



# The Influence Of Motivation And Training On The Productivity Of Sales Representatives At Pt Arista Mitra Lestari, West Java, With Competence As A Mediating Variable

Didin Hendriana<sup>1</sup>, Dudung Hadiwijaya<sup>2</sup>, M.Imam Mutaqijm<sup>3</sup>

Program Magister Manajemen, Universitas Muhammadiyah Tangerang

Email: <sup>1)</sup> [didinhendriana123@gmail.com](mailto:didinhendriana123@gmail.com), <sup>2)</sup> [dhadiwijaya7@gmail.com](mailto:dhadiwijaya7@gmail.com), <sup>3)</sup> [imammuttaqijn@gmail.com](mailto:imammuttaqijn@gmail.com)

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## ABSTRACT

This research aims to analyze the influence of motivation and training on productivity, with competence as a mediating variable. The research type employed is explanatory research, using the survey explanatory method with a quantitative approach. The sample consists of 99 respondents, namely sales representatives at PT. Arista Mitra Lestari, Region 3 Cirebon, West Java. The sample was selected using purposive sampling. Data analysis method employed Structural Equation Modeling-Partial Least Square (SEM-PLS), and the software used is SmartPLS 3.00. The research results indicate that motivation significantly influences competence. Training significantly influences competence. Motivation significantly influences productivity. Training significantly influences productivity. Competence significantly influences productivity. Motivation significantly influences productivity mediated by competence. Training significantly influences productivity mediated by competence. The conclusion of this research has implications for PT. Arista Mitra Lestari, Region 3 Cirebon, West Java, in improving the performance of its sales representatives. PT. Arista Mitra Lestari is encouraged to enhance motivation and training to boost the productivity of sales representatives, with competence playing a crucial role in increasing the sales of products in PT. Arista Mitra Lestari, Region 3 Cirebon, West Java.

## INTRODUCTION

Human resources are the only resource that possesses ratio, feeling, and insight, making it an element that companies must pay attention to. As we enter the era of free trade, competition for competence becomes increasingly intense, forcing every company to work harder. High levels of competence will drive companies to sustain themselves by focusing on the human resources aspect. Therefore, human resources are a crucial determinant because human factors manage all aspects of a company. Every company will strive to enhance its employees' work productivity in the hope of achieving company goals. This is asserted by Beardwell & Amanda (2017), stating that employee engagement has a material effect on the company, as employees can influence the business performance. To improve an organization's or company's productivity, it requires the support of human resources capable of working more productively.

Employee work productivity is the comparison between the results achieved and the role of employees per unit of time or a quantity of goods or services produced by a group of employees over a specific period (Sedarmayanti, 2017). Factors influencing work productivity include education and training, skills, discipline, motivation, environment, technology, and others (Sedarmayanti, 2017). Organizations that do not provide training to their employees may fail to compete in the market because their employees cannot enhance their productivity. Thus, training helps employees adapt to market opportunities, making them capable of facing technological changes and competition (Athar & Shah, 2015). The fundamental goal of training is to help employees build their skills, ultimately leading to increased work productivity and, consequently, greater company productivity (Idrees et al., 2015).

Various factors influence employee productivity, including the competence/work capability of the employees in question. Competence is a fundamental characteristic linked to individual or team performance improvement. Competence encompasses knowledge, skills, and abilities (Robert L. Mathias and Jackson 2001: 238). Competent employees are essential for improving work, and as a result, employee productivity is expected to increase. According to DeCenzo et al. (2016), training and development functions tend to be continuous processes. The outcome of training and development is to have competent and adaptable employees with the latest skills, knowledge, and abilities needed to perform their jobs more successfully.

PT. Arista Mitra Lestari, hereafter referred to as PT. AML, is an official Yamaha motorcycle dealer with a network across most districts in West Java. To increase sales, reliable sales representatives are required. By providing excellent product services, consumers will be satisfied, allowing the company to achieve a competitive advantage. Therefore, the work productivity of employees, especially sales representatives, must meet the set targets for the company's goals to be achieved.

Measuring productivity is crucial to determine the extent of productivity achieved by sales representatives. Research findings show that the sales contribution of Region 3 Cirebon to PT. Arista Mitra Lestari's sales in West Java in 2020 reached 35%, in 2021 it was 33%, and in 2022 it was 34%. Comparing 2020 to 2021, there was a decrease of -2%, and a slight increase of +1% from 2021 to 2022. Although total sales increased, the individual productivity of sales representatives in Arista Yamaha Region 3 Cirebon tends to be constant, indicating that the expected target has not been reached.

Sales representatives face significant challenges and workloads, especially in promoting newly marketed products. Learning from guidebooks may not be sufficient. Therefore, motivation and job training are needed to address the low work productivity of employees with competence among the staff.

Previous research conducted by Kariza et al. (2022) shows that work productivity is related to employee competence, and training has an impact on improving work productivity. This indicates that good competence and motivation possessed by employees lead to better productivity.

## LITERATURE REVIEW

### **The Influence of Motivation on Competence**

According to Robbins & Coulter (2018), motivation is a process that involves intensity, individuality, direction, and persistence in striving to achieve a goal. Someone with adequate competence will likely have good work motivation, and conversely, someone lacking competence in a job will have little work motivation, ultimately affecting the final job outcome. In the study by Winterton & Stringfellow (2005), motivation is explained as a characteristic of competence itself. Another study by Aziz et al. (2014) states that human resources with motivation tend to have better competence compared to those without motivation (either internally or externally). Therefore, the hypothesis can be proposed as follows:

H1: Motivation significantly influences competence at PT. AML Region 3 Cirebon.

### **The Influence of Training on Competence**

According to Dessler (2017), training is the process of teaching new or existing employees the basic skills they need to perform their jobs. Raharjo et al. (2016) state that job training has a significant impact on work competence. In a study by Nuwan et al. (2020), it was found that competence and training are closely related, where competency development related to knowledge, skills, and attitudes is a result of appropriate training approaches. Therefore, the hypothesis can be proposed as follows:

H2: Training significantly influences competence at PT. AML Region 3 Cirebon.

### **The Influence of Motivation on Productivity**

Good motivation from employees can support a company's success in achieving its goals. This factor creates a high level of work productivity, contributing to the company's success. To achieve this, the company must provide proper motivation to all employees to enhance and improve productivity. Therefore, motivation as personal drive in employees, not external coercion, is a crucial factor in taking every opportunity to perform tasks optimally. Several studies have found that motivation has a significant impact on employee work productivity (Al Ghifari & Mahfudiyanto, 2023; Suryani et al., 2020). Thus, the proposed hypothesis is:

H3: Motivation significantly influences productivity at PT. AML Region 3 Cirebon.

### **The Influence of Training on Productivity**

According to Nda & Fard (2013), human resources distinguish a good organization, and organizations will invest in human resource training and development. Therefore, training and development are crucial for workforce productivity. Massora (2018) and Athar & Shah (2015) found a positive and significant influence of training and motivation on work productivity. Therefore, the proposed hypothesis is:

H4: Training significantly influences productivity at PT. AML Region 3 Cirebon.

### **The Influence of Competence on Productivity**

As found in previous studies and theories (Rohmat, 2020; Kariza et al., 2022; Setiawan, 2018), competence is crucial for employees, as it is closely related to individual work capabilities that ultimately affect productivity and performance. Based on this, the hypothesis is proposed as follows:

H5: Competence significantly influences productivity at PT. AML Region 3 Cirebon.

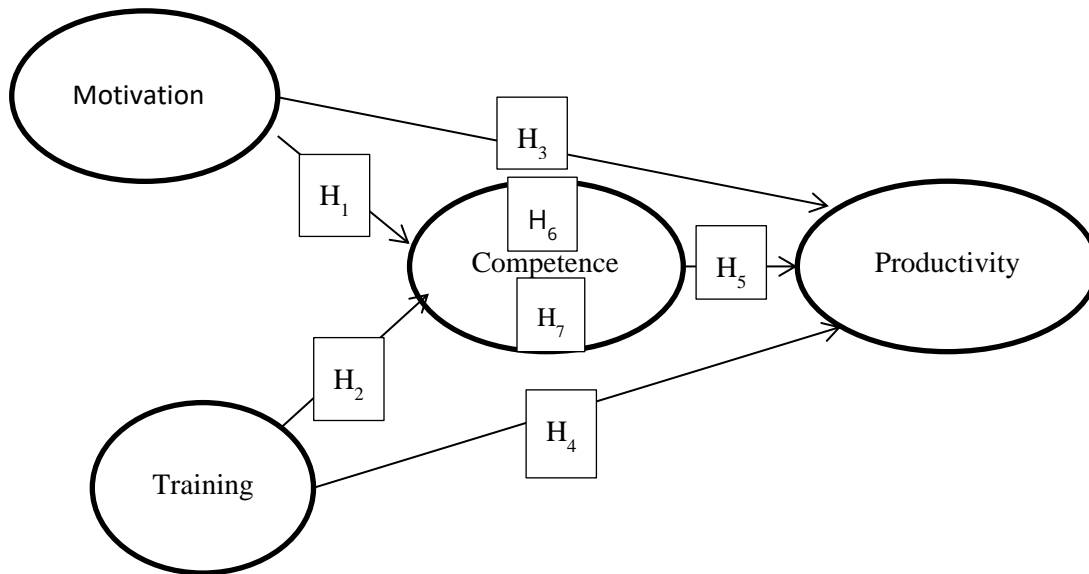
Furthermore, practices within an organization for resource management, such as motivation and training, will affect organizational productivity, with competence playing a crucial role among human resource management practices and organizational productivity. Therefore, the proposed hypotheses are:

H6: Motivation significantly influences productivity through competence as a mediating variable at PT. AML Region 3 Cirebon.

H7: Training significantly influences productivity through competence as a mediating variable at PT. AML Region 3 Cirebon.

Based on the background explanation, problem formulation, and research objectives, the conceptual framework used in this study can be illustrated as follows:

**Figure 1. Conceptual Framework**



### Hypotheses

Hypotheses are temporary answers to the research problem formulation. As they are still provisional, their truth needs to be proven through collected empirical data (Sugiyono, 2014). Based on the above understanding, the research hypotheses are as follows:

Hypothesis 1: There is an influence between motivation and competence at PT. AML Region 3 Cirebon.

Hypothesis 2: There is an influence between training and competence at PT. AML Region 3 Cirebon.

Hypothesis 3: There is an influence between motivation and productivity at PT. AML Region 3 Cirebon.

Hypothesis 4: There is an influence between training and productivity at PT. AML Region 3 Cirebon.

Hypothesis 5: There is an influence between competence and productivity at PT. AML Region 3 Cirebon.

Hypothesis 6: There is an influence between motivation and productivity mediated by competence at PT. AML Region 3 Cirebon.

Hypothesis 7: There is an influence between training and productivity mediated by competence at PT. AML Region 3 Cirebon.

### METHODS

The research type used is explanatory research. Explanatory research is a type of study employed to explain the relationship between the variables under investigation and elucidate the connections between one variable and another through the testing of formulated hypotheses. The

research methodology is a survey explanatory approach that emphasizes quantitative methods (Sekaran and Bougie, 2010). The population used includes all sales representative employees of PT. AML Region 3 Cirebon, totaling 130 sales representatives. According to Hair et al. (2007), a study is considered representative if the sample size is at least the number of indicators multiplied by 5-10 or a minimum of 100 samples or respondents. In this study, the sample size is determined using the Slovin formula with a 5% error rate, resulting in a sample size of 99. Therefore, 99 sales representatives from PT. AML Region 3 Cirebon were selected as the sample. The sampling technique used is non-probability sampling with purposive sampling technique. The sample criteria are sales representatives at PT. AML Region 3 Cirebon who have been working for a minimum of 3 months. The data analysis for this study uses Structural Equation Modeling – Partial Least Square (SEM-PLS) with SmartPLS 3.00 software.

## RESULTS

### Measurement Model Testing (Outer Model)

To examine the results of the measurement model testing (outer model), Convergent Validity values represent the correlation between the scores of question items and their constructs. Individual indicators are considered valid when the correlation value is greater than or equal to 0.70. In the research and development stage, correlation values greater than 0.50 and less than 0.70 are still acceptable (Ghozali, 2009). Furthermore, for discriminant validity assessment, the comparison is made between the square root values of AVE for each variable and the relationships between one variable and another in the model. The criterion is that each construct must have a square root value of AVE greater than the correlation value between constructs and other constructs, with the stipulation that AVE is greater than 0.50 (Ghozali, 2009). The reliability measurement of constructs can use two assessments, namely composite reliability and Cronbach's alpha. Furthermore, to declare a construct reliable, the composite reliability value should be above 0.60 (Ghozali, 2009).

The outer loading, AVE, Cronbach's alpha, and composite reliability values for the variables of motivation, training, competence, and productivity can be seen in Table 1.

**Table 1 Outer Loading, AVE, Cronbach's Alpha and Composite Reliability values**

Variabel	Indikator	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability
Motivation	X1.1	0.896	0.671	0.775	0.857
	X1.2	0.746			
	X1.3	0.863			
	X1.4	0.773			
Training	X2.1	0.795	0.577	0.816	0.872
	X2.2	0.803			
	X2.3	0.836			
	X2.4	0.763			
	X2.5	0.791			
Competence	Z1	0.799	0.605	0.777	0.821
	Z2	0.805			
	Z3	0.727			
Productivity	Y1	0.831	0.870	0.701	0.784
	Y2	0.774			
	Y3	0,706			

Source: Data processed by SmartPLS 3.0, 2023

The table above shows that all indicator requirements have an outer loading  $> 0.50$ , meaning all statement indicators are considered valid. Thus, it can proceed to the next stage, namely discriminant validity testing. From the table, it can also be explained that the Average Variance Extracted (AVE) values for motivation, training, competence, and productivity variables are all above 0.50. This indicates that each variable used meets the criteria for good discriminant validity measurement. Other results show that all research variables, namely motivation, training, competence, and productivity, have Cronbach's alpha and composite reliability values above 0.70. Therefore, the indicators used in this research variable are considered reliable. The following are the results of discriminant validity testing using Fornell-Larcker:

**Table 2 Results of Discriminant Validity Testing with Fornell-Larcker**

	Diklat	Kompetensi	Motivasi	Produktivitas
Training	0.760			
Competence	0.662	0.778		
Motivation	0.703	0.777	0.819	
Productivity	0.583	0.743	0.808	0.933

Source: Data processed by SmartPLS 3.0, 2023

The table above shows the Fornell-Larcker criteria for each variable, namely motivation, training, competence, and productivity, are greater than the correlation between variables. Thus, the discriminant validity test is declared valid.

### Structural Model Testing

The structural model is a model that demonstrates the strength of estimates between latent or construct variables, starting by looking at the R-Square ( $R^2$ ) values for each endogenous latent variable as predictions from the inner model.  $R^2$  values indicate the influence of exogenous latent variables on endogenous latent variables (Ghozali, 2008). The larger the  $R^2$  value, the model proposed can explain the magnitude of the influence of these variables. Based on the SmartPLS results,  $R^2$  values are obtained as follows:

**Table 3 R-Square Values**

Variabel	R-Square
Competence	0.685
Productivity	0.882

Source: Data processed by SmartPLS 3.0, 2023

The results above show that the  $R^2$  value for the endogenous latent variable competence is 0.685, meaning the influence of motivation and training on competence is 68.5%, the rest is influenced by other variables not included in this study. Meanwhile, the  $R^2$  value for the endogenous latent variable productivity is 0.882, meaning the influence of motivation, training, and competence on productivity is 88.2%, the rest is influenced by other variables not included in this study.

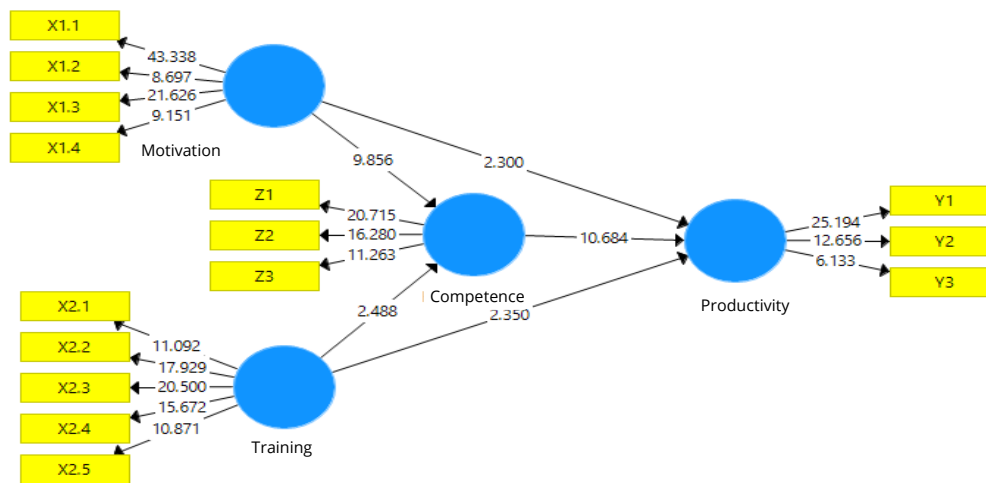
Next, hypothesis testing is carried out in SmartPLS using bootstrapping techniques. The results of bootstrapping are then observed for path coefficient values and specific indirect effects. The results are shown in Tables 4 and 5.

### Direct and Indirect Influence Analysis (Mediation)

Whether a proposed hypothesis is accepted or not, hypothesis testing needs to be done. In SmartPLS 3.0, this is done using bootstrapping. Furthermore, hypothesis testing uses the criteria to be accepted if the t-statistic is greater than the t-table value for a 5% significance level (Ghozali,

2009). The t-table value for a 5% significance level is 1.96. In addition, P Values can be used with the criterion to be accepted if the P Values is less than the 5% significance level.

**Figure 2. Results SmartPLS**



**Table 4 Results of Direct Influence (Path Coefficient)**

Hypothesis	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Motivation → Competence	0.699	0.071	9.856	0.000
Training → Competence	0.171	0.069	2.488	0.013
Motivation → Productivity	0.193	0.084	2.300	0.022
Training → Productivity	-0.117	0.050	2.350	0.019
Competence → Productivity	0.852	0.087	9.829	0.000

Source: Data processed by SmartPLS 3.0, 2023

**Table 5 Results of Specific Indirect Effects**

Hipotesis	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Motivation → Competence → Productivity	0.595	0.086	6.919	0.000
Training → Competence → Productivity	0.145	0.060	2.426	0.016

Source: Data processed by SmartPLS 3.0, 2023

**DISCUSSION**

**Influence of Motivation on Competence**

The first hypothesis states that motivation significantly influences competence at PT. AML Region 3 Cirebon. Based on Table 4, the coefficient value is positive at 0.699, indicating a positive relationship between motivation and competence. The t-statistics value for motivation on competence is 9.856, which is greater than 1.96, and the p-values are 0.000, which is less than 0.05. This indicates that motivation significantly influences competence in the sales representatives at PT. AML Region 3 Cirebon. Therefore, the first hypothesis is accepted, signifying that motivation indeed influences competence.

Sales representatives with high motivation also exhibit high competence. The company should pay attention to sales representatives with high work motivation, as they tend to be highly

competent in terms of skills and expertise. These findings align with the research by Maduka & Okafor (2014), emphasizing that motivating employees can enhance productivity.

However, these results contradict the study conducted by Kariza et al. (2022), which showed that motivation does not significantly impact the improvement of competence productivity.

### **The Influence of Training on Competence**

The second hypothesis is that training significantly influences competence at PT. AML Region 3 Cirebon. Based on Table 4, it is evident that the coefficient value is positive at 0.171, indicating a positive relationship between training and competence. The t-statistics value for training on competence is 2.488, which is greater than 1.96, and the p-values are 0.013, which is less than 0.05. This indicates that training significantly influences competence in the sales representatives at PT. AML Region 3 Cirebon. Therefore, the second hypothesis is accepted, signifying that training indeed influences competence.

Training conducted by the company becomes a determinant variable in improving the competence of sales representatives. The findings of this research align with studies conducted by (Kariza et al., 2022); (Setiawan, 2018); (Raharjo et al., 2016), indicating that training has a significant influence on improving competence.

### **The Influence of Motivation on Productivity**

The third hypothesis is that motivation significantly influences productivity at PT. AML Region 3 Cirebon. Based on Table 4, the coefficient value is positive at 0.193, indicating a positive relationship between motivation and productivity. The t-statistics value for motivation on productivity is 2.300, which is greater than 1.96, and the p-values are 0.022, which is less than 0.05. This indicates that motivation significantly influences productivity in the sales representatives at PT. AML Region 3 Cirebon. Therefore, the third hypothesis is accepted, signifying that motivation indeed influences productivity.

Motivation is a crucial factor that can affect the work productivity of sales representatives at PT. AML Region 3 Cirebon. Providing motivation, especially through storytelling, can encourage employees to work harder according to their desires and internal drives, thereby triggering an increase in work productivity. The results of this research are supported by the study by (Maduka & Okafor, 2014), emphasizing that motivating employees can enhance productivity. Additionally, research conducted by (Al Ghifari & Mahfudiyanto, 2023); (Suryani et al., 2020); (Rohmat, 2020); (Annisa & Riadi, 2023); (Setiawan, 2018) also indicates that motivation has a significant influence on increasing employee productivity. However, the findings of this research do not align with studies conducted by (Kariza et al., 2022); (Massora, 2018), which show that motivation does not have a significant impact on improving employee productivity.

### **The Influence of Training on Productivity**

The fourth hypothesis is that training significantly influences productivity at PT. AML Region 3 Cirebon. Based on Table 4, the coefficient value is negative at -0.117, indicating a negative relationship between training and productivity. The t-statistics value for training on productivity is 2.350, which is greater than 1.96, and the p-values are 0.019, which is less than 0.05. This indicates that training significantly influences productivity in the sales representatives at PT. AML Region 3 Cirebon. Therefore, the fourth hypothesis is accepted, signifying that training indeed influences productivity.

This means that if the training capacity for sales representatives is increased, it can be more effective for them, thus influencing work productivity and increasing sales levels. The results of this research are supported by studies conducted by (Annisa & Riadi, 2023); (Kustini & Sari, 2020); (Setiawan, 2018); (Massora, 2018), stating that training has a significant influence on productivity. However, the findings of this research do not align with the study conducted by (Kariza et al., 2022),



which shows that motivation does not have a significant impact on improving employee productivity.

### **The Influence of Competence on Productivity**

The fifth hypothesis is that competence significantly influences productivity at PT. AML Region 3 Cirebon. Based on Table 4, the coefficient value is positive at 0.852, indicating a positive relationship between competence and productivity. The t-statistics value for competence on productivity is 9.829, which is greater than 1.96, and the p-values are 0.000, which is less than 0.05. This indicates that competence significantly influences productivity in the sales representatives at PT. AML Region 3 Cirebon. Therefore, the fifth hypothesis is accepted, signifying that competence indeed influences productivity.

High competence levels for each individual sales representative, achieved through regular motivation and training by the company, lead to increased work productivity. The results of this research align with studies conducted by (Kariza et al., 2022); (Setiawan, 2018); (Raharjo et al., 2016); (Bahri, 2016), indicating that competence has a significant influence on improving employee productivity.

### **The Influence of Motivation on Productivity Mediated by Competence**

The sixth hypothesis is that motivation significantly influences productivity mediated by competence at PT. AML Region 3 Cirebon. Based on Table 5, the coefficient value is positive at 0.595, indicating a positive relationship between motivation and productivity mediated by competence. The t-statistics value for motivation on productivity mediated by competence is 6.919, which is greater than 1.96, and the p-values are 0.000, which is less than 0.05. This indicates that motivation significantly influences productivity mediated by competence in the sales representatives at PT. AML Region 3 Cirebon. Therefore, the sixth hypothesis is accepted, signifying that motivation indeed influences productivity mediated by competence.

This hypothesis relates to the extent to which human resource management practices, especially motivation in a company, are considered to influence productivity, with competence playing a crucial role. The results of this research do not align with the study conducted by (Kariza et al., 2022), where motivation does not have a significant influence on productivity mediated by competence.

### **The Influence of Training on Productivity Mediated by Competence**

The seventh hypothesis is that training significantly influences productivity mediated by competence at PT. AML Region 3 Cirebon. Based on Table 5, it is observed that the coefficient value is positive at 0.145, indicating a positive relationship between training and productivity mediated by competence. The t-statistics value for training on productivity mediated by competence is 2.426, which is greater than 1.96, and the p-values are 0.016, which is less than 0.05. This suggests that training significantly influences productivity mediated by competence in the sales representatives at PT. AML Region 3 Cirebon. Therefore, the seventh hypothesis is accepted, signifying that training indeed influences productivity mediated by competence.

This study shows that productivity can be influenced by training, and this impact is manifested through the role of competence possessed by employees. Based on the research findings, PT. AML Region 3 Cirebon can make efforts to implement training that truly supports the competence expected by the company, with the ultimate impact being increased productivity.

The results of this research indicate that the sales representatives working at PT. AML Region 3 Cirebon believe that productivity can be influenced by training when there is a role of competence among the sales representatives. These findings are supported by the study conducted by (Kariza et al., 2022), emphasizing the efforts to implement training that truly supports the competence expected by the company, resulting in increased productivity.

## CONCLUSION

The conclusions of this study are as follows:

- a. Motivation significantly influences competence.
- b. Training significantly influences competence.
- c. Motivation significantly influences productivity.
- d. Training significantly influences productivity.
- e. Competence significantly influences productivity.
- f. Motivation significantly influences productivity mediated by competence.
- g. Training significantly influences productivity mediated by competence.

This research has implications for PT. AML Region 3 Cirebon, suggesting that the company should pay more attention to its sales representatives by providing motivation and training to enhance their competence. This, in turn, will improve productivity and increase sales. The researcher hopes that this study can be further developed to make competence more attractive by offering more suitable incentives to sales representatives, ultimately boosting productivity and increasing the company's sales volume.

Recommendations based on the research findings suggest that, in addition to motivation, education and training are also crucial variables for enhancing competence. To focus more effectively on this aspect, it is recommended to establish an in-house learning training center rather than relying on third-party providers.

## Limitations

1. Generalizability: The findings of this study are specific to PT. AML Region 3 Cirebon and may not be directly applicable to other companies or industries. The unique organizational culture, workforce characteristics, or market conditions of PT. AML Region 3 Cirebon might limit the generalizability of the conclusions.
2. Contextual Factors: The conclusions are influenced by the context in which the study was conducted. Changes in external factors, such as economic conditions, industry trends, or organizational structure, might impact the relevance and applicability of the findings over time.
3. Methodological Constraints: The study's conclusions are based on the methodology employed, including the data collection methods and statistical analyses. Limitations in the research design, sample size, or data quality may affect the robustness of the conclusions.

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