

## THE INFLUENCE OF TRAINING AND SOFT SKILLS ON EMPLOYEE PERFORMANCE WITH MOTIVATION AS A MODERATION VARIABLE AT PT. ABC IN PEKANBARU

Elvi Lastriani<sup>1</sup>, Anoesyirwan Moeins<sup>2</sup>, Alex Zami<sup>3</sup>

<sup>1</sup>Universitas Persada Indonesia Y.A.I, Jakarta Indonesia

<sup>2</sup>Universitas Persada Indonesia Y.A.I, Jakarta Indonesia

<sup>3</sup>Universitas Persada Indonesia Y.A.I, Jakarta Indonesia

E-mail: <sup>1</sup>[elvilastriani.01@gmail.com](mailto:elvilastriani.01@gmail.com), <sup>2</sup>[anoesyirwanmoeins@upi-yai.ac.id](mailto:anoesyirwanmoeins@upi-yai.ac.id), <sup>3</sup>[alex.zami@upi-yai.ac.id](mailto:alex.zami@upi-yai.ac.id)

---

### Abstract

*Every company always wants the best for its company, and having good human resources can make the company achieve its goals. Human resources with good work performance are also needed. In this case, the factor that can improve employee work performance is by holding training and having good soft skills. One of the company's efforts to get quality employees includes implementing training programs and improving the soft skills that each employee has. The aim of this research is to determine the effect of training and soft skills on employee performance with motivation as a moderating variable. The implementation of this research used a quantitative approach with the PLS analysis method and questionnaire instruments with the help of the SmartPLS application. The research results show that there is a positive and significant influence of motivation in mediating training on employee performance. And motivation has a positive and significant influence in mediating variable soft skill on employee performance.*

**Keywords: Training, Soft Skills, employee performance and motivation**

---

### Introduction

The development of the business world is increasingly advancing, creating competition in obtaining competent workers. The success of a company in this case is not only determined by capital and territory, but is also determined by the availability of reliable human resources. Every company or organization requires physical and spiritual health, a good mindset, discipline, enthusiasm, skills and competencies in accordance with the challenges and needs of the world of work. (Nitta, 2013: 11).

Improving the quality of human resources is very urgent and must be carried out in a planned, targeted and sustainable manner to increase capacity and professionalism. The aim of developing the quality of human resources is to increase the operational efficiency of human resources in carrying out tasks in the workplace. In addition, the high quality of human resources creates a strong commitment to carry out routine tasks more effectively, efficiently and productively in accordance with their duties and functions (Lalu, 2019).

The cause of declining employee performance in a company or organization is a mismatch between employee skill levels, developing needs and the dynamics of problems faced by an increasingly difficult world of work. Many people are of the opinion that one of the factors causing the decline in employee performance is that employee skills are not optimal and the company lacks attention to providing appropriate training programs for its employees. (Turere, 2013: 11).

**THE INFLUENCE OF TRAINING AND SOFT SKILLS ON EMPLOYEE PERFORMANCE WITH MOTIVATION AS A MODERATION VARIABLE AT PT. ABC IN PEKANBARU**

Lastriani et.al

---

One of the company's efforts to get quality employees includes holding training programs so that it can get employees who suit the company's needs. Training is an important thing for companies/organizations to be able to have a knowledgeable workforce (*knowledge*), able (*ability*), and skilled (*skill*) that an organization or company needs now and in the future.

According to Ivancevich (2008) training is a systematic process used to change the work behavior of an employee or group of employees to improve organizational performance. Efforts to improve organizational performance also require employee loyalty or commitment to the organization to improve performance.

Training that is carried out well so that it can achieve perfect final results can be done when the training participants clearly know the aims and objectives of the training. For this reason, there must also be a clear description of the duties that the employee will carry out. This can encourage training participants to take the program seriously. In every training organized by the company, the following things must be considered, namely clear and measurable training goals and objectives, trainers (*trainer*) must be competent and qualified experts, training materials must be adapted to the objectives to be achieved, training methods must be in accordance with the skills of the participating employees, and training participants must meet the specified requirements (Supriyadi, 2017).

According to the Minister of Manpower, Ida Fauziah, the job training carried out in companies/organizations in Indonesia is still very minimal. Based on a World Bank Enterprises survey, only 10% of companies in Indonesia provide formal training. This figure is very far compared to the percentage of companies that actively conduct employee training in neighboring countries such as Vietnam 20%, the Philippines 60% and China 80% (CNN Indonesia, 2020)

Husnah's (2018) research shows that work training has a significant effect on employee performance. Apart from training, what can influence employee performance is the existence of soft skills in employees themselves.

Soft skills are a person's ability to motivate themselves and use their own initiative, to understand what needs to be done and what can be done well, to deal usefully with small problems that arise unexpectedly, and to be able to continue to overcome problems if they arise. it is not resolved. Even though soft skills are inherent to a person and changing them requires hard work, soft skills do not remain stagnant, but these skills can be optimized through training and perfected through work experience (Lalu, 2019).

Soft skills are things that a person needs when they are in an organization. Soft skills play a very important role because they involve a person's basic abilities in doing a job (Sriwidodo &

Haryanto, 2010). Soft skills are things that a person needs when they are in an organization. Soft skills play a very important role because they involve a person's basic abilities in doing a job (Sedarmayanti, 2014).

Soft skills (skills) have been proven to be able to improve employee performance, namely in research by Efrianti, et al (2015), namely Competence (*soft skill*) employees have a positive and significant effect on employee performance. To improve employee performance, work motivation is also needed. Motivation is a desire within a person that causes that person to take action and of course this will influence a person's performance.

While a person's work motivation is good, that person's performance will also be good and vice versa. The research results of Nur Annisa Haris (2022) show that the higher the motivation, the more employee performance will increase.

According to the results of a survey conducted at PT. ABC Pekanbaru which is a distribution company (*dealer*) found that there are still quite a lot of facts that are not in line with expectations, namely the low work skills of employees. This is proven by the fact that many employees in carrying out office duties are still not in accordance with the technical requirements.

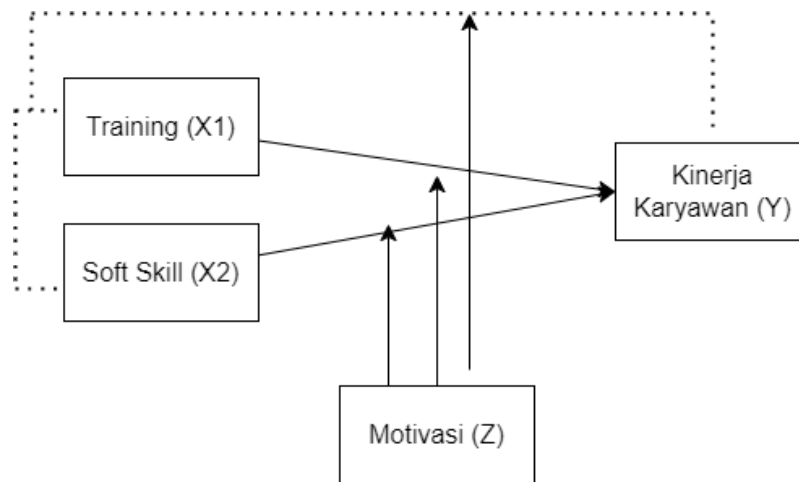
Departing from the above background, the researcher wishes to conduct research with the title "The Effect of Training and Soft Skills on Employee Performance with Motivation as a Moderating Variable PT. ABC in Pekanbaru".

## Method

The application uses a quantitative approach used in this research, namely SMART PLS which uses the PLS method. PLS method (*Partial Least Square*) is an analytical method for testing and evaluating random correlations that combines path analysis and factor analysis. Predictive correlation testing between constructs using PLS-SEM aims to determine whether there are relationships and effects between constructs (Tiara, 2019). The research period was carried out from February 2023 to June 2023. There were 115 respondents who contributed to this research. The instrument in the research is in the form of a questionnaire which summarizes important information needed in the research. The independent variable in this research is *Training* and *Soft separation*, while the dependent variable of this research is employee performance. The moderating variable used is motivation. The following is Figure 1. Framework for thinking about the variables used in the research.

**THE INFLUENCE OF TRAINING AND SOFT SKILLS ON EMPLOYEE PERFORMANCE WITH MOTIVATION AS A MODERATION VARIABLE AT PT. ABC IN PEKANBARU**

Lastriani et.al



**Figure 1.**Thinking Framework

**Results and Discussion**

The research used 115 respondents which were then processed using the PLS method (*partial least square*) using moderation variables which were then processed using the SmartPLS 3 application.

A. Outer Model Analysis

1. *Construct Reliability and Validity*

a. Reliability

Research data that uses questionnaire instruments in research must be tested for reliability so that the data can be relied upon (reliable) or can be demonstrated by respondents who are consistent in their answers from time to time. Determining the reliability of questionnaire data can be seen from the value *Composite reliability* and *Cronbach's Alpha* in each construct. Mark *Composite reliability* and *Cronbach's Alpha* must be >0.7. Table 1 below shows the results of processing using *SmartPLS* for reliability.

**Table 1.** *Cronbach's Alpha and Composite Reliability*

Variable	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
Training (X <sub>1</sub> )	0,937	0,951
Soft Skill (X <sub>2</sub> )	0,939	0,952
Motivation (Z)	0,910	0,930
Employee Performance (Y)	0,909	0,928

Source: Data SEM-PLS, 2023

Variable *Training* ( $X_1$ ), *soft skill* ( $X_2$ ), *motivation* ( $Z$ ), and *employee performance* ( $Y$ ) have validity  $> 0.9$ . All variables listed in Table 1 have values *Cornbach's Alpha* and *Composite Reliability*  $> 0.7$ . All variables have been declared reliable and can be processed in research.

b. *Average Variance Extracted (AVE)*

The validity of the questionnaire data can be seen in the AVE value (*Average Variance Extracted*) from SmartPLS results. A construct is good and meets the requirements if it has a value above  $AVE > 0.5$ . Table 2 shows the results *Average Variance Extracted (AVE)* of the construct variables in the research.

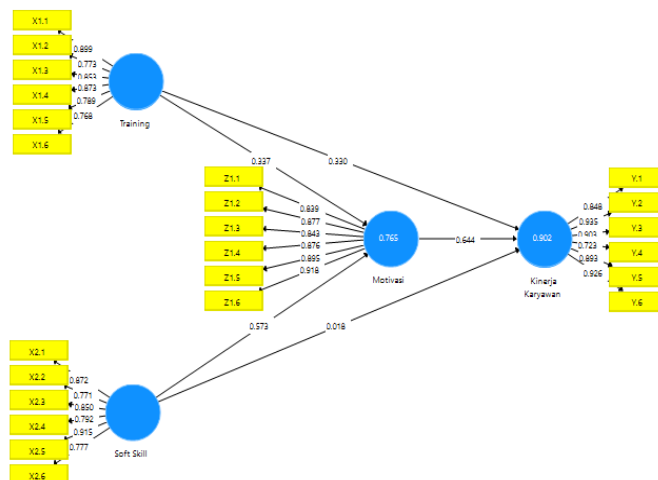
**Table 2.** *Average Variance Extracted (AVE)*

Variable	<i>Average Variance Extracted (AVE)</i>
Training ( $X_1$ )	0,765
Soft Skill ( $X_2$ )	0,766
Motivation ( $Z$ )	0,691
Employee Performance ( $Y$ )	0,684

Source: Data SEM-PLS, 2023

The AVE value must be  $> 0.5$  for a construct to be declared valid. All variables have an AVE value  $> 0.7$ . Therefore, the construct in this research has been declared valid and can be tested further.

**Figure 2** shows the outer model of the construct used in the research.



**Figure 2.** *Outer Model*

**THE INFLUENCE OF TRAINING AND SOFT SKILLS ON EMPLOYEE PERFORMANCE WITH MOTIVATION AS A MODERATION VARIABLE AT PT. ABC IN PEKANBARU**

Lastriani et.al

(Source : Data SEM PLS), 2023)

B. Analysis *Inner Model Path Coefficient*

The significance of the estimated parameters provides very useful information showing the relationships between research variables that are visible in the study path *coefficient*. Estimates to see the influence between internal variables path *coefficients* tested using *R-square and indirect effect*.

1. R-Square

The meaning of the relationship between constructs is shown in the values with the model *R-squared*. The model was obtained from testing the structural model and internal model. The structural model was evaluated using the R-square of the dependent construct and t-test, and the significance of the structural path parameter coefficients. To estimate the model using PLS, start by considering the R-squared of each endogenous latent variable. The model criteria according to Juliandi (2018) is if the R value  $R^2 > 0.75$  states that the model is substantial, whereas if  $0.50 > R^2 > 0.75$  is said to be a moderate model. Further when  $R^2 < 0.25$  indicates a weak model. Table 3 shows the values *R-square* from the results of SmartPLS processing.

**Table 3. R-Square**

Variable	<i>R-Square</i>	<i>R-Square Adj</i>
Employee Performance (Y)	0,902	0,900
Motivation (Z)	0,765	0,762

Source: Data SEM PLS, 2023

The employee performance variable is affected by 0.902 or 90.2% of the variable training and soft *skill*. Meanwhile, the motivation variable mediates the independent variable training and soft *skill* on employee performance of 0.765 or 76.5%.

2. Indirect Effect

The influence of the indirect effect provided by the variable is seen from the value probability of significance p-value. If the value p-value  $< 0.05$  or 5% indicates that the variable has a significant effect, whereas if the value p-value  $> 0.05$  says that this variable does not have a significant effect. Table 4 below shows the values p-value and T-count of the influence between variables.



**Table 4. Indirect Effect**

	T Statistics	P Values
Motivation -> Employee Performance	6.703	0.000
Soft Skills -> Employee Performance	0.149	0.882
Soft Skills -> Motivation	5.539	0.000
Training -> Employee Performance	2.973	0.003
Training -> Motivation	2.638	0.009
Soft Skills -> Motivation -> Employee Performance	4.039	0.000
Training -> Motivation -> Employee Performance	3.005	0.003

Source: Data SEM PLS, 2023

A variable is said to be influential when it has a  $t_{\text{count}} > \text{table}$  and  $p\text{-value} < 0.05$ . Table 4 shows that all variables have had a positive and significant influence, except for variables *soft skill* on employee performance

#### **Training on employee performance**

Variable *Training* provides a positive and significant influence on employee performance variables. This is shown by the  $t$  value count  $2,973 < 1,978$  table and  $p\text{-value } 0.003 < 0.05$ . Research by Meidina (2020) obtained the same results, namely training *has a direct effect on employee performance*. This job training variable, which is measured through job training, significantly influences agency performance. The better the job training is carried out, the higher the employee's work performance will be.

This research is also in line with research by Hidayatullah (2016) which found that there is a positive and significant relationship between job training variables and employee performance. With job training, employee performance can be improved. Ana Rokhayati *et al* (2017) shows that training has a positive and significant effect on employee performance at PT. ABC in Pekanbaru.

#### **Soft Skill on employee performance**

Variable *Soft skill* does not have an influence on employee performance variables. This is proven by the  $t$  value count  $0,149 < 1,978$  table and  $p\text{-value } 0.882 > 0.05$ . This research is not in line with Ana Rokhayati's researcher *al* (2017) which obtained  $t$  test results with a  $t$  value of 2.114 and  $p$  value 0.035, which means that soft skills have a positive and significant influence on employee performance. This research also obtained a value of 0.161 for soft skills capable of increasing employee performance. Apart from that, Lalu (2019) also found that soft skills have a significant positive influence on employee performance.

**THE INFLUENCE OF TRAINING AND SOFT SKILLS ON EMPLOYEE PERFORMANCE WITH MOTIVATION AS A MODERATION VARIABLE AT PT. ABC IN PEKANBARU**

Lastriani et.al

---

Soft skills here are a person's skills in relating to other people and also as each person's skills in managing themselves or the abilities that each individual has. Soft skills are used to develop and optimize the performance of each employee.

**Motivation for employee performance**

Motivation variables have a positive and significant influence on employee performance. This is shown by the t value count  $6,703 > 1,978$  table and p-value  $0,000 < 0,05$ . In Nita's (2018) research, the results showed that there is no influence between motivation and employee performance which has been proven by the t-statistic value in this research which was found to be  $0.118$  with p-value  $0.906 > 0.005$ , which means there is no significant relationship between work motivation and employee performance.

Work motivation can be very useful and meaningful for improving employee performance. With the work motivation that a company can provide to its employees, employees will feel responsible for their duties. With the comfort provided by the company, it is hoped that it can improve employee work performance.

**Training on Motivation**

Variable Training has a positive and significant effect on motivation as indicated by the t value count  $2,638 < 1,978$  table and p-value  $0,009 < 0,05$ .

**Soft Skill on motivation**

Variable *Soft skill* has a positive and significant influence on motivation. This is proven by Table 4 showing the t value count  $5,539 < 1,978$  table and p-value  $0,000 < 0,05$ .

**Training on employee performance through motivation**

This research shows that there is a positive and significant influence by training on employee performance using motivational moderating variables. This is shown by the t value count  $3,005 < 1,978$  table and p-value  $0,003 < 0,05$ .

**Soft skill on employee performance through motivation**

This research shows that there is a positive and significant influence by *soft skill* on employee performance using motivational moderating variables. This is shown by the t value count  $4,039 < 1,978$  table and p-value  $0,000 < 0,05$ .



## CONCLUSION

Based on the research that has been carried out, it can be concluded as follows:

1. Motivation variables have a positive and significant influence on employee performance. This is shown by the t value count  $6,703 > 1,978$  table and p-value  $0,000 < 0,05$ .
2. Variable *Training* provide a positive and significant influence on employee performance variables. This is shown by the t value count  $2,973 < 1,978$  table and p-value  $0,003 < 0,05$
3. Variable *Soft skill* does not have an influence on employee performance variables. This is proven by the t value count  $0,149 < 1,978$  table and p-value  $0,882 > 0,05$ .
4. Variable *Training* has a positive and significant effect on motivation as indicated by the t value count  $2,638 < 1,978$  table and p-value  $0,009 < 0,05$ .
5. Variable *Soft skill* has a positive and significant influence on motivation. This is proven by Table 4 showing the t value count  $5,539 < 1,978$  table and p-value  $0,000 < 0,05$ .
6. This research shows that there is a positive and significant influence by training on employee performance using motivational moderating variables. This is shown by the t value count  $3,005 < 1,978$  table and p-value  $0,003 < 0,05$ .
7. This research shows that there is a positive and significant influence by *soft skill* on employee performance using motivational moderating variables. This is shown by the t value count  $4,039 < 1,978$  table and p-value  $0,000 < 0,00$ .

## REFERENCES

- Haris Nur Annisa, 2022, The Influence of Soft Skills and Work Motivation on PT Employee Performance. Sentosa Utama Lestari Gowa Corn Dryer Unit. Thesis. Management Study Program, Faculty of Economics and Business, Muhammadiyah University of Makassar, *Thesis, Muhammadiyah University of Makassar*
- Ivancevich, John, M, et al. 2008. Organizational Behavior and Management, volumes 1 and 2 Jakarta, Erlangga
- Junaidi, Herlin Herawati, Syamsul Hidayatullah, 2016, The Effect of Training on the Performance of Besuk Health Center Employees, Besuki District, Probolinggo Regency, *Jurnal Ecobuss*, ISSN 2337 9340, Vol. 4 Number 2 September 2016
- Kumara Efrianti; M. Alfani; Sulastini., 2015, "The Influence of Employee Competency, Work Environment, and Service Quality on Employee Performance", *Journal of Business Communication and Management*, Vol. 2 No. 4.

**THE INFLUENCE OF TRAINING AND SOFT SKILLS ON EMPLOYEE PERFORMANCE WITH MOTIVATION AS A MODERATION VARIABLE AT PT. ABC IN PEKANBARU**

Lastriani et.al

---

- Lutfiatul Husnah, 2018, The Effect Of Job Training, Job Environment, Organizational Commitment On Employees Performance At Royal Hotel Jember, Indonesian Journal of Management and Business, Vol.4 No.1 June 2018
- Mansari Lalu Hasis, The Influence of Hard Skills and Soft Skills on Employee Performance at SMP Negeri 3 Camba, Maros Regency, *Thesis, Muhammadiyah University of Makassar*
- Mazidah Nita Nur, 2018, The Effect of Training and Motivation on Employee Performance with Work Discipline as an Intervening Variable, Thesis, University of Indonesia
- Nitta. 2013. "The Influence of Education and Training on Improving Employee Performance at the Kalasey Agricultural Technical Training Center". EMBA Journal Faculty of Economics, Sam Ratulangi University Manado. ISSN 2303- 1174 Vol.1 No.3 June.
- Nitta Vera, Turere. 2013. The Effect of Education and Training on Improving Employee Performance at the Kalasey Agricultural Technical Training Center. Sam Ratulangi University Manado.
- Sedarmayanti., 2014, "Human Resources and Work Productivity", Mandar Maju: Bandung
- Supriadi, 2017, The Influence of Training and Work Motivation on Employee Performance with Leaders as Moderating Variables at the Islamic University of North Sumatra *Journal of Management & Business Research (JRMB)* Vol 2 No 3
- Wulandari Meidina, 2020, The Effect of Training on Employee Performance with Organizational Commitment as a Moderating Variable, Thesis, University of Muhammadiyah Malang