THE INFLUENCES OF TRAINING AND WORK STRESS ON THE PERFORMANCE OF XYZ HUBDAM EMPLOYEES WITH ACHIEVEMENT MOTIVATION AS A MEDIATION VARIABLE

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Abstract

In this study, the author employed a comparative causal research design (a quantitative research method). Causal-comparative-design (type of quantitative study) was used by the author in this study. The population in this study is all employees totaling 197. For the method of determining the sample in this study using Purposive Sampling. In determining the sample for this study, the area closest to and easy to reach was selected, namely the main Hubdam with the criteria of the respondent being a permanent employee at Hubdam XYZ and having a minimum service period of more than one year, then a total of 118 employees were obtained. As an analysis method, Partial Least Square (PLS), a covariance-based SEM, is used. (1) Training has a favorable and considerable impact on worker's performance, according to research findings (2) Work Stress has a dismissive and minor effect on worker's performance. (3) Training has significant and large effect on achievement motivation. (4) Work Stress has a detrimental and important impact on motivation and success. (5) Employee performance is positively and significantly impacted by achievement motivation. (6) Through achievement motivation, training has a favorable and considerable impact on employee performance. (7) Employee Performance is negatively and insignificantly impacted by work stress through achievement motivation.

Keywords: Training, Work Stress, Achievement Motivation and Employee Performance

INTRODUCTION

According to management theory, it is stated that an organization is formed because there is a goal to be achieved, whether it is a public service organization or profit oriented. The organization's need for human resources in the future is the central point of the human resource planning function. The primary goal of human resource management is to raise worker productivity. The action of carrying out task, also known as work performance, is the work (output) completed by an individual while carrying out the tasks assigned to him in accordance with his obligations. As a result of work, employee performance is largely determined by many factors, both those that intersect with the internal self (personality), as well as the internal and external environmental stimuli of the organization (Ambarwati.A, 2018). Efforts to improve employee performance in terms of employee work productivity are good achievement motivation, providing motivation from organizational leaders and fellow internal employees of the organization to be able to increase employee morale and achievement, and the need for training to improve employee abilities and work skills in accordance with the main goal of the organization. Efforts to improve employee performance in terms of employee work productivity are good achievement motivation, providing motivation from organizational leaders and fellow internal employees of the organization to be able to increase employee

morale and achievement, and the need for training to improve employee abilities and work skills in accordance with the main goal of the organization. Hubdam XYZ is one of the transportation corps under the command of the Indonesia National Army (TNI AD) which functions as a military technical executor in the XYZ Kodam area, has the main task of coaching, implementing, and supporting systems of transportation, communications, electronics and construction of supplies, maintenance and installation network associated with smooth communication. In its development, Hubdam is faced with various challenges and obstacles related to advances in technology and cutting-edge communication systems as well as human resource capabilities that can support advances in technology and communication systems in this globalization era. (Source of information on the TNI AD military website: https://militer.id/korps-perhubungan-tni-ad/). Therefore, Hubdam's current challenge is the process of adjusting the quality of intellectual abilities, skills, and ways of working of employees to developing technological systems and equipment that are used to support the organization's operational activities. These challenges have an impact on organizational concern regarding employee performance. The findings of empirical investigations reveal discrepancies or ambiguity in the conclusions of research on the effect or influence of training, work stress, and work motivation. The discrepancies in the study's findings are referred to be research gaps that other scholars can revisit (Ferdinand, 2016). This is what drove the researchers to conduct a thorough analysis of the relationship between training, work stress, and performance, using work motivation as a mediating variable and using Hubdam XYZ personnel as a different research subject and location from earlier studies.

LITERATURE REVIEW

Employee Performance

Achievements achieved by individuals or groups in each job or task for which they are responsible, in which the individual or group can use all their abilities and intellectual knowledge for carrying out the demands of competency-based work assignments. According to Mangkunegara, (2017) when an employee performs his or her obligations in accordance with the tasks assigned to him, it is referred to as performance (work achievement).

Training

Training is an organizational effort to improve employee performance by providing training and development to obtain results in improving employee performance. According to Sinambela, (2016) to improve an individual skills, talents, information, or attitudes that can alter an employee's behavior to accomplish predefined corporate goals, an organization uses a systematic training process.

Work Stress

Work stress is a condition in which employees experience an imbalance in their thinking processes over the workload received which causes the emotional hormones of the employees to become unstable. Hasibuan, (2016) argues that work stress is a condition of tension that affects one's emotions, thought processes, and conditions.

Achievement Motivation

According to McClelland (Robbins & Judge, 2017) that achievement motivation is the drive to achieve, for achievement related to a set of standards and trying to succeed. According to Mangkunegara, (2017) achievement motivation is defined as an encouragement in a person to be able to carry out or carry out an activity and task as well as possible to achieve achievements with commendable predicates.
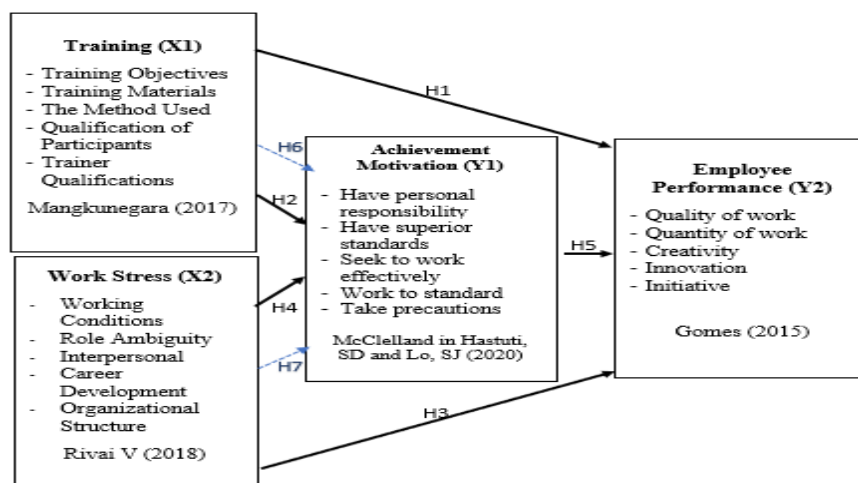
Conceptual Framework

Figure 1 : Conceptual Framework

Research Hypothesis

H1: Training has a positive and significant effect on employee performance

H2: Training has a positive and significant effect on achievement motivation

H3: Work stress has a negative and not significant effect on employee performance

H4: Work stress has a negative and significant effect on achievement motivation

H5: Achievement motivation has a positive and significant effect on employee performance

H6:Training has an indirect positive and significant effect on performance as mediated by achievement motivation

H7:Work stress has an indirect negative and not significant effect on performance as mediated by achievement motivation

METHODOLOGY

This research uses a causality approach, quantitative approach. The population in this study were all 197 Hubdam XYZ employees. Purposive sampling was used in this study. (Sugiyono, 2019) In determining the sample in this study, the area closest to and easily accessible was the

main Hubdam with the criteria of the respondent being a permanent employee at Hubdam XYZ Ambon City and has a minimum one year service period. A total of 118 employees were obtained as respondents.

RESULTS

Data Quality Test Results
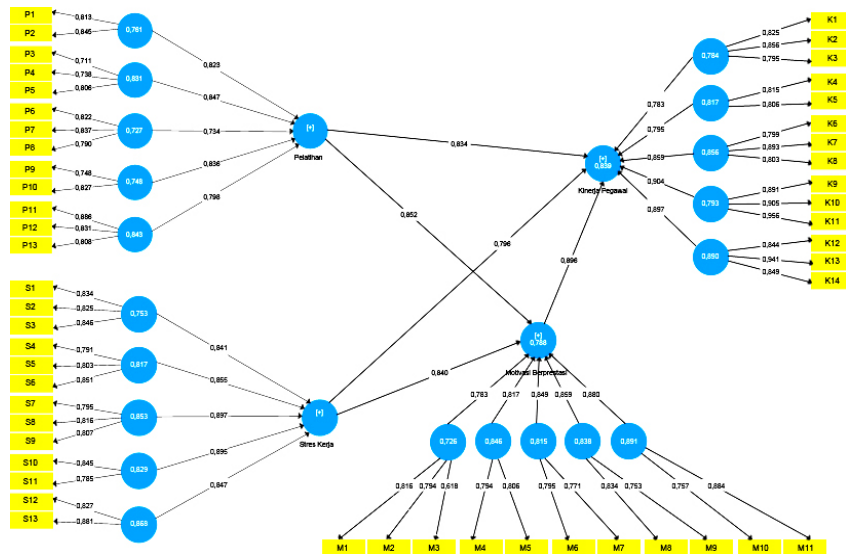
Outer Model Measurement Evaluation

Figure 2: Outer Model

Source: Smart PLS 3.0 Output (2022)

Discriminant Validity Test Result

Table 1: Discriminant Validity Test Result (Cross loadings)

	Training	Work Stress	Achievement Motivation	Employee Performance
P1	0,823	0,135	0,216	0,264
P2	0,729	0,753	0,423	0,563
P3	0,582	0,635	0,624	0,429
P4	0,683	0,638	0,351	0,511
P5	0,779	0,650	0,317	0,587
P6	0,618	0,583	0,219	0,255
P7	0,736	0,572	0,629	0,233
P8	0,805	0,412	0,470	0,057
P9	0,903	0,338	0,423	0,218
P10	0,725	0,650	0,624	0,563
P11	0,773	0,583	0,351	0,429
P12	0,625	0,572	0,317	0,511

P13	0,739	0,412	0,219	0,587
S1	0,409	0,743	0,629	0,255
S2	0,588	0,601	0,470	0,233
S3	0,510	0,558	0,311	0,057
S4	0,411	0,793	0,575	0,218
S5	0,539	0,927	0,284	0,150
S6	0,547	0,826	0,499	0,508
S7	0,444	0,637	0,255	0,445
S8	0,122	0,782	0,315	0,202
S9	0,571	0,748	0,792	0,616
S10	0,284	0,928	0,251	0,536
S11	0,634	0,811	0,328	0,251
S12	0,026	0,604	0,229	0,519
S13	0,190	0,883	0,481	0,544
M1	0,185	0,309	0,823	0,422
M2	0,492	0,623	0,804	0,281
M3	0,301	0,194	0,926	0,618
M4	0,250	0,631	0,886	0,502
M5	0,379	0,711	0,728	0,671
M6	0,416	0,551	0,634	0,182
M7	0,447	0,324	0,559	0,558
M8	0,115	0,684	0,726	0,596
M9	0,402	0,311	0,628	0,247
M10	0,457	0,148	0,939	0,541
M11	0,527	0,055	0,996	0,573
K1	0,444	0,499	0,626	0,735
K2	0,122	0,479	0,522	0,793
K3	0,571	0,403	0,498	0,665
K4	0,284	0,337	0,685	0,937
K5	0,634	0,601	0,499	0,784
K6	0,675	0,491	0,368	0,617
K7	0,528	0,386	0,573	0,937
K8	0,413	0,736	0,492	0,805
K9	0,518	0,528	0,644	0,594
K10	0,294	0,489	0,511	0,518
K11	0,529	0,447	0,587	0,773
K12	0,489	0,139	0,596	0,816
K13	0,551	0,736	0,254	0,896
K14	0,324	0,525	0,327	0,908

Source: Smart PLS 3.0 Output (2022)

It is a method of discriminant analysis by analyzing the link between each arrangement and the other arrangements in the experiment, as well as the square root of the sampling average variance (AVE) value for each arrangement. This indicates the significance of the score.

Table 2: AVE Testing Result

Variable	AVE
Training	0,825
Work Stress	0,733
Achievement Motivation	0,795
Employee Performance	0,837

Source: Smart PLS 3.0 Output (2022)

Table 3: Discriminant Validity Testing Result (Fornell Lacker Criterium)

	Training	Work Stress	Achievement Motivation	Employee Performance
Training	0,823			
Work Stress	0,792	0,847		
Achievement Motivation	0,626	0,825	0,878	
Employee Performance	0,810	0,830	0,817	0,882

Source: Smart PLS 3.0 Output (2022)

Composite Reliability & Cronbach's Alpha Testing Result

Table 4: Composite Reliability & Cronbach's Alpha Testing Result

Variable	Composite Reliability	Cronbach's Alpha	Information
Training	0,782	0,883	Reliable
Work Stress	0,817	0,808	Reliable
Achievement Motivation	0,893	0,752	Reliable
Employee Performance	0,854	0,849	Reliable

Source: Smart PLS 3.0 Output (2022)

Hypothesis Testing (Inner Model) or Structural Model Testing

R-square Value Testing Results

Table 5: Endogen Variable (R2 Value)

Endogen Variable	R-square
Achievement Motivation	0,835
Employee Performance	0,881

Source: Smart PLS 3.0 Output (2022)

Results of Testing the Goodness of Fit Model

The estimated significance value (Q2) is applied to assess the internal model's structural fit. If Q2 is greater than zero, the model retains the predicted value. The following calculation, in which the value of the associated predictor is given by a formula, represents the R-square of the value of each endogenous variable.

$$Q^2 = 1 - (1 - R1)(1 - R_p)$$
$$Q^2 = 1 - (1 - 0,835)(1 - 0,881)$$
$$Q^2 = 1 - (0,165)(0,119)$$
$$Q^2 = 0,980$$

Hypothesis Testing (Estimation of Path Coefficients)

Table 6: Hypothesis Testing Results

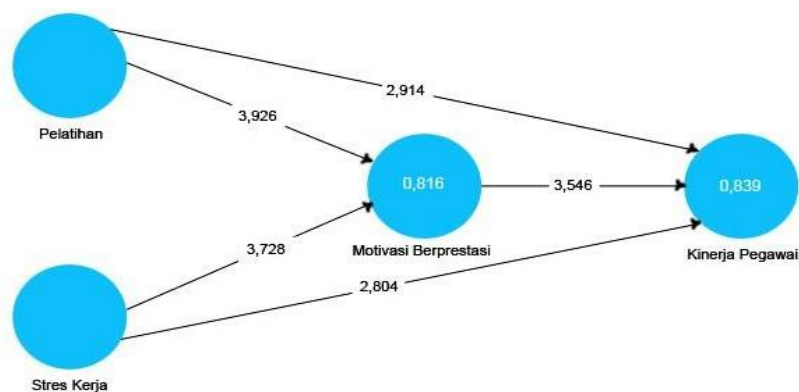|	Original Sample	Standard Deviation	T Statistics	P Values	Information
Training > Employee Performance	0,326	0,321	2,914	0,003	Positive - Significant
Training > Achievement Motivation	0,331	0,253	3,926	0,001	Positive - Significant
Work Stress > Employee Performance	-0,328	0,382	2,804	0,012	Negative – Non-Significant
Work Stress > Achievement Motivation	-0,291	0,349	3,728	0,003	Negative - Significant
Achievement Motivation > Employee Performance	0,367	0,371	3,546	0,001	Positive - Significant

Source: Smart PLS 3.0 Output (2022)

Figure 3: Path Coefficient Model T Statistics Structural Research Model
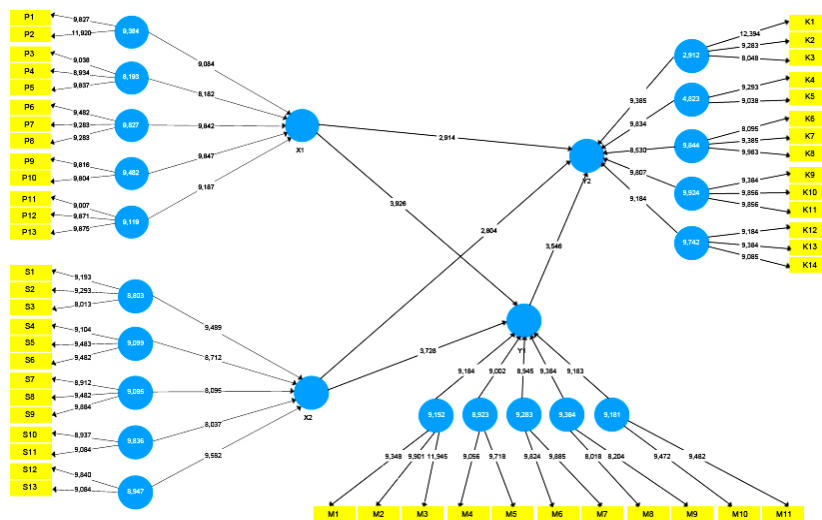
Source: Smart PLS 3.0 Output (2022)

Figure 4: Bootstrapping Test Results

Source: Smart PLS 3.0 Output (2022)

Table 7: Indirect Effect Value

	Original Sample	Standard Deviation	T Statistics	P Values	Information
Indirect Influence					
Training > Achievement Motivation > Employee Performance	0,314	0,363	3,274	0,002	Positive - Significant
Work Stress > Achievement Motivation > Employee Performance	-0,352	0,374	3,805	0,011	Negative- Non-Significant

Source: Smart PLS 3.0 Output (2022)

DISCUSSION

Training affects Employee Performance. From the results of the computation of the T-statistic = 2.914 > 1.96 and the P-Values = 0.003 <0.05. Then H1 is approved. Path coefficient value = 0.326, which means that training has a positive and significant effect on the performance of XYZ Hubdam employees. These results are in line with the results of research by Adi Chandra, Heryanto, (2021) and Sam Cay, Muhammad Gandung, Nurul Ilham, Arga Teriyan, Rofiq Noorman Haryadi, (2022), when employee performance is favorably and profoundly affected by training.

Training has an influence on Achievement Motivation. From the results of the computation of the T-statistic = 3.926 > 1.96 and the P-Values 0.001 > 0.05. Therefore, H2 is approved. The path coefficient value is 0.331, this indicates that XYZ Hubdam employees' accomplishment motivation is positively and significantly impacted by training. These results are in line with

the results of research conducted by the statements of Tsani, A and Prasetyo, (2020) and I V Krasheninnik, S L Koniukhov, K P Osadcha, A V Chorna and I M Serdiuk, (2022), where Organizational Culture has a positive and significant effect on Employee Performance.

Work Stress affects Employee Performance. The research results obtained T-statistic = 2.804 > 1.96 then P-Values 0.012 <0.05. H3 is therefore approved. Path coefficient Is -0.328, which indicates that employees of XYZ Hubdam are negatively impacted by work stress but not significantly. This result is in line with Puspa Dewi, Budiyanto and Agustedi, (2020) and Putri, S. D., (2018), where employee performance can unfavourably and inconsequentially impacted by work stress.

Work Stress has an influence on Achievement Motivation. The research results obtained T-statistic = 3.728 > 1.96, and P-Values 0.003 <0.05 so that H4 is accepted. Work stress negatively and significantly affects XYZ Hubdam workers's drive for success. As indicated by the path coefficient of -0.291. This research is in line with the research results of Agustinus Chandra Pietama, (2022) and Ayuk Widya Nandal, Agus Sugiarto, (2020), where drive for achievement is unfavorably and substantially impacted by work stress.

Achievement Motivation has an influence on Employee Performance. From the computation outcomes, the T-statistic = 3.546 > 1.96 and the P-Values 0.001 <0.05 so that H5 is approved, with a coefficient value of 0.367, the Performance of XYZ Hubdam Employees is positively and significantly impacted by Achievement Motivation. This result is in line with the results from Soehari, (2018) and Arpika Sari, Rindi Andika and Hasrul Azwar Hasibuan, (2022), where the impact of achievement motivation on worker performance is favorable and significant.

Effect of Training on Employee Performance through Achievement Motivation. From the research results, it was found that T-statistic = 3.274 which was > 1.96, and P Values of 0.002 which were <0.05, H6 was therefore accepted, and the coefficient value of 0.314 indicated that training is significantly and favorably impacts employee performance by motivating workers to attain Hubdam XYZ. In line with research from Ibrahim Kharis Perdana, (2017) and Citra Neza and Harif Amali Rivai, (2020), where training has a positive and significant effect on employee performance through achievement motivation.

Effect of Work Stress on Employee Performance through Achievement Motivation From this research, the results show that the T-statistic = 3.805 > 1.96, P Values = 0.011 which is > 0.05. It can be acknowledged the H7 is approved and the coefficient value of -0,352, These findings demonstrate that, through achievement motivation, work stress has a detrimental and negligible impact on employee performance XYZ Hubdam. As supported by the statements of Ayuk Widya Nandal, Agus Sugiarto, (2020) and Putri, S. D., (2018), where work stress has a negative effect and does not significant to Employee Performance through Achievement Motivation.
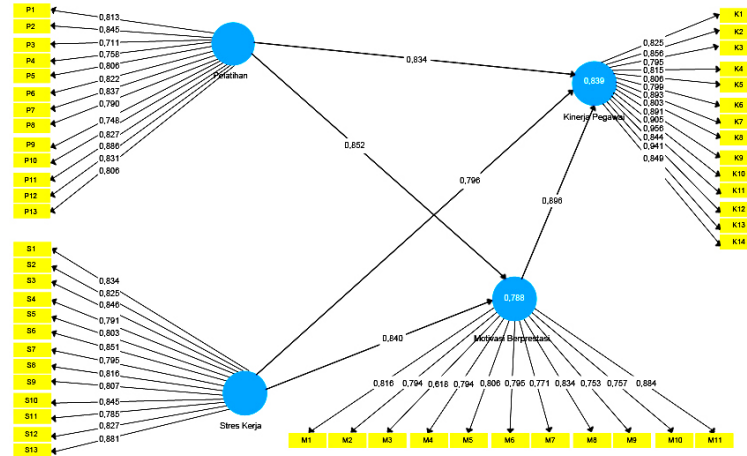
Analysis of Loading Factor of Inner Model

Figure 5: Bootstrapping the Inner Model

Source: Smart PLS 3.0 Output (2022)

Table 8: Results of the Loading Factor of the Inner Model of Research Indicators

Indicator	Training	Work Stress	Achievement Motivation	Performance
P1	0,813			
P2	0,845			
P3	0,711			
P4	0,758			
P5	0,806			
P6	0,822			
P7	0,837			
P8	0,790			
P9	0,748			
P10	0,827			
P11	0,886			
P12	0,831			
P13	0,806			
S1		0,834		
S2		0,825		
S3		0,846		
S4		0,791		
S5		0,803		
S6		0,851		
S7		0,795		
S8		0,816		
S9		0,807		
S10		0,845		

S11		0,785	
S12		0,827	
S13		0,881	
M1			0,816
M2			0,794
M3			0,618
M4			0,794
M5			0,806
M6			0,795
M7			0,771
M8			0,834
M9			0,753
M10			0,757
M11			0,884
K1			0,825
K2			0,856
K3			0,795
K4			0,815
K5			0,806
K6			0,799
K7			0,893
K8			0,803
K9			0,891
K10			0,905
K11			0,956
K12			0,844
K13			0,941
K14			0,849

Source: Smart PLS 3.0 Output (2022)

CONCLUSIONS AND SUGGESTIONS

Conclusions

1. Training has a positive and significant effect on Employee Performance at XYZ Hubdam employees. This means that if the training received by employees is in accordance with the needs of employees, it will increase employee performance.

2. Training has a positive and significant effect on Achievement Motivation of XYZ Hubdam employees. This means that if the training carried out by employees is in accordance with the skills of employees, then the level of employee motivation for work will be better.

3. XYZ Hubdam employees' performance is negatively and insignificantly impacted by work stress. Therefore, if work-related stress levels drop, employee performance won't be impacted.

4. Work Stress has a negative and significant effect on Achievement Motivation of XYZ Hubdam employees. This means that if the level of work stress received by employees decreases, then the level of achievement motivation will be higher.

5. Achievement At XYZ Hubdam, employees' motivation has a good and significant impact on their performance. Meaning if employee motivation for work increases, then the level of employee performance will also increase.

6. Training has a positive and significant effect on Employee Performance through Achievement Motivation on Hubdam XYZ employees. This means that if the level of training received by employees is good, it will also increase employee motivation at work which will also increase Employee Performance at work.

7. Work Stress has a negative and insignificant effect on Employee Performance through Achievement Motivation on XYZ Hubdam employees. This means that if the level of work stress received by employees is high, then the level of motivation and performance will also decrease.

Suggestions

Suggestions for Companies

1. Management and leadership when conducting training should be properly implemented, such that theory and practice must be appropriate.
2. Management and leadership to be able to provide work that is in accordance with the abilities of employees so that the results obtained get good results.
3. Management and leaders pay attention to the results of the work provided by their employees so that they are in line with expectations.
4. Management and leadership to minimize the obstacles that will be faced by employees so that the work produced is maximized.

Suggestions for Further Researchers

This thesis can be used as a guide for similar topics, but you should still go over its material again because it's quite probable that some of its assertions are inaccurate or inapplicable. In addition, other researchers can develop other variables and indicators, such as those related to competence, the workplace, and work culture.

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