

The Effect Of Job Training And Work Experience On Performance Through Employee Motivation Of PT. Citra Indah Abadi Jaya

Original Article

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Abstract

This study aims to analyze the influence of job training and work experience on employee performance through motivation at PT. Citra Indah Abadi Jaya. Specifically, this study examines: (1) the effect of job training on employee performance, (2) the effect of work experience on employee performance, (3) the effect of job training on performance through motivation, and (4) the effect of work experience on performance through motivation. The research population was 130 employees, with a research sample of 100 respondents obtained using the Proportional Stratified Random Sampling technique and calculations using the Slovin formula. Data analysis was carried out using the Structural Equation Modelling (SEM) method based on Partial Least Squares (PLS) with the help of SmartPLS 3 software. The results of the study show that: (1) job training has a positive and significant effect on employee performance, (2) work experience has a positive and significant effect on employee performance, (3) motivation can mediate the effect of job training on employee performance, and (4) motivation also mediates the influence of work experience on employee performance. Thus, the improvement of job training and work experience, balanced with high motivation, will have a significant impact on improving the performance of PT. Citra Indah Abadi Jaya.

Keywords: Job Training, Work Experience, Motivation, Employee Performance, SEM-PLS.

1. Introduction

Human Resources (HR) is a vital asset for every company. The company was established to achieve the targets and vision that have been set. Every company has goals that it wants to achieve, and to achieve them, effective and dedicated employees are needed. Employees who can grow and compete with other companies are essential to achieve these goals (Haeruman, 2021). Companies are looking for employees who can help them achieve their targets. Employee performance is an important assessment because well-performing employees are able to manage and carry out their duties efficiently. Good performance ensures the sustainability of the company's operations (Riyanto et al., 2021). Therefore, the achievement of the company's targets and objectives is highly dependent on the quality of the performance of its employees (Rindah, 2019). Employee performance is a crucial element in a company because it is one of the indicators of company development (Ferdian & Devita, 2020). However, various obstacles often affect employee performance. Some employees face



difficulties in completing their work optimally and on time, which has an impact on low performance. (Primary, 2019). These obstacles can be caused by several factors, such as a lack of training that suits job needs, a mismatch of job placement with employee skills, and a lack of supporting facilities. In addition, motivation and job satisfaction also play an important role in determining employee performance. (Immanuel & Harinie, 2023) To address this issue, companies need to focus on several aspects. First, companies must provide training programs that suit the needs of employees to improve their skills and knowledge. Second, job placement must consider the abilities, knowledge, and skills of employees so that they can work optimally. By paying attention to these aspects, the company can improve the performance of its employees, which in turn will help the company achieve the goals and targets that have been set. This will ensure the company's sustainability and future development (Pakpahan et al., 2019).

Job training can improve the performance of an employee both now and in the future, according to the times. However, some employees are less motivated to carry out their work, thus reducing the company's productivity. Therefore, to deal with problems like this, a company needs to hold a job training program for employees (Sinaga & Sitinjak, 2021). An effective job training program to achieve the company's goals, maximize profits, and still be able to maintain its position among competitors. Education and training are the same as development, which is the process of improving work skills, both technical and managerial (Siahaan & Simatupang, 2022). Job training is an effort to develop human resources, especially to develop intellectual abilities and human personality. In a job training company, it is a process of developing skills in the direction desired by the organization concerned, which is usually for the specific skills of a person or group (Nababan et al., 2022).

2. Literature Review

2.1. Job training

According to (Notoatmodjo, 2023) Job training can be seen as a form of investment. Therefore, every organization or agency that wants to develop, then job training for its employees must provide great training. Because human resources or employees who occupy a certain position in the organization cannot necessarily meet the requirements required in that position. According to (Yusuf, 2022) Training is part of education. Training is specific, practical, and immediate. Specific means that training is related to the field of work performed. Practical and immediate means that what has been trained can be practiced. Generally, training is intended to improve the mastery of various job skills in a relatively short time.

Work experience can be understood as an indicator of a person's level of maturity in terms of position, age, and length of work. According to (Purba et al., 2021) Work experience reflects how long an individual has served a period of service recognized by the organization, both in a specific position and in the overall organizational structure. (Deswanti et al., 2023) adding that work experience is often used as a basis for decision-making related to promotions and periodic salary increases. Moreover (Kirani, 2023) reveals that work experience is often considered a fair and efficient approach in the promotion process, as it can avoid the impression of subjectivity or management's partiality towards certain employees. Generally, there is a positive relationship between the length of work experience and the improvement of employee performance, because the longer a person works, the more skilled and competent he is usually in carrying out their duties. Apart from being an indicator of

competence, work experience is also a form of appreciation for employees' dedication and contribution to the organization. (Yunus & Rocdianingrum, 2023).

2.2. Performance

According to Nawawi (2022), performance is said to be high if a target can be completed at the right time or does not exceed the time limit provided. Performance becomes low if it is completed beyond the time limit provided or not completed at all". Performance is the result of the work of an employee according to their responsibility in carrying out tasks within the predetermined time. (Novriansya et al., 2022) According to (Nahak & Ellitan, 2023) Performance is the result obtained by the organization, whether the organization is non-profit oriented or profit-oriented, generated over a period of time". Based on the above understanding, it can be concluded that employee performance is the result of work achieved by employees in an organization in accordance with their respective authorities and responsibilities, and completed within a predetermined time, employee skills, experience, quality, and quantity to achieve the organization's vision, mission, and goals. Performance can be said to be high if the target can be completed in the right time, while performance is said to be low if it is completed beyond the predetermined time limit.

2.3. Motivation

McClelland (Rosmaini & Tanjung, 2019) Motivation is a process that determines and reflects our interest in work-related behaviors. From this definition of motivation, managers/leaders try to decide how to achieve the best possible performance from employees. Employees have the motivation to influence their environment, have a strong character to lead, and have ideas to win. According to (Caesariano, 2022) Motivation is a condition of energy that moves employees who are directed or aimed at achieving the company's organizational goals. The employee's professional and positive mental attitude towards the work situation is what strengthens their work motivation to achieve maximum performance. This means that employees at work must be mentally, physically healthy, understand situations and conditions, and strive hard to achieve work targets, which are the main goals of the organization. In daily life, motivation is defined as the entire process of giving encouragement or stimulation to employees so that they are willing to work willingly without being forced.

The theory of the hierarchy of needs is a theory of human needs that has a level according to what has been expressed by Abraham Maslow. The hierarchy of needs is a theory of human motivation that classifies basic human needs in a hierarchy, linking these needs to general behavior. According to Maslow, humans will be encouraged to meet the most needed needs according to their time, circumstances, and experiences in following a hierarchy (Hasanah, 2022).

2.4. Job Training on Performance through Motivation

Work motivation arises as a result of feeling competent and rewarded after receiving helpful training. According to Hafnidafitri (2025), effective training has a positive impact on employee motivation to work harder and more productively. In his research, it was found that training significantly increased work motivation, which then had an impact on improving employee performance. This shows that there is an indirect causal pathway, where training encourages increased motivation, and this motivation is then the main driver for achieving better performance. In line with this, research by Lestari and Prasetya (2021) also revealed that structured and continuous job training is able to increase employees' intrinsic motivation, such as the desire to develop, contribute, and achieve work targets. They found that motivation

acts as a powerful mediator in the relationship between training and performance. Employees who feel supported in the form of training tend to show loyalty, higher work engagement, and good adaptability to changes in the work environment. Furthermore, according to Herzberg's two-factor theory, job training can be categorized as a motivator factor because it is able to create job satisfaction through self-development and achievement. This reinforces the assumption that training is not only a tool for developing technical skills but also a strategic instrument to increase motivation, which ultimately has a positive impact on employee output. Thus, the relationship between job training and performance is not solely linear, but through complex causal mechanisms, in which work motivation is an important component that bridges the influence of training on work outcomes. Effective training will result in a workforce that is not only technically competent but also has high passion and drive to perform optimally.

2.5. Conceptual Framework and Hypothesis

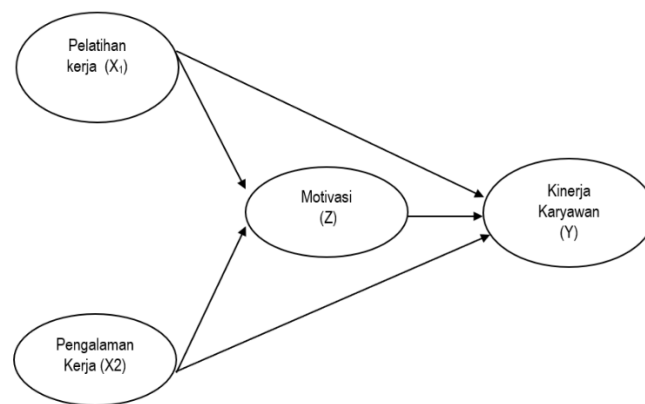


Figure 1. Conceptual Framework

Hypothesis:

Based on the framework of thinking that has been described above, the author proposes the following research hypotheses:

- It is suspected that job training has a positive influence on the performance of employees of PT. Citra Indah Abadi Jaya
- It is suspected that work experience has a positive influence on the performance of PT. Citra Indah Abadi Jaya
- It is suspected that job training has a positive influence on performance through motivation in the employees of PT. Citra Indah Abadi Jaya
- It is suspected that work experience has a positive influence on performance through motivation in the employees of PT. Citra Indah Abadi Jaya

3. Methods

PT. Wahana Ottomitra Multiartha Tbk ("WOM Finance" or the Company) was established in 1982 under the name PT Jakarta Tokyo Leasing, which is engaged in motorcycle financing, especially financing for Honda brand motorcycles. The Company changed its name to PT Wahana Ottomitra Multiartha in 2000 in line with the business transformation carried out. The company continues to develop and not only serves the financing of Honda brand motorcycles but also serves the financing of other Japanese brand motorcycles, such as Yamaha, Suzuki, and Kawasaki. The Company received an effective statement from the Financial Services Authority/OJK (formerly the Capital Market and Financial Institutions Supervisory Agency/Bapepam-LK) to conduct an Initial Public Offering. On this occasion, the Company offered 200,000,000 (two hundred million) shares with a nominal value of IDR 100 (one hundred Rupiah) per share and an offering price of IDR 700 (seven hundred Rupiah) per share. The shares have been listed on the Jakarta Stock Exchange and the Surabaya Stock Exchange (now known as the Indonesia Stock Exchange) on December 13, 2014. The population in this study is employees of PT. Citra Indah Abadi Jaya has as many as 130 people. With a total of 100 respondents. The Partial Least Squares (PLS) Analysis Technique is a method for constructing predictive models when there are too many factors. PLS was first developed by Wold as a general method for estimating model paths that use latent variables with multiple indicators. PLS is also a powerful independent factor analysis method because it does not assume the data must be with a specific skala measurement, the sample count is small. Initially, PLS came from social sciences, especially economics, from Herman Will.

4. Results and Discussion

PT Citra Indah Indah Abadi Jaya is a company engaged in the aluminum industry. Located on Jalan Rangkah Kidul, Sidoarjo Regency, the company is committed to providing high-quality aluminum products used in various industrial sectors, both domestic and international. Its strategic location allows PT Citra Indah Indah Abadi Jaya to reach a wide market and optimize product distribution to various regions in Indonesia and abroad.

4.1. Characteristics of Respondents by Gender

Table 1. Characteristics of Respondents

| Gender | Sum | Percentage (%) |
|--------|-----|----------------|
| Man | 55 | 55 |
| Woman | 45 | 45 |
| Total | 100 | 100,00% |

Source: Data processed, 2025

Based on the table above, it is known that around 55 respondents are male and about 45 respondents are female. This shows that employees at PT. Citra Indah Abadi Jaya Sidoarjo between the male and female genders does not have a much different difference.

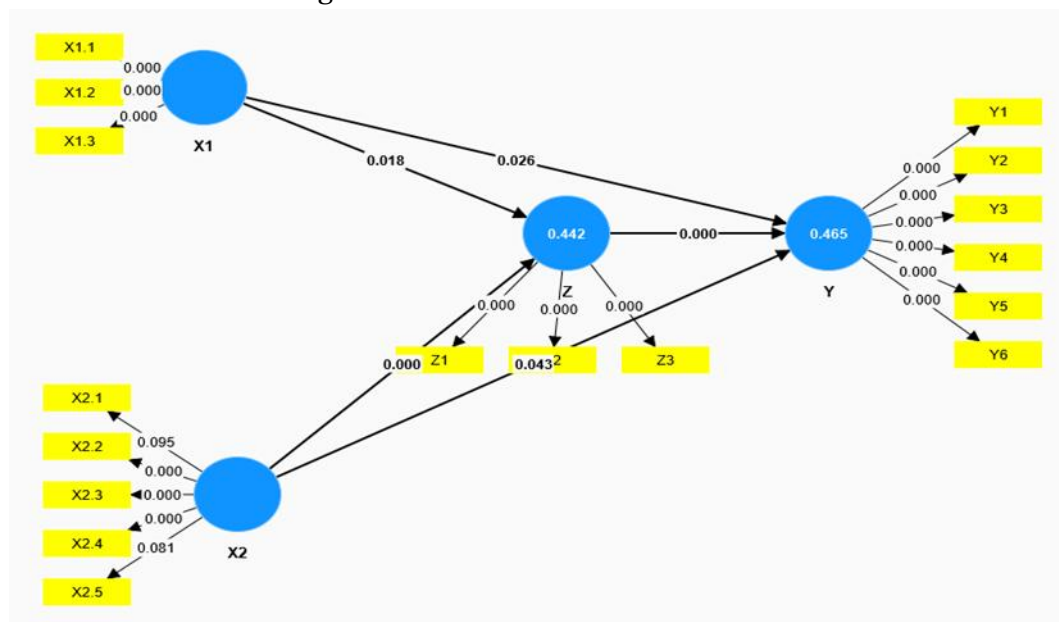


Figure 2. Model PLS

From the PLS output image above, it can be seen the amount of the *load factor* value of each indicator located above the arrow between the variables and indicators, it can also be seen the magnitude of the *path coefficients (path coefficients)* that are above the arrow line between the exogenous variables, namely the employee performance variable, while the mediating variable in this study is the average work motivation of the endogenous variable, namely Job Training, Work Experience.

Table 2. Direct Impact Testing

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---------|---------------------|-----------------|----------------------------|------------------------|----------|
| X1 -> Y | 0.234 | 0.244 | 0.105 | 2.233 | 0.026 |
| X1 -> Z | 0.191 | 0.193 | 0.081 | 2.364 | 0.018 |

| | | | | | |
|---------------------|-------|-------|-------|--------|-------|
| X ₂ -> Y | 0.244 | 0.251 | 0.120 | 2.025 | 0.043 |
| X ₂ -> Z | 0.609 | 0.621 | 0.055 | 11.161 | 0.000 |
| Z-> Y | 0.397 | 0.393 | 0.108 | 3.683 | 0.000 |

Source: Data processed, 2025

From the table above, it can be concluded that the hypothesis:

1. Job Training has a Significant Positive Effect on Employee Performance with a Statistics T value of 2,233, where the p-values = 0.026 are smaller than the $\alpha = 0.05$ (5%) values
2. Job Training has a Significant Positive Effect on Work Motivation with a T-statistic value of 2,364, where the p-values = 0.018 are smaller than the α values = 0.05 (5%)
3. Work Experience has a Significant Positive Effect on Employee Performance with a Statistics T value of 2.025, where the p-values = 0.043 are smaller than the α values = 0.05 (5%)
4. Work Experience has a Significant Positive Effect on Work Motivation with a Statistical T value of 11,161, where the p-values = 0.000 are smaller than the $\alpha = 0.05$ (5%) values
5. Work motivation has a Positive Significant Effect on Employee Performance with a Statistical T value of 3,683, where the p-values = 0.000 are smaller than the value of $\alpha = 0.05$ (5%)

Table 3. Indirect Influence Testing

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|-------------------------|---------------------|-----------------|----------------------------|------------------------|----------|
| X ₁ -> Z > Y | 0.076 | 0.074 | 0.036 | 2.098 | 0.036 |
| X ₂ -> Z > Y | 0.242 | 0.245 | 0.073 | 3.304 | 0.001 |

From the total effect table above, it can be concluded that the hypothesis:

1. Job Training has a Significant Effect on Employee Performance through work motivation, with a T Statistics value of 2,098, where the p-values = 0.036 are smaller than the value of $\alpha = 0.05$ (5%)
2. Work Experience has a Significant Effect on Employee Performance through Work Motivation, with a Statistics T value of 3,304, where the p-values = 0.001 are smaller than the $\alpha = 0.05$ (5%) value

4.2. Discussion

4.2.1. The Effect of Job Training on Employee Performance

Based on the results of the research that has been conducted, it is found that job training has a positive effect on employee performance. These findings are acceptable and show that the training programs implemented by companies have a significant impact on improving employee productivity and work efficiency. It can also be interpreted that effective job training not only improves the skills and knowledge of employees but also contributes to the achievement of the company's overall goals. Thus, companies that invest in job training can expect improvements in the quality of output and employee satisfaction.

This research shows that the content of training relevant to the work needs of employees is very important in improving their performance. Training materials designed according to job demands give employees the ability to apply new knowledge and skills directly in their daily tasks. This is in line with research conducted by Putri and Santoso (2021) in Indonesia,

which found that training that is tailored to job needs significantly improves employee performance and motivation. Therefore, companies must ensure that the training content provided reflects the actual needs and the latest developments in their field of work.

4.2.2. The Influence of Work Experience on Employee Performance

Based on the results of the research that has been conducted, it is found that work experience has a positive effect on employee performance. These findings are acceptable and show that employees with more work experience tend to perform better. Work experience provides employees with more in-depth knowledge and skills, as well as a better understanding of their duties and responsibilities. This allows them to work more efficiently and effectively, as well as better deal with challenges and problems in the workplace.

This study shows that seniority in terms of age, experience, and working period has a significant contribution to employee performance. Older and more experienced employees often have wisdom and composure in the face of difficult situations, as well as the ability to provide more effective solutions. Seniority also allows employees to mentor younger or less experienced colleagues, thereby improving the team's overall performance. This is in line with previous research by Suryani (2020), which found that employees with longer work experience perform better because they can make use of the knowledge and skills they have accumulated over the years.

4.2.3. The Effect of Employee Job Training on Employee Performance Through Work Motivation

Based on the results of the research that has been conducted, it is found that employee job training affects employee performance through work motivation. These findings are acceptable and show that effective training not only improves employee skills and knowledge but also serves as an important tool for improving work motivation. When employees feel that they have the opportunity to develop themselves through training, they tend to be more motivated to apply their new skills in their daily work, which in turn improves their performance.

This research shows that relevant and high-quality training content plays a key role in influencing employee motivation and performance. Employees who feel that the training materials relate directly to their duties and responsibilities will be more motivated to learn and apply their new knowledge. This is in line with research by Sari and Putra (2021), who found that the relevance of training materials increases employees' motivation to learn, which in turn has a positive impact on their performance at work. Therefore, companies must ensure that their training programs are designed to meet the specific needs of their employees and their jobs.

4.2.4. The Influence of Work Experience on Performance Through Work Motivation

Based on the results of the research that has been conducted, it is found that work experience affects employee performance through work motivation. These results show that the work experience possessed by employees not only provides them with more in-depth skills and knowledge but also increases their motivation to work better. Extensive work experience gives employees the confidence and ability to overcome challenges in the workplace, which in turn increases their motivation to achieve better results.

This study reveals that seniority in terms of age, experience, and working period makes a significant contribution to employee work motivation. Older and experienced employees often have wisdom and composure in the face of difficult situations, which increases their

confidence and motivation. They feel more capable and prepared to face various challenges at work. This is in line with research by Susanti and Pratama (2021), who found that seniority and longer work experience are positively related to work motivation, as employees feel more competent and valued at work.

5. Conclusion

Based on the results of the test using PLS analysis to test the influence of several variables on employee performance, the following conclusions can be drawn:

- a) Job Training has a positive and significant effect on Employee Performance at PT. Citra Indah Abadi Jaya Sidoarjo
- b) Work Experience has a positive and significant effect on Employee Performance at PT. Citra Indah Abadi Jaya Sidoarjo
- c) Motivation plays a role in mediating Job Training and Employee Performance at PT. Citra Indah Abadi Jaya Sidoarjo
- d) Motivation plays a role in mediating Work Experience and Employee Performance at PT. Citra Indah Abadi Jaya Sidoarjo.

5.1. Suggestion

As an implication of the results of this study, several suggestions can be put forward that can be considered or used as material in decision-making, including:

- a) Improving the Quality of Training Programs: Companies are advised to continuously develop and improve their training programs by ensuring that training materials are relevant to the employees' duties and responsibilities. Training programs that are well-designed and tailored to employee needs will be more effective in improving motivation and performance.
- b) Use of Interactive Training Methods: Companies should use training methods that involve hands-on practice and active interaction. This method not only helps in the understanding of the material but can also increase the motivation of employees to apply new knowledge in the workplace.
- c) Selection of Qualified Instructors: Companies need to choose instructors who are competent, experienced, and able to provide constructive feedback. A qualified instructor can motivate employees and increase the effectiveness of training.
- d) Optimizing Employee Work Experience: Companies need to leverage employee work experience as a valuable asset by allowing them to share their knowledge and skills. Mentoring and advanced training programs for experienced employees can strengthen motivation and improve overall performance.
- e) Continuous Development: To maintain and improve employee motivation and performance, companies must regularly evaluate and update their training programs, and continuously support the development of employees' skills and knowledge. Regular evaluations and feedback from employees can help adapt training to evolving needs.

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