The Influence of Motivation, Training and Communication on the Performance of PT Kereta Api Commuter Indonesia Employees at Tangerang Station

Siti Nur Almajah1*, Samsuri2, Erni Yuningsih3
Juanda University, Bogor
Corresponding Author: Siti Nur Almajah sitinuralmajah1.sna@gmail.com

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ABSTRACT

The basic principles of management are a decision-making process related to planning, organizing, directing and monitoring to achieve organizational goals. The aim of this research is to determine the effect of motivation, training and communication on the performance of PT Kereta Api Commuter Indonesia employees at Tangerang Station. The sample taken in this study was 60 people using non-probability sampling with a saturated sampling technique. Quantitative descriptive and verification are the analytical methods used in this research. Data collection techniques through questionnaires, observation, interviews and literature study. This research uses multiple linear regression data analysis. The results of this research are that motivation, training and communication have a positive and significant effect on employee performance both simultaneously and partially. The most dominant factor influencing employee performance at PT Kereta Api Commuter Indonesia at Tangerang Station is motivation. Therefore, companies must pay more attention to factors that can increase employee motivation.
INTRODUCTION

Human Resources are a very valuable asset owned by a company, because their existence is crucial to the success of a company, many companies are always trying to improve the quality of human resources so that they can carry out their activities optimally. In general, every company has high hopes that its employees can improve their performance better and be more effective in carrying out their work responsibilities. Companies can give awards to employees who have performed the best for their company. According to Mangkunegara (2015: 67), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

There are several main factors that influence employee performance, namely motivation, ability and work environment (Gibson, 2010) and other factors that influence employee performance, namely compensation, communication, company cultural competence, leaders and leadership and systems or procedures (Edison, et al, 2018). Motivation is a condition that moves employees to be able to achieve the goals of their motives (Mangkunegara, 2015). Another factor that influences performance is training. Training is a series of systematic and regular activities over a relatively short period of time (Veitzal 2014). Communication is an interaction, a symbolic process that requires people to regulate their environment by building relationships with fellow humans through exchanging information to strengthen attitudes and behaviour (Sukrillah, 2013). Communication is very important in social interaction; Therefore, it has an influence in the world of work. PT Kereta Api Commuter Indonesia is a subsidiary of PT Kereta Api Indonesia (PT KAI). Around 1 million people use KRL Commuter Line services per day. The KRL operates serving 80 stations in the Jabodetabek area with a route coverage of 418.5 km. One of the stations is Tangerang station. Tangerang Station is a large type C class train station located on Jalan Kiasnawi, Sukarasa Village, Tangerang District, Tangerang City. The performance of PT Kereta Api Commuter Indonesia employees at Tangerang Station in 2021 is not optimal when viewed from the performance assessment standards set by the company, namely 80. This performance assessment shows that there are still problems faced by the company related to employee performance at the company. Companies are required to always improve employee performance, so that the company can continue to develop, because with high employee performance in each employee, each employee is able to optimize their abilities and the company itself can increase sales.

The average number of trainees taking part in training in 2021 is 52%. This condition shows that increasing competency for employees through training carried out by the company to improve performance is not evenly distributed and it is hoped that next year the number of participants will increase in order to achieve targets. Apart from that, in terms of communication, 70% of employees said that communication so far has not created a relaxed and pleasant atmosphere. This is a concern for companies to improve, especially the information conveyed by superiors and co-workers,
which must make employees more relaxed and enjoyable and requires sorting beforehand so that the information obtained is not wrong.

The aim of this research is to determine the causes of a decline in employee performance which is thought to be caused by several factors such as Motivation, Training and Communication.

LITERATURE REVIEW

Employee performance is something achieved by employees, work performance that is considered by employees and work abilities related to the use of office equipment (Dharma, 2015: 354). Motivation is a desire that arises from within a person or individual because he is inspired, encouraged and encouraged to carry out activities with sincerity, so that the results of the activities he carries out are good and of good quality. The indicators are remuneration, working conditions, work facilities, work performance, recognition from superiors and the work itself (Afandi, 2018: 23). Training is the process of teaching employees the skills needed to do their work in front of training indicators, namely instructors, training participants, training methods, training materials and training objectives (Dessler, 2015: 580). Communication is a form of human interaction that influences each other intentionally and unintentionally, the indicators are understanding, enjoyment, influence on attitudes, better relationships and actions (Sutardji, 2016: 07)

Based on the contents of the research, several experts proposed the following hypotheses:

H1: Motivation, training and communication have a positive and significant effect on employee performance.

H2: Motivation has a positive and significant effect on employee performance.

H3: Training has a positive and significant effect on employee performance.

H4: Communication has a positive and significant effect on employee performance.

METHODOLOGY

The objects of this research are motivation, training, communication and employee performance. The subjects of this research were employees of PT. Indonesian Commuter Train at Tangerang Station. This research was conducted to describe and analyse the influence of motivation, training and communication on employee performance at PT. Indonesian Commuter Train at Tangerang Station. The variables in this research consist of two independent variables, namely motivation variables (X1), training variables (X2), and communication variables (X3), as well as one dependent variable, namely employee performance (Y).

The method in this research is descriptive verification, quantitative approach, using primary data. The technique used is the non-probability sampling method, while the sampling technique used is saturated sampling. The data testing method in this research is validity testing with the results of all
valid and reliability items which are all declared reliable, classical assumption tests such as normality tests with normal distribution, reliability and heteroscedasticity tests where there are no problems so that research can be carried out using linear regression analysis

RESULT AND DISCUSSION

The characteristics of the employees are that the majority are female, namely 55%, aged 20-30 years, have a bachelor's degree in education, have an income of Rp. 5,000,000, - to Rp. 10,000,000 with a working period of 5 -10 years

PT Kereta Api Commuter Indonesia at Tangerang Station has more female employees than male employees, this is because female employees are generally more reliable in terms of perseverance, discipline, thoroughness, and service ability, in terms of recruiting employees for placement. The majority of employees in administrative staff, service officers, passenger service, counter officers and announcers are female.

The following are the results of data analysis using SPSS as follows:

Table 1. Results of Multiple Linear Regression Testing and T Test

<table>
<thead>
<tr>
<th>Coefficientsa</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>8,093</td>
<td>6,626</td>
<td>1,221</td>
</tr>
<tr>
<td>Motivation</td>
<td>.640</td>
<td>.104</td>
<td>.681</td>
<td>6,155</td>
</tr>
<tr>
<td>Training</td>
<td>.320</td>
<td>.145</td>
<td>.267</td>
<td>2,202</td>
</tr>
<tr>
<td>Communication</td>
<td>.498</td>
<td>.134</td>
<td>.401</td>
<td>3,701</td>
</tr>
<tr>
<td>T table</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>F count</td>
<td>14,104</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig</td>
<td>.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F Table</td>
<td>2,77</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R</td>
<td>.881</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R2</td>
<td>.777</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted R2</td>
<td>.765</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Std Error of the Estimate</td>
<td>1,627</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alpha (a)</td>
<td>5%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data processed, 2023

Based on this table, a regression equation is obtained with the following estimated model: Y = 8,093 + 0.640X1 + 0.320X2 + 0.498X3 + e

The results of calculations using multiple linear regression show that motivation (X1), training (X2) and communication (X3) and employee performance have a positive relationship. The R value is 0.881 included in the very strong category. Meanwhile, the results of calculations on the coefficient of determination show that the R Square result is 0.77 or 77%, that the influence of employee performance is 78% on the variables in the research while the remaining 22% influenced by other variables not included in the research such as: abilities and skills, knowledge, work plans, personality, leadership and
supervision, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline (Kasmir, 2018)

The F test in this study with the results Ho being rejected and Ha being accepted means that there is a significant and simultaneous influence between motivation (X1), training (X2) and communication (X3) on employee performance (Y) of PT Kereta Api Commuter Indonesia at Tangerang Station. The results of this research are supported by the results of previous research by Rannie and Lotje (2016), Srimiatun (2017). The T test in this research can all be stated to have an effect on employee performance.

The results of this research are supported by previous researchers, namely by Gunawan, et al. (2019), explains that motivation variables have a positive and significant effect on employee performance. Training has a significant and influential effect on employee performance. The results of this research are supported by previous researchers, namely by Triasmoko (2014), explaining that the training variable has a positive and significant effect on employee performance. Communication has a significant and influential effect on employee performance. The results of this research are supported by previous researchers, namely by Sudarijati, et al. (2021), explains that simultaneous and partial communication variables have a positive and significant influence on employee performance.

Employee responses to motivation (X1), training (X2) and communication (X3) on employee performance (Y) are as follows:

1. Employee responses to motivation variables are included in the high criteria. The highest value is found in the remuneration indicator in the benefit statement that I received which motivates me to work well. This of course needs to be maintained by the company management considering that benefits that meet employee expectations will create high motivation from employees so that employees will be loyal to the company and will increase productivity. Meanwhile, the lowest value is found in the work facilities indicator in the statement that adequate facilities at the company make me motivated to work. This certainly needs to be corrected, heavier sanctions should be implemented for employees who cannot maintain and maintain existing work facilities and the company must also increase inspections of work facilities and repair any existing damage so that employee morale is high and can achieve company goals.

2. Employee responses to training variables are included in good criteria. The highest value is found in the training method indicator and training objectives in the employee training method statement which directly provides training and after following the training I was able to complete the work quickly and better, this of course needs to be maintained by company management considering that the training method is in line with employee expectations. will make employees understand the material presented so that they can improve employee abilities and achieve the training objectives expected by the company, while the
lowest value is found in the training participant indicator in the statement, I have an interest in taking part in the training. This certainly needs to be corrected and evaluated regarding training participants in order to create employee interest in participating in training because active employee participation in training can increase the training objectives that the company will achieve.

3. Employee responses to communication variables are included in the good criteria. The highest score is found in the understanding indicator in the statement that work instructions delivered by superiors are easy to understand. This of course needs to be maintained by company management considering that understanding will make employees work well and increase company profits. Meanwhile, the lowest value is found in the pleasure indicator in the statement that communication that occurs every day takes place in a relaxed and pleasant atmosphere. This of course needs to be improved and evaluated regarding indicators of enjoyment so that employees work more relaxed and the results obtained are more satisfying.

4. Employee responses to performance variables are included in good criteria. The highest value is found in the work commitment indicator with the statement that I always use company equipment as well as possible. This of course needs to be maintained by company management by, for example, always reminding and supervising employees regarding the proper and correct use of company equipment, while the lowest value is found on quality indicators with the statement that I did my job well in accordance with existing regulations. This certainly needs to be improved by all employees in carrying out their duties so that they are more responsible for their respective jobs and can complete tasks in accordance with the standards set by the company so that company goals are easy to achieve.

CONCLUSIONS AND RECOMMENDATIONS

Motivation, training and communication simultaneously and partially have a positive and significant effect on employee performance at PT Kereta Api Commuter Indonesia at Tangerang Station.

The motivation of PT Kereta Api Commuter Indonesia employees at Tangerang Station needs to be maintained well and even needs to be increased, especially for the indicator that has the lowest value, namely work facilities. Training for PT Kereta Api Commuter Indonesia employees at Tangerang Station needs to be maintained properly and must be improved, especially for the indicator that has the lowest value, namely training participants. Communication for employees of PT Kereta Api Commuter Indonesia at Tangerang Station needs to be maintained well and must be improved, especially for the indicator that has the lowest value, namely satisfaction with communication link statements.

This research can be used as a reference for further research and can be a reference for developing knowledge related to employee performance, so for further research it is hoped that it can pay attention to other indicators and
different analytical tools to find out factors that influence performance such as work environment, competence, organizational culture, leadership and work discipline.

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FURTHER RESEARCH
This research still has limitations so further research needs to be done on this topic “The Influence of Motivation, Training and Communication on the Performance of PT Kereta Api Commuter Indonesia Employees at Tangerang Station.”

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