and analyze the influence of Teamwork in moderating the relationship between Motivation and Performance at the Representative Office of Bank Indonesia, North Sumatra Province.

LITERATURE REVIEW

Performance

Definition of Performance

According to Zuriana (2019) Employee performance in a company is a basic foundation that must be built, maintained and developed in the company in order to provide a positive impact on the company both in quality and quantity. According to Saleh (2015) Performance is generally interpreted as performance, work results or work achievements. Performance has a fairly broad meaning, not only stating the results of work, but also how the work process takes place and employee performance can be interpreted as the output or results of employee work according to their duties and responsibilities to achieve organizational goals.

Performance Indicators

According to Saleh (2015) the performance indicators are as follows:

1. Work Quality Can be measured from employee perceptions of the quality of work produced and the perfection of tasks against employee skills and abilities. The results of the work done are close to perfect or meet the expected goals of the work.
2. Utilization of working time Measured from employee perception of an activity completed from the beginning of time to output. Can complete at the specified time and maximize the time available for other activities.
3. Quantity of Work Measured from employee perception of the number of assigned activities and their results.

Training

Definition of Training

According to Susanti (2019), training is a way to develop skills, insight, knowledge of employees to carry out their roles, duties and obligations. According to Mulyani (2019), training is "a program that aims to cover the gap between employee skills and job requirements, as well as to increase employee efficiency and effectiveness in achieving work targets.

Training Indicators

Training indicators according to Mulyani (2019) are:

1. Objective: Holding training certainly requires an objective, especially the preparation of a plan and the desired results from the training.
2. A goal is a state or condition that an organization wants to achieve in the short or long term.
3. Trainer (Trainer), in carrying out training, a reliable and competent trainer is one of the supporting factors in achieving the success of a training.
4. Material, after the objectives are set, a good training program needs to pay attention to the material to be provided. The material in question must be in accordance with the needs of employees when carrying out the work process in the field.
5. Method, choosing the right method can have a good impact on the implementation of the training program, namely that the training runs effectively and efficiently.
6. Participants, in addition to trainers (trainers) in carrying out training certainly need participants as objects to be trained. Training participants must meet the required criteria.

Motivation

Understanding Motivation

According to Darojat (2015), motivation is a psychological process that reflects the interaction between attitudes, needs, perceptions, and decisions that occur within a person. According to George and Jones (2015), motivation is a psychological force within a person that determines the direction of a person's behavior within an organization that causes movement, direction, and effort, and persistence in facing obstacles to achieve a goal.

Motivation Indicators

Motivation indicators according to George & Jones (2015) are:

1. Employee Behavior The ability of employees to choose the work behavior they will choose. Good employee behavior at work shows that employees are motivated at work.
2. Employee Effort This is related to the hard work done by employees in working. The hard work done by employees indicates that employees are motivated in working.
3. Employee Persistence Employee persistence refers to the behavior of someone who continues to want to work despite obstacles, problems, and barriers. High employee persistence indicates that employees have high motivation.

Teamwork

Understanding Teamwork

According to Hamiruddin et al., (2019) teamwork is a group of individuals who work together to achieve similar goals and can be lighter to achieve those goals by working together than doing it alone. According to Anggraeni & Saragih (2019) teamwork is a group of people who have the ability to complete a job together by directing each achievement they have to achieve better results. The achievements that have been achieved can make team members more enthusiastic in achieving the next goals.

Teamwork Indicators

According to Hamiruddin et al., (2019) there are 4 indicators of team collaboration, namely:

1. Focus on team goals The team focuses on the goals that have been set in achieving the organization.
2. Motivate each other in completing tasks. Motivation is very necessary so that members are more motivated in doing a job.
3. Establish cooperation among team members. Team members will establish good cooperation to achieve organizational goals.
4. Coordination in the process of completing tasks Coordination within each team facilitates the completion of a task.

Conceptual Framework

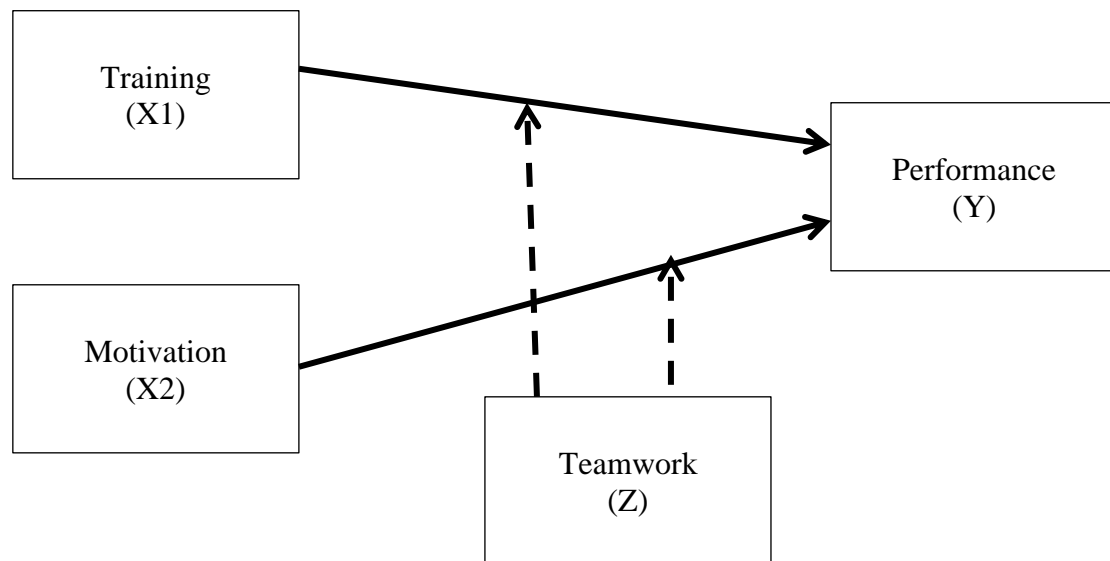


Figure 1. Conceptual Framework

Hypothesis

- H1 Training has a positive and significant effect on Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
- H2 Motivation has a positive and significant effect on Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
- H3 Teamwork has a positive and significant effect on Performance in Representative Offices Bank Indonesia, North Sumatra Province.
- H4 The influence of teamwork is able to moderate the relationship between training and performance at the Representative Office of Bank Indonesia, North Sumatra Province.
- H5 The influence of teamwork is able to moderate the relationship between motivation and Performance at the Representative Office of Bank Indonesia, North Sumatra Province.

METHOD

Types of research

According to Sugiyono (2018), the definition of quantitative methods is: Quantitative methods are research methods based on the philosophy of positivism, and are used to research certain populations or samples, data collection uses research instruments, data analysis is quantitative or statistical, with the aim of testing previously established hypotheses.

Location Place and Time

The time of this research is September to October 2024. The location of this research is at the Representative Office of Bank Indonesia, North Sumatra Province, Jalan Balai Kota no. 4 Medan.

Population

The population of this study was all Bank Indonesia employees amounting to 70 employees. Sugiyono (2018), population is a generalization area consisting of objects and which have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn.

Sample

The research sample used was all employees who were made into a population of 70 employees. Sample According to Sugiyono (2018) a sample is part of the number and characteristics possessed by the population. While the sample size is a step to determine the size of the sample taken in conducting a study.

Research Data Sources

The research data sources used are primary data sources. According to Sugiyono (2018) Primary data is a data source that directly provides data to data collectors. Data is collected by researchers themselves directly from the first source or the place where the research object is carried out.

Data collection technique

This study uses a questionnaire data collection technique where researchers distribute statement questionnaires and will be filled in by respondents. According to Sugiyono (2018) "A questionnaire is a data collection technique that is carried out by giving a set of written questions or statements to respondents to answer".

Data Analysis Methods

Structural Equation Model

The research hypothesis testing was conducted using the Structural Equation Modelling (SEM) approach based on PLS. SEM is a multivariate statistical analysis technique that is generally used to analyze structural relationships that are relatively difficult to measure simultaneously. In addition, it can be used to analyze structural relationships between measured variables and latent constructs. This technique is a combination of factor analysis and multiple regression analysis. SEM is categorized into two approaches. The first approach is called Covariance Based SEM (CBSEM) with a covariance basis and the second approach is called Variance Based SEM with a variance basis.

According to Ghozali & Latan (2015) CBSEM tests the causal relationship of structural models built on the basis of theory and confirms whether the model based on the theory is no different from the empirical model, while PLS is more of a predictive model. PLS is a powerful analysis method because it is not based on many assumptions. Data does not have to be normally distributed, samples do not have to be large, PLS can also be used to confirm theories, and can be used to explain the presence or absence of relationships between latent variables. PLS can analyze constructs formed with reflective indicators and formative indicators at the same time, which cannot be done by CBSEM because an unidentified model will occur (Ghozali & Latan, 2015).

Designing a Measurement Model (Outer Model)

Outer model analysis is used to ensure that the measurements used are suitable for use as measurements (valid and reliable) with the following indicators:

a. Convergent Validity

- b. Discriminant Validity
- c. Composite Reliability & Cronbach Alpha

Designing Structural Model (Inner Model)

According to Ghozali and Latan (2015) Inner model is often also called inner relation model which describes the relationship between latent variables based on substantive theory. The design of structural model of relationship between latent variables is based on the formulation of research problem or hypothesis. In the evaluation of this model, estimation can be done through several stages. The use of R-square for dependent construct, Stone-Geisser Q-Square test for predictive relevance and t-test and significance of structural path parameter coefficient. The R-square method is used to see each dependent latent variable. The interpretation is the same as the interpretation in regression.

Moderation Variable Analysis

Moderation hypothesis testing is done by moderated regression analysis (MRA) estimated by SEM-PLS (Ghozali and Latan, 2015). To test Performance as a moderating variable of the relationship between Teamwork in moderating Training and Motivation, the focus of attention is on the interaction coefficient between Teamwork and Performance. A variable can be said to be a moderating variable and will be stated as significant if the significant t value is less than or equal to 0.05.

RESULTS AND DISCUSSION

Research Test

By conducting initial testing of the questionnaire instrument, the accuracy and reliability of the variable and indicator data collected for this study have been confirmed. From the test results, it is known that there are four variables in the model that will be used in the study, as listed below:

Evaluation of measurement model (outer model)

Convergent Validity

In this study, the acceptable loading factor value is 0.7 and the acceptable AVE value is 0.5, if the value is higher, it is considered valid. Indicators are considered valid if they have a value > 0.7 when explaining the construction variables. The following graph shows the structural model of this study

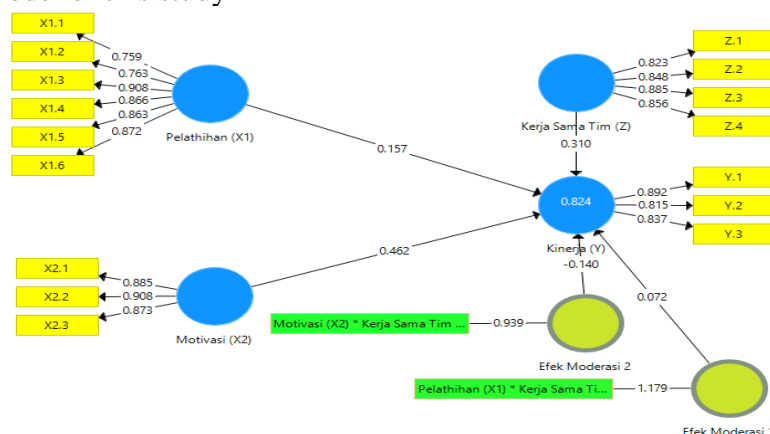


Figure 2. Research Model in SmartPLS

Source: Smart PLS3.3.3.

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two equations.

$$Y = b_1X_1 + b_2Z + b_3X_1Z + e_1$$

$$Y = 0.157 X_1 + 0.310 Z + 0.072 X_1Z + e_1$$

$$Y = b_2X_2 + b_3Z + b_4X_2Z + e_2$$

$$Y = 0.462 X_2 + 0.310Z - 0.140 X_2Z + e_2$$

Table 1. Outer Loadings/Cross Loading

	Teamwork (Z)	Performance (Y)	Motivation (X2)	Training (X1)
X1.1				0.759
X1.2				0.763
X1.3				0.908
X1.4				0.866
X1.5				0.863
X1.6				0.872
X2.1			0.885	
X2.2			0.908	
X2.3			0.873	
Y.1		0.892		
Y.2		0.815		
Y.3		0.837		
Z.1	0.823			
Z.2	0.848			
Z.3	0.885			
Z.4	0.856			

Source: Smart PLS3.3.3.

In table 1, each variable shows a value above 0.7 on its indicator, indicating the validity of the data for further research. After getting the results, this research is continued to the next stage.

Discriminant Validity

This discussion will focus on the results of the discriminant validity test in this section. The cross loading value is used to test the discriminant validity. If the cross loading of an indicator is higher than other variables, it indicates discriminant validity. The cross loading value for each indicator is as follows:

Table 2. Discriminant Validity

	Teamwork (Z)	Performance (Y)	Motivation (X2)	Training (X1)
X1.1	0.713	0.598	0.540	0.759
X1.2	0.693	0.632	0.613	0.763
X1.3	0.673	0.706	0.778	0.908

X1.4	0.687	0.683	0.743	0.866
X1.5	0.676	0.800	0.747	0.863
X1.6	0.750	0.774	0.779	0.872
X2.1	0.780	0.764	0.885	0.823
X2.2	0.748	0.830	0.908	0.751
X2.3	0.606	0.714	0.873	0.663
Y.1	0.764	0.892	0.799	0.754
Y.2	0.747	0.815	0.672	0.712
Y.3	0.621	0.837	0.734	0.663
Z.1	0.823	0.711	0.710	0.741
Z.2	0.848	0.754	0.681	0.683
Z.3	0.885	0.721	0.689	0.690
Z.4	0.856	0.675	0.659	0.717

Source: Smart PLS3.3.3.

In table 2. There is a cross loading factor value on each variable and indicator, there is a value that is greater than the cross loading factor value on each other variable, the cross loading factor of the teamwork variable has a value greater than the cross loading of other latent variables, the cross loading factor value of the performance variable is greater than the cross loading factor value on other latent variables, the cross loading value of the motivation variable is greater than the cross loading of other latent factors, the cross loading factor value on the training variable is greater than the cross loading value on other latent variables.

Composite reliability

In composite reliability analysis, the reliability coefficient of each variable is correlated. Research is said to be reliable if the variable value is more than 0.60, but not reliable if it is less than 0.60 or as low as 0.07. There are several evaluation blocks that can show the effectiveness and validity of research, such as Coanbach alpha, composite reliability, and AVE values shown in the table below.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Moderation Effect 1	1,000	1,000	1,000
Moderation Effect 2	1,000	1,000	1,000
Teamwork (Z)	0.875	0.914	0.728
Performance (Y)	0.856	0.885	0.720
Motivation (X2)	0.868	0.919	0.791
Training (X1)	0.916	0.935	0.706

Source: Smart PLS3.3.3.

Table 3 shows the high reliability of the data for each variable by showing that all variable values in the Cronbach alpha column are greater than 0.7. Because the data is above 0.6, it is known that the composite reliability column has a value greater than 0.6, which means that each variable is considered reliable. The value of each variable in the AVE

column needs to be checked whether it is greater than 0.7, which means that the data is valid according to AVE. Because each variable value in the reliability, AVE, and Cronbach alpha columns is greater than 0.7 and 0.6, respectively, the value is considered valid and reliable.

Inner Model Analysis

To ensure the baseline model is accurate and robust, an internal model evaluation is performed. The completed checkpoints are one of the markers taken into account when evaluating the primary model.

Coefficient of Determination (R²)

By using the SmartPLS 3.0 program to process the data, here's how to determine the R Square value:

Table 4. R Square Results

	R Square	Adjusted R Square
Performance (Y)	0.824	0.810

Source: Smart PLS3.3.3.

There is an R square value in table 4 of performance with a value of 0.824 and if changed to a percentage it becomes 82.4%, meaning that the influence of Training and Motivation is 0.824 and the rest is in other variables.

Hypothesis Testing

The relationship between idle build and data in this example must be ascertained after the deep model is created. T-Statistics and P-Values are checked to perform statistical analysis in this case study. To determine whether the P-Values < 0.05 and T-Insights > 1.96 are used speculation. The impact of the Road Impact Coefficient over time is as follows:

Table 5. Hypothesis Results

	Original Sample (O)	T Statistics (O/STDEV I)	P Values	Results
Moderation Effect 1 -> Performance (Y)	0.072	0.744	0.229	Rejected
Moderation Effect 2 -> Performance (Y)	-0.140	1,134	0.129	Rejected
Teamwork (Z) -> Performance (Y)	0.310	2,511	0.006	Accepted
Motivation (X2) -> Performance (Y)	0.462	4,183	0,000	Accepted
Training (X1) -> Performance (Y)	0.157	1,199	0.116	Rejected

Source: Smart PLS3.3.3.

The hypothesis results in table 5 are the final results of the research and will be explained as follows:

1. Training has an effect on Performance moderated by Teamwork getting positive but insignificant results with a sample value of 0.072 and p values of 0.229. This means that the Teamwork variable is not a moderating variable because it is unable to influence performance and training.

2. Motivation affects Performance moderated by Teamwork with an original sample value of -0.140 and p values of 0.129. This means that teamwork is not a moderating variable because it is unable to significantly influence performance and motivation.
3. Teamwork has a positive and significant effect on Performance with an original sample value of 0.310 and p values of 0.006. This means that if teamwork improves, performance will also improve, if it decreases, performance will also decrease.
4. Motivation has a positive and significant effect on Performance with an original sample value of 0.462 and p values of 0.000. This means that if motivation increases well, performance will also increase well, conversely, if motivation decreases, performance will also decrease.
5. Training has a positive and insignificant effect on Performance with an original sample of 0.157 and p values of 0.116. This means that training does not have a strong effect on employee performance, but for some employees, training means a lot to them.

CLOSING

Conclusion

After getting the results of this research and describing them through hypotheses, the conclusions of this research are as follows:

1. Training has an effect on Performance moderated by Teamwork, obtaining positive but insignificant results with a sample value of 0.072 and p values of 0.229.
2. Motivation influences performance moderated by Teamwork with an original sample value of -0.140 and p values of 0.129.
3. Teamwork has a positive and significant effect on Performance with an original sample value of 0.310 and p values of 0.006.
4. Motivation has a positive and significant effect on performance with an original sample value of 0.462 and p values of 0.000.
5. Training has a positive and insignificant effect on performance with an original sample of 0.157 and p values of 0.116.

Suggestion

After getting the conclusion, the research will provide suggestions, the suggestions given are as follows:

1. It is hoped that this research will be used as input to make the organization more advanced.
2. It is hoped that this research will change the organization's view of employees with poor performance to undertake serious training.
3. It is hoped that this research will be used as reference material for new research with new research titles and models.
4. It is hoped that this research will be useful in the future as a companion to new research.
5. It is hoped that this research can change the mindset of employees and also organizations in responding to employee motivation, training and performance.

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