

THE EFFECTS OF WORK MOTIVATION IN MODERATING LEADERSHIP AND WORK TRAINING ON THE PERFORMANCE OF EDUCATIONAL STAFF IN PAYAKUMBUH STATE AGRICULTURAL POLYTECHNIC

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ABSTRACT

This research aims to identify and analyze the influence of job training, leadership and work motivation on the performance of educational staff of Payakumbuh State Agricultural Polytechnic. Using the census method and a sample of 176 respondents of the entire educational staff at this college, this study is also intended to examine how work motivation moderates the relationship between leadership and job training on the performance of educational staff in this college. The analysis tool employed in this quantitative study is the Structural Equation Modeling (SEM) analysis method. The results of the study shows that leadership, job training and motivation had effects on staff performance of the Payakumbuh State Agricultural Polytechnic. However, work motivation did not moderate the relationship between leadership and job training on the performance of educational staff of the Payakumbuh State Agricultural Polytechnic.

Keywords: leadership, job training, work motivation and performance

INTRODUCTION

Success is the goal of a company or institution and human resources are an important factor to achieve it. According to (Robbins & Timothy, 2015) human resources management is a set of organizational activities aimed at attracting, developing and maintaining an effective workforce success.

The job that a person or group of individuals in an organization can accomplish in accordance with their level of power and responsibility is the basis for their performance as staff or employees (Robbins & Timothy, 2015). Improving employee performance determines success in directing individual behavior in achieving organizational goals. Whether it is performance in business organizations such as employees or that of staff performance in public organizations such as the performance of the State Civil Apparatus (ASN). One of the challenges faced by government agencies is related to the staff management.

Payakumbuh State Agricultural Polytechnic is a state university located in the urban area of Lima Puluh Kota Regency, West Sumatra. Payakumbuh State Agricultural Polytechnic currently has 3 departments with 172 teaching staff and 176 educational staff. In realizing the vision to become an internationally competitive vocational tertiary institution in agriculture that supports the development of sustainable agriculture, the performance of educational staff is therefore very essential as a supporter of academic activities.

Based on observations and interviews, many educational staff are late for the office, do not take attendance and frequently take leave. A number of education staff also leave work early, leave during working hours, are lack knowledge about technology and are lazy to work resulting in low performance. These low staffs with low performance receive equal payment as those who are highly skilled, and motivated and those who are disciplined in work. If this condition continues, it will result in the low performance and weakening morale.

Among several factors that influence performance is leadership which is very influential in improving employee performance. This means leaders play important role in organization development. The management function is also important, to execute, coordinate, mobilize and manage their subordinates as much as possible so that they can meet organizational expectations and achieve organizational goals.

Leadership is an interaction between members of a group. Leaders are also agents of change who can improve the performance of an organization (Gibson, 2009). Research conducted by (Sanders et al., 2017), (Sari, 2016) and (Aprilya, 2013) studied how leadership factors affect performance.

The performance of employees is also influenced by job training. This is in line with the theory that job training is a process of imparting skills needed for work to new employees and those who have worked for a long time (Suryanto, 2022). Training is a set of individual activities that help people methodically advance their knowledge and abilities in order to work at a professional level in their chosen industries (Putri & Prokosawati, 2022). Research conducted by (Sukmawati et al., 2020), (Hitalessy et al., 2018), (Hitalessy et al., 2018) and (Safitri, 2013) examined the effect of increasing employee performance through job training.

Work motivation is one of the elements that affects employee performance. An individual's motivation is a psychological condition that fuels their desire to perform something. In order to achieve goals, certain activities are carried out. Every organization always wants increased its employees or staff. Companies must also give their employees strong motivation to accomplish work performance and enhance performance if they are to meet this goal. Without motivation, employees will not be able to carry out their duties according to standards or standards, even exceeding standards, because encouragement and motivation do not materialize (*Robbins and Judge*, 2015). Research on the effect of motivation on performance was carried out by (Julianry et al., 2017), (Caissar et al., 2022) and (Falah & Ayuningtias, 2020).

Research on employee performance was conducted by (Pariyanti & Rinnanik, 2020), (Hannan, 2019), (Pratiwi & Seran, 2018) which

identified and analyzed the factors that affect the performance of the Civil Servants (ASN). Research conducted by oleh (Wiandari & Darma, 2017), (Aisah, 2020) and (Bari & Matnin, 2021) tested and analyzed the influence of leadership style on the performance of employees in an organization. Previous research on the effect of motivation on performance was carried out by (Caissar et al., 2022), (Julianry et al., 2017), (Turmudi, 2021) and (Julianry et al., 2017). This research is to know and understand and analyze the effect of motivation on employee performance and organizational performance.

Based on previous studies on the influence of leadership, job training and motivation on performance, these factors generally do not function in moderating variables in looking at the influence between variables. Therefore, this study uses motivation as a moderating variable. The moderating variable usually strengthens or weakens the effect of motivational variables on performance.

This study examined how leadership, instruction, and motivation affect the efficacy of educational staff. In this study, the moderating effects of work motivation on the relationships between leadership and the performance of educational staff as well as the moderating effects of work motivation on the relationships between job training and the performance of educational staff will also be observed and analyzed.

LITERATURE REVIEW

Performance

Performance is the outcome obtained by staff or employees in their work based on certain requirements for a job (Robbins and Timothy, 2015). Performance is the outcome of a person's labor in completing the duties allocated to him as determined by communication, experience, willingness to work, and time. The definition of employee or staff performance according to (Hasibuan, 2016) is the result of work based on quality and quantity that will be achieved by employees in carrying out the tasks assigned to them. Employees or staff of the organization must be able to recognize the variables that can affect performance in order to improve it.. These factors include leadership style, training, motivation, compensation and work environment. In order to solve problems related to improving employee performance, several things can be done by

organizations or companies, including providing job training and motivating their employees.

According to (Luthan, 2011) The performance of the personnel is influenced by three elements. The first aspect is the personal one—a person's aptitude and capacity for work. A person's ability is determined by a number of variables that fall into two categories: personal aptitude and job skills, as well as drive and work ethic. The second aspect is organizational support, which means that employees need organizational assistance at their workplaces in order to do their jobs. This assistance takes the form of setting up and providing infrastructure, a welcoming workspace, and working circumstances. The ability of management or leaders is the third factor, and it has a significant impact on both the performance of the business and each individual.

Leadership

(Robbins and Judge 2015) state that leadership is the capacity to motivate a group of people to realize a vision or set of objectives. Leadership has been described as personal traits, behavior, influence over others, patterns of interaction, role relationships, status in executive positions, and others' perceptions of legitimacy and influence. It is an important factor that drives, directs, and coordinates various other factors in an organization. Leaders and organizations today are confronted with ever more difficult challenges as a result of fast change, open government policies, technology advancements, and challenging employment issues. Consequently, achieving organizational goals requires various appropriate strategies to create a leader with good competence, commitment and integrity.

Work Training

According to (Hitalessy et al., 2018) job training is a comprehensive activity in providing, obtaining, improving and developing work abilities, productivity, discipline, attitudes and professional ethics at a certain skill and professional level according to the level and qualifications of the position or job. Training is a program that is expected to provide stimulation/stimulus for someone to improve skills in a particular job and to gain general knowledge and understanding of the work environment and the organization as a whole. The importance of job training for workers is that after attending the training, employees or staff are able to improve their skills and increase their confidence at work.

This later increases their productivity and performance to work more efficiently (Gibson, 2009).

Work Motivation

According to (Luthan, 2011) motivation is a driving force from within that causes humans to do something or try to fulfill their needs. Motivation is a set of attitudes and values that influence an individual to achieve certain things according to his personal goals. These attitudes and values are intangible and provide the power to motivate individuals to achieve their goals.

Motivation in management is directed only at human resources in general and subordinates in particular. The problem of motivation is how to channel the strengths and potential of subordinates so that they want to work together productively, succeed in achieving and achieving set goals. According to (Robbins and Judge, 2015) motivation is a process that plays a very important role in the intensity, direction, and duration of individual efforts to achieve goals. From the definition of motivation mentioned previously, it can be concluded that motivation is an inner desire that encourages a person to be able to do something as well as possible and want to get the best possible results. Therefore, motivation is the driving engine that moves a person to be able to try to achieve what he wants.

Hypothesis Development

Relationship between Leadership and Employee Performance

The leadership style of a leader will greatly affect the success of the organization in achieving its goals. The behavior of a leader has a large impact, related to the attitude of subordinates and the behavior of subordinates which ultimately affects performance (Aisah, 2020). Research conducted by (Aisah, 2020) and (Sukmawati et al., 2020) found that leadership has a significant effect both partially and simultaneously on employee performance. Research (Aprilya, 2013) on the role of leadership, work discipline and motivation of the State Civil Apparatus in performance found that leadership is a factor that influences performance. Research by (Suryanto, 2022), (Bari & Matnin, 2021), (Sari, 2016), (Inaray & Nelwan, 2016) found that leadership has a positive and significant effect on the performance of an organization or company. Based on the results of

previous studies, the hypothesis (H1) in this study can be formulated as follows:

H1: Leadership has a positive effect on the performance of education staff at the Payakumbuh State Agricultural Polytechnic.

Relationship of Job Training on Employee Performance

Job training is often used to improve performance as training is also an attempt to increase employee motivation because organizations/companies try to fulfill one form of employee needs namely self-actualization. Research on the effect of job training on the performance of the State Civil Apparatus (ASN) conducted by (Julianry et al., 2017), (Suryanto, 2022), (Safitri, 2013), (Fasha et al., 2023.) found that the implementation of development and training work has been proven to be effective in increasing the performance and morale of the state civil apparatus. Research on the effect of job training on performance conducted by (Hitalessy et al., 2018), (Putri & Prokosawati, 2022), (Safitri, 2013), (Supatmi et al., 2012) found that job training had a positive and significant effect on employee/employee performance. Based on the results of previous studies, the hypothesis (H2) in this study can be formulated as follows:

H2: Job training has a positive effect on the performance of educational staff at the Payakumbuh State Agricultural Polytechnic.

Relationship between work motivation and employee performance

Giving motivation according to (Robbins , Timothy , 2015), including making good policies for employees encourages employees to work more optimally. Research conducted by (Caissar et al., 2022), (Bari & Matnin, 2021) found that there is a simultaneous and partial influence between the variables of motivation and work discipline on employee performance. (Sari, 2016) and (Aprilya, 2013) conducted research on the effect of work motivation on the performance of the State Civil Apparatus (ASN) and found that work motivation is one of the factors that influence ASN performance. Based on previous research, the hypothesis (H3) can be formulated as follows:

H3: Work motivation has a positive effect on the performance of education staff at the Payakumbuh State Agricultural Polytechnic.

The Relationship between Work Motivation in Moderating Leadership on Employee Performance

In an organization, work motivation for staff especially those in the government sector, is more focused on providing abilities and encouragement from within the subordinates which later will affect the operation of the duties and responsibilities for the services provided. Giving the right motivation to subordinates will create the most optimal performance for these subordinates so that the quality of services provided will increase (Hasibuan, 2016).

Research conducted by (Martha, 2020), (Sundarsi & Wardiningsih, 2012) concerned with the Effects of Leadership and Communication on Performance with Motivation as a Moderating Variable. The result shows that motivation variables moderate the influence of leadership variables. Based on previous research, the hypothesis (H4) can be formulated as follows:

H4: Work motivation moderates the relationship between leadership and the performance of educational staff at the Payakumbuh State Agricultural Polytechnic.

The Relationship between Work Motivation in moderating Job Training on Employee/Employee Performance

Factors that influence performance according to (Robbin & Timothy , 2015), are abilities, motivation, support received, where the work is done, and the relationship with the organization. Work motivation is a condition that drives employees directed to achieve work goals. Mental attitude is a mental condition that encourages a person to try to achieve maximum work potential.

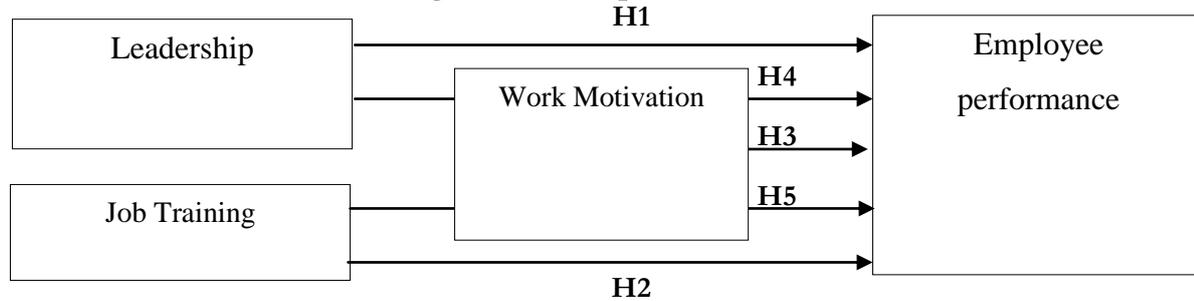
(Shahzad, 2014) concluded a research showing that there is a positive relationship between employee performance and training and motivation. All organizations aiming to improve the performance of their employees must focus on training as it also motivates employees to achieve higher levels of performance. If work motivation increases, individual performance is expected to increase, consequently organizational productivity will also increase. Employee performance is directly based on the training function, with work motivation and employee performance. Without proper and right knowledge and training, even the most motivated employees will quickly become depressed, frustrated and unproductive (Hitalessy et al., 2018). Training helps create good results in performance, if training is good , so is the performance.

Research conducted by (Neza & Rivai, 2020), concerning the Effect of Training on Performance with Work Motivation as a Mediation Variable for PT Employees, work motivation mediates the positive effect of training on performance. If there is any increase in respondents' perceptions of training, performance will increase with work motivation as mediation.

The better the quality of training and work motivation, the better the performance of employees. Based on previous research, the hypothesis (H5) can be formulated as follows:

H5: Work motivation moderates the relationship between Job Training and the performance of Educational staff at the Payakumbuh State Agricultural Polytechnic.

Figure 1. Conceptual Framework



RESEARCH METHODS

The object of this research is the Payakumbuh State Agricultural Polytechnic Education Staff and the population in this study were the educational staff of the Payakumbuh State Agricultural Polytechnic, totaling 176 people. The census method was used in this study by making all the population as a sample, namely the entire Payakumbuh State Agricultural Polytechnic education staff of 176 people. This research is a quantitative research by testing the hypothesis to explain the relationship between the variables studied.

The definition of Operational Variable

Dependent Variables:

Employee Performance is the result of work in quality and quantity achieved by an employee or staff in carrying out their duties in accordance with the responsibilities given to them. The indicators are work quality, quantity, cooperation, responsibility and initiative (Robbins, 2014).

Independent Variables:

Leadership is the ability of a leader to direct, influence, encourage and control subordinates to be able to do something consciously and voluntarily in achieving a certain goal. The indicators are the relationship between the leader and subordinates, the ability to accommodate aspirations, the ability to delegate authority, the ability to provide guidance and

direction and the ability to create a conducive working atmosphere. (Luthan, 2011)

Job Training is a short-term educational process that uses systematic and organized procedures whereby non-managerial employees learn technical knowledge and skills for a limited purpose. The indicators are: instructors, training participants and training materials (Neza & Rivai, 2020).

Work motivation is the expertise motivation in directing or controlling and moving someone to take action on the desired behavior based on predetermined goals to achieve goals. The indicators are the need for achievement, the need to broaden associations and the need to master work (Robbins, 2014).

Data Analysis Techniques

The research model was established to examine the effect of the independent variables: leadership and job training with the dependent variable namely performance through the moderator variable namely motivation, then to test the independent variables together through the moderator variable on the dependent variable. This form of causal relationship requires an analytical tool that is able to simultaneously explain the relationship, therefore the statistical method used in the analysis of the research data is Structural Equation Modeling (SEM) Smart PLS. According to (Ghozali & Latan, 2015) PLS SEM analysis usually consists of two sub-models,

namely the measurement model or outer model and the structural model or inner model.

RESULTS AND DISCUSSION

Based on the questionnaires distributed to 176 Education Personnel at the Payakumbuh State Agricultural Polytechnic, the following results were found:

Table 1. Profile Respondent

No	Type of Job	Amount
1	Pranata Laboratorium Pendidikan	11
2	Pranata Laboratorium Jurusan Budi Daya Tanaman Perkebunan	26
3	Pranata Laboratorium Jurusan Teknologi Pertanian	28
4	Fungsional Pustakawan	6
5	Fungsional Peralihan	6
6	Fungsional Pranata Komputer	1
7	Fungsional Arsiparis	1
8	Fungsional Umum	97

Source : Data from this research 2022

Hypothesis test

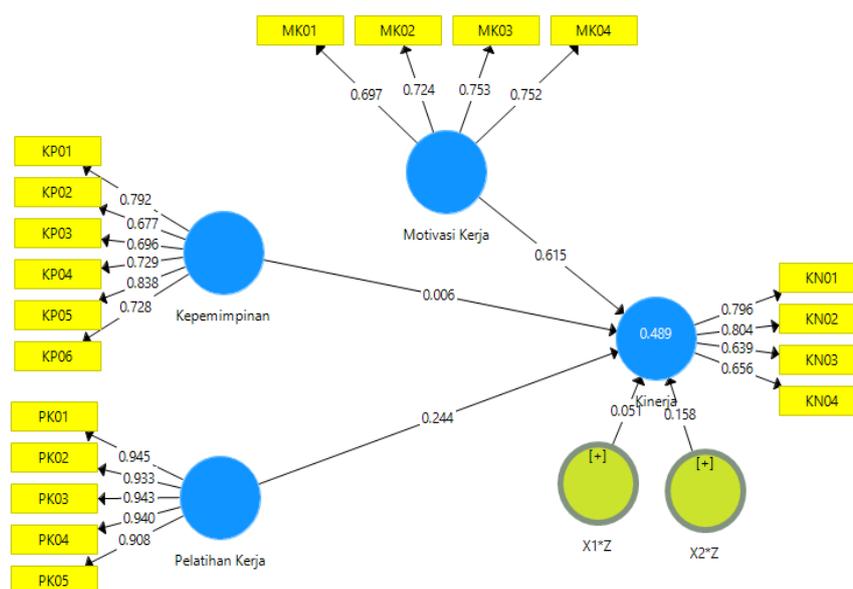
This research was conducted on 4 latent variables namely Leadership, Job Training, Work Motivation and Performance. Each latent variable has an indicator. Leadership variable is measured using 6 statement items, job training variable is measured using 5 statement items, motivation variable is measured using 4 statement items and performance variable is measured using 4 statement items. This analysis was conducted to examine how leadership, job training and motivation influence the performance of teaching staff at the Payakumbuh State Agricultural

Polytechnic, as well as to test how motivation moderates the relationship between leadership and job training and performance.

Outer Model Test

In the Convergent Validity Test, it can be seen from the standardize Loading Factor value. The Loading Factor value describes the magnitude of the correlation between each measurement item (indicator) and its construct (latent variable). In Figure 2 below, it is known that the loading factor value of each latent variable indicator is as follows:

Figure 2. Diagram Path



Convergent Validity is an indicator that is assessed based on the correlation between the item score or component score and the construct score, which can be seen from the standardized loading factor which describes the magnitude of the correlation between each measurement item (indicator) and the construct. An individual reflexive measure is said to be high if it correlates > 0.7 with the construct you want to measure, whereas according to (Jogiyanto, 2014) an outer loading value between 0.5 - 0.6 is considered

sufficient. In Table 1, it can be seen that the Loading Factors values in the Outer Loadings of each indicator in the study are said to be valid as in table 2 below:

A variable can be declared reliable if it has a Cronbach alpha value > 0.7 . (Hair, 2014). The Cronbach alpha results in Table 2 above show that all variables have a Cronbach Alpha value above 0.7. Thus it can be concluded that all variables are said to be reliable.

Table 2. Outer Loading

	Leadership	Performance	Work Motivation	Job Training
KN01		0,796		
KN02		0,804		
KN03		0,639		
KN04		0,656		
KP01	0,792			
KP02	0,677			
KP03	0,696			
KP04	0,729			
KP05	0,838			
KP06	0,728			
MK01			0,697	
MK02			0,724	
MK03			0,753	
MK04			0,752	
PK01				0,945
PK02				0,933
PK03				0,943
PK04				0,940
PK05				0,908

Source: Output SmartPLS, 2022

Table 3. Cronbach Alpha

	Cronbach's Alpha
Leadership	0,846
Performance	0,703
Job Motivation	0,713
Job Training	0,963

Source : Output SmartPLS, 2022

Hypothesis test

This hypothesis test is a causality analysis conducted to determine the relationship between variables. Causality analysis can be used to determine the effect that occurs between exogenous variables and endogenous variables.

Exogenous variables are declared to have a significant effect on endogenous variables if the t statistic is > 1.96 and the P-value is <alpha 0.05. The results of the hypothesis test are presented in Table 4 as follows.

Table 4 . The results of the hypothesis

	Sample origin (O)	Average Sample(M)	Standart Deviation (STDEV)	T Statistic	P Values
LEADERSHIP-> PERFORMANCE	0,006	0,058	0,080	0,380	0,704
MOTIVATION -> PERFORMANCE	0,615	0,518	0,082	6,357	0,000
JOB TRAINING -> PERFORMANCE	0,244	0,278	0,071	3,992	0,000

Source: : Output Smart PLS, 2022

In this research, we also tested the effects of variable motivation, moderating leadership, and job training on the performance of

educational staff at the Payakumbuh State Agricultural Polytechnic. The test results can be seen in Table 5 as follows:

Table 5. The results of the hypothesis

	Sample origin (O)	Average Sample(M)	Standart Devaition	T Statistic	P Value
Effect Moderating 1 -> Performance	0,051	0,067	0,079	0,651	0,515
Efek Moderating 2 ->Performance	0,158	0,159	0,106	1,496	0,135

Based on the first hypothesis, leadership has no effect on the performance of Payakumbuh State Agricultural Polytechnic. From the test results it

can be seen that Leadership has an original value of 0.006 which is positive and the t-statistic results are 0.380 which is smaller than 1.96 and the p-

value is 0.704 which is greater than 0.05, therefore, the first hypothesis (H1) is rejected. The results of this study indicate that the leadership at the Payakumbuh State Agricultural Polytechnic does not have a significant influence on improving performance, where the leadership at the Payakumbuh State Agricultural Polytechnic has made a good contribution so far to improve the performance of the education

staff. So by only using leadership variables and not accompanied by other work programs, employee performance will not increase significantly. The results of this study do not support research conducted by (Aisah, 2020), (Suryanto, 2022), (Aprilya, 2013) which found that leadership has a positive and significant effect on improving the performance of state civil servants in government offices. The applied transformational leadership style allows ASN to provide optimal performance in completing assigned tasks and responsibilities.

Based on the second hypothesis, Job Training has a positive effect on the educational staff or employee performance at the Payakumbuh State Agricultural Polytechnic. The test results can be seen that the Job Training variable has an original value of 0.244, the t-statistic result of 3.932 is greater than 1.96 and the p-value is 0.000 which is less than 0.05, therefore the conclusion is that the second hypothesis (H2) is accepted.

If job training for educational staff at the Payakumbuh Agricultural Polytechnic is increased by providing job training or training regularly and periodically in accordance with the duties of each employee. This aims to improve the performance of these employees. The development of technological advances requires that Education Personnel must increase their skills through training in the IT field to optimize services to students and lecturers, so that performance increases.

This is in line with research conducted by (Julianry et al., 2017), (Putri & Prokosawati, 2022) which found that one of the efforts to improve human resource performance is to provide Human Resource development training through the Performance Management System program. The results of this study do not support research conducted by (Pane & Wijaya, 2021) which found that training had no significant effect on improving ASN performance at the Faculty of Mathematics

and Natural Sciences, University of North Sumatra.

Based on the third hypothesis: Work motivation has a positive effect on the performance of educational staff at the Payakumbuh State Agricultural Polytechnic.

From the test results it can be proven that Work Motivation has an original value of 0.522 which is positive and the t-statistic results of 6.357 are greater than 1.96 and the p-value is 0.000 which is less than 0.05, therefore, the third hypothesis (H3) is accepted.

Increasing the work motivation of educational staff at the Payakumbuh State Agricultural Polytechnic will improve their performance, because motivation will foster morale and will have an impact on the employees themselves in pursuing careers. Work motivation as a factor in improving employee performance, this is a form of attention from a leader who provides opportunities for employees to excel and develop the potential that exists in employees to further explore their creativity. Payakumbuh State Agricultural Polytechnic will produce good and quality employee performance if the leadership is able to provide motivation. Research conducted by (Bari & Matnin, 2021), (Falah & Ayuningtias, 2020) supports the results of this study, where motivation has a positive and significant effect on improving employee / employee performance, both in the form of physiological, safety, social motivation, rewards and actualization self.

Based on the fourth hypothesis: Work motivation moderates the relationship between leadership and the performance of educational staff at the Payakumbuh State Agricultural Polytechnic. Based on the results of hypothesis testing, the original value is 0.051 which is positive with the t-statistic result of 0.651 which is smaller than 1.96 and the p-value is 0.515 greater than 0.05, therefore, the fourth hypothesis (H4) is rejected. Work motivation does not have a significant impact as a moderator of leadership on performance, without work motivation, employee performance has also improved well especially if leadership is better. The results of these findings do not support research conducted by (Martha, 2020) which found that motivation has an influence on employee performance and motivation which acts as a moderating variable has a positive effect on the performance of the

Lampung Province Agricultural Service employees. The results of this study do not support research conducted by (Sundarsi & Wardiningsih, 2012) who found motivation moderates the influence of leadership variables on the performance of employees of the Surakarta City Culture and Tourism Office.

Based on the Fifth Hypothesis: Work motivation moderates the relationship between Job Training and the performance of educational staff at the Payakumbuh State Agricultural Polytechnic.

Based on the results of testing the hypothesis, it was found that the original value was 0.159 which was positive with the t-statistic results of 1.496 which was smaller than 1.96 and the p-value was 0.135 greater than 0.05, therefore the fifth hypothesis (H5) was rejected.

This means that, work motivation does not have a significant impact as a moderator of job training on performance, without motivation employee performance has also increased well especially if job training is provided in accordance with the duties and functions of each employee at work and in accordance with the program that has been prepared. The results of this study do not support research conducted by (Neza & Rivai, 2020) which concluded that employee motivation partially mediates the relationship between employee training and employee performance.

CONCLUSION

Based on the results of research conducted on 176 educational staff at the Payakumbuh State Agricultural Polytechnic, it can be concluded that leadership, job training and motivation affect employee performance at the Payakumbuh State Agricultural Polytechnic. However, work motivation does not moderate the relationship between leadership and job training on the performance of educational staff at the Payakumbuh State Agricultural Polytechnic.

RESEARCH IMPLICATIONS

Leadership factor has a positive influence and makes a sizeable contribution to the performance of educational staff at the Payakumbuh State Agricultural Polytechnic, therefore, leadership must be taken into account by using a transformational leadership style.

The training factor has a positive influence and contributes to the performance of educational staff at the Payakumbuh State Agricultural

Polytechnic. Relevant training must be designed to improve the skills and knowledge of teaching staff, such as providing training on using information technology and providing technical skill training related to high-tech or sophisticated equipment.

The leaders and the management of the Payakumbuh State Agricultural Polytechnic must create a conducive and supportive working atmosphere such as designing the procedure or how the work is supposed to be carried out by the staff. The internal work motivation of educational staff is about the importance of generating enthusiasm in order to achieve better career advancement, for example, by inviting in a professional motivator or motivational speaker.

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