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The Influence of Competence and Training on Employee Performance with Motivation as a Moderating Variable in the Duta Sarana Prasetya Group Construction Company in Semarang City

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ABSTRACT

Performance is an achievement or result of a person's work based on the quantity and quality achieved in carrying out their functions in accordance with the responsibilities received. This research concerns performance problems in companies in the construction sector, namely Duta Sarana Prasetya Group. The research was conducted with the aim of analyzing the influence of competency and training on employee performance with motivation as a moderating variable. Data collection was carried out by distributing a list of statements in the form of a questionnaire to respondents, with a population of 33 Duta Sarana Prasetya Group. The sampling technique used a census technique with 33 people as respondents. The variables tested are Competence (X1) and Training (X2) as independent variables, Employee Performance (Y) as the dependent variable, and Motivation (Z) as the moderating variable. The analysis test tool used is SmartPLS v.04 with the SEM (Structural Equation Modeling) analysis method. The results of this research show that Competency, Training and Motivation are proven to have a significant effect on Employee Performance, Motivation is proven not to moderate the effect of Competency and Training on Employee Performance.

Keywords: *Competency, Training, Work Motivation, Employee Performance*

1. Background

In the current era of globalization, every company is faced with a business environment with increasingly fierce competition to be the best in its business. Resources that play a very important role in a company are Human Resources, namely people who provide thoughts, ideas, talents, creativity and energy to the company. The role of employees as human resources in organizations is increasingly recognized as important, thus encouraging the development of knowledge about how to utilize human resources optimally by trying to obtain employees who have the competencies and abilities in accordance with the company's needs so that the implementation of their duties and work can be carried out well and Correct. The success of a company is determined by the performance of its employees. According to Isvandiari & Purwanto (2018), employee performance is the result of the activities carried out, performance arises not only from formal education, but in work practices in the field, performance arises from various training for operational employees and education for employees. company management.

Duta Sarana Prasetya Group (DSP Group) is a company in the economic sector that is related to the planning, implementation and supervision of construction activities to form a building or other physical form. Currently, competition in the world of construction is getting higher due to the increasing number of construction companies in the city of Semarang. In the midst of tight competition in the construction services business, construction service business players are working hard to maintain the survival of their companies. Maintaining the existence of a company depends, among other things, on the capabilities of the human resources within the company. DSP Group needs employees who are competent and have qualified abilities, therefore DSP Group needs to understand the factors that influence employee performance in order to improve employee performance and achieve company goals.

Based on the results of interviews with DSP Group's human resources department, it is assessed that there are still several factors that cause employee performance to tend to decline. Often the problem is inadequate competence. These problems result in decreased employee performance. According to Anwar and Komariyah (2016) competency is an individual's ability to carry out a job correctly and have excellence based on matters relating to knowledge, skills and attitudes. Nurhayati, *el al* (2017) stated that competence is a basic characteristic of a person that influences the way of thinking and acting, makes generalizations about all situations faced, and lasts for a long time in humans. Competence possessed by an employee is the ability to work in accordance with the company's desired goals. The competency in question is education. Higher education will have an impact on the ability to absorb the knowledge received, so that they are able to carry out the work assigned correctly. Apart from competency factors, training can also influence employee performance.

Another influencing factor is the lack of employee training, some departments require skills training to better understand their work. According to Cookson & Stirk (2019) job training is the process of teaching new employees the skills needed to do their jobs. According to Humaira (2018) job training is an important activity in the educational process in which a learning process is carried out in the short term, aimed at improving knowledge, attitudes and skills, so as to increase individual competence to face work within the company so that organizational goals can be achieved. Increasing training is a very important thing held by companies for their employees so that they can meet the company's current and future needs. Training is carried out to change employee behavior in accordance with the company's desires and needs, as well as to overcome problems faced by company employees. With competency improvement and training activities, employees can learn new knowledge so that employees can improve their performance in carrying out the tasks assigned to them. The amount of training that employees participate in will increase their skills. This lack of training results in decreased employee performance. These two variables are reflected in employees who can motivate them at work.

Competency and training include knowledge of predicting behavioral actions and skills that will predict job performance. The existence of motivational factors is thought to strengthen or weaken the influence of competence and training on employee performance. Low motivation causes employees to not be able to work well so that company goals cannot be realized. According to Nurhayati, *et al* (2017), *Goal Setting Theory* is determining the company's success goals. Good planning before acting will influence the behavior of employees who are committed to company goals which are closely related to the resulting performance. The planning referred to in this research consists of several factors including recruiting new employees, the role of company management which is also related to employee performance and motivation as encouragement so that employees can work optimally. According to Suwanto (2020) work motivation is a set of forces both coming from within oneself and from outside a person that encourages one to start working behavior in accordance with a certain format, direction, intensity and time period. Work motivation is an employee's willingness to expend a high level of effort towards company goals which is conditioned by the ability of that effort to meet individual needs. The more motivated a person is, the greater his efforts to achieve his goals. Likewise, the strength and weakness of a person's work motivation also determines the size of their performance. Based on the research of Nurhidayati (2017) and Suwanto (2020), it can be justified that every person who works in a company needs to have motivation that is useful for carrying out the company's mission and realizing the company's vision/goals. The phenomenon that occurred at the DSP Group company was strengthened by the existence of primary data from the company. The following is performance assessment data obtained from the DSP Group company.

Table 1 . DSP Group Employee Performance Assessment Data

2018 – 2022

NO	INFORMATION	Average Employee Performance Rating				
		2018	2019	2020	2021	2022
		%	%	%	%	%
1	INTEGRITY	85.65	86.15	60.15	45.55	45.50
2	PROFESSIONAL	77.35	80.05	55.35	33.15	32.45
3	INNOVATION	64.15	68.65	40.55	30.15	35.85
4	DISCIPLINE	85.35	88.55	68.35	65.55	71.74
5	CREATIVITY	85.55	83.35	41.65	45.15	42.22

Source: DSP Group Company HRD data

The data above describes employee performance assessments at DSP Group companies over the last five years, from 2018 to 2022. This data shows that in 2018-2019 the average performance assessment of DSP Group employees increased, but in 2020-2021 there was a decline in performance As a result of the impact of *the Covid-19 pandemic* , this causes a decrease in employee work motivation psychologically and mentally, apart from that the company is experiencing a crisis which has an impact on reducing working hours and employee income, then in 2022 the performance assessment of DSP Group employees is starting to improve but it has not yet shown significant improvement. This condition shows that employee performance is still less than optimal. Employee performance is a benchmark and parameter for the success of DSP Group employees in carrying out their duties and responsibilities as well as their ability to achieve the goals and standards that have been set. Following up on the problem phenomenon and DSP Group company performance assessment data, researchers are interested in identifying whether competency and training are factors that can influence employee performance. Several previous studies have revealed the relationship between competency and training on employee performance. Research conducted by Liana (2020), Sumarni (2021), Putri, *et al* (2022) shows that competence influences employee performance. Professional competencies are able to identify the abilities and skills they have, so that employees can practice them at work with the aim that employees can identify and develop their potential for the organization where they work. Research conducted by Setiaroni (2019), Theodora, *et al* (2021), Nofiar, *et al* (2022) shows that training has a positive and significant effect on employee performance. Training is related to employees' skills and abilities to carry out current work, has a current orientation and helps employees to achieve certain skills and abilities to be successful in carrying out their work.

Table 2. Research Gap

No	Issue	Researcher	Research Findings
1	The Influence of Competency Variables on Employee Performance	Raudhah and Sumarni (2021), Liana (2020), Putri, et al (2022)	Competency has a positive influence on employee performance
		Noel, et al (2017), Hastuti (2018), Hajiali, et al (2022)	Competency Does Not Affect Employee Performance
2	The Influence of Training Variables on Employee Performance	Setiaroni (2019), Theodora, et al (2021), Nofiar, et al (2022)	Training Has a Positive Influence on Employee Performance
		Randy (2016), Ratnasari and Putri (2019)	Training Has No Effect on Employee Performance

The table shows that there are inconsistencies in research findings regarding the influence of competency and training on employee performance, so further research is needed.

Research purposes

This research aims to analyze the extent to which competency and training influence employee performance and whether motivation can act as a moderating variable.

LITERATURE REVIEW

Goal setting theory developed by Edwin Locke since 1968 has begun to attract interest in various organizational problems and issues. According to *goal setting theory* , every individual has several goals, chooses goals and they are motivated to achieve these goals. *Goal Setting Theory* emphasizes the importance of the relationship between the goals set and the resulting performance. One of the characteristics of *goal setting* is the level of difficulty of the goal. Different levels of goal difficulty will provide different motivation for employees to achieve certain performance. A low level of goal difficulty will make employees view goals as routine achievements that are easy to achieve, which will reduce employee motivation to be creative and develop their abilities. Meanwhile, at a higher level of goal difficulty but possible to achieve, employees will be motivated to think about how to achieve the goal. This process will be a means of developing employee creativity and ability to achieve these goals.

Employee Competency Has an Influence on Employee Performance

One of the foundations of human resources in carrying out their duties is competence. Employee competencies include knowledge , skills *and* attitude, *which* will be adjusted to the areas needed by the organization to produce good performance. Having good competencies will increase good performance. Factors that influence performance are ability , motivation, support received, the existence of the work they do, and their relationship with the organization . The results of research conducted by Raudhah and Sumarni (2021) further prove this, that competence has an important influence on employee performance. Another study conducted by Putri, *et al* (2022) shows that competence influences employee performance.

H1: Competence influences employee performance.

Employee Training Has an Influence on Employee Performance

The training provided by the company to employees contains matters related to the employee's job. Good training will explain in detail how a job must be completed and what the process is. If employees understand the work process they have, then employee performance will also increase because it will be easier for the employee to do their work. This is in accordance with the results of research by Theodora, et al (2021) which states that job training has the effect of developing workers' knowledge, skills and habits for the better so that employee performance will increase. In line with research conducted by Nofiar, et al (2022), research results also showed that training had an effect on employee performance.

H2: Training influences employee performance.

Employee Competency Has an Influence on Employee Performance with Motivation as a Moderating Variable

Motivation as a moderating variable will later weaken or strengthen the influence of employee competence on employee performance. Employees who have competencies appropriate to their field of work will be motivated to improve their performance and achieve goals. Employees who have high motivation tend to have higher performance than employees who are less motivated. This is in accordance with *the Goal Setting Theory* developed by Locke that employees who understand their responsibilities and duties will work and be motivated to carry out their duties so that the goals of the organization are achieved. (Tommy, *et al* , 2021). This is supported by research conducted by Rissami (2016), which shows that the competency variable has a strong influence on work motivation as a moderating variable. This is in line with research conducted by Silvianita and Anjani (2016) which found that competency influences employee performance and motivation moderates the relationship between competency and employee performance, so that the higher the competency an employee has, the higher the employee's work motivation.

H3: Motivation Moderates the Effect of Competency on Employee Performance.

Employee Training Has an Influence on Employee Performance with Motivation as a Moderating Variable

A moderating variable is a variable that determines the strength and weakness of the relationship between the independent variables and the dependent variable. Motivation as a moderating variable will later weaken or strengthen the influence of employee training on employee performance. This is in accordance with *the Goal Setting Theory* developed by Locke, a low level of goal difficulty will make individuals view goals as routine achievements that are easy to achieve, which will reduce the individual's motivation to be creative and develop their abilities. Meanwhile, at a higher level of goal difficulty but possible to achieve, individuals will be motivated to think about how to achieve the goal. This process will be a means of developing individual creativity and ability to carry out job training to achieve these goals (Cahayu and Rahyuda, 2019). This is supported by research conducted by Burhan, *et al* (2022), which shows that training variables influence employee performance and motivation moderates the relationship between training and employee performance.

H4: Motivation Moderates the Effect of Training on Employee Performance.

Based on the relationships between variables and the hypotheses explained, this research developed the research model shown in Figure 1.
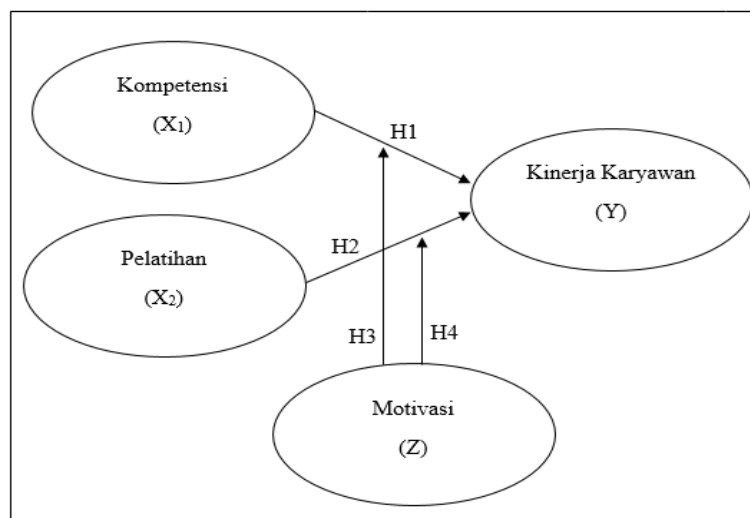

Figure 1. Research Model

Source: Primary data processed

RESEARCH METHODOLOGY

This type of research is descriptive and quantitative research which describes systematically, factually and actually the relationship and influence of each variable studied, carries out hypothesis testing and makes predictions and makes implications for solving problems. In the end, the research results will illustrate the value of each variable and the magnitude of the influence of the independent variable on the dependent variable. According to Cakrawala (2015), descriptive research is a research method that describes actual conditions through data collection. Meanwhile, according to Sugiyono (2017), the definition of Quantitative Research Methods is a research method based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative or statistical data analysis, with the aim of testing established hypotheses. In the process, this method uses statistical analysis techniques to obtain more accurate and reliable results.

According to Sugiyono (2016) Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics which are applied by researchers to study and then draw conclusions. The population in this study were DSP Group employees from all fields, totaling 33 people (respondents). Meanwhile, the sample (Sugiyono, 2016) is part of the number and characteristics of the population. In this research, the sampling technique used was a saturated sampling technique (*census*). According to Sugiyono (2016), the saturated sampling technique is a sample determination technique when all members of the population are used as samples. The reason the researcher chose the sample using a saturated sampling technique was because the population was relatively small, namely less than 100, so the entire population was used as the sample. The sample used in this research was 33 people (respondents).

ANALYSIS AND DISCUSSION RESULTS

The following is the demographic data of 33 respondents as follows:

Table 3. Data on Respondent Characteristics

Distribution of Respondents

Staff	6		
Experts	7	33	100%
Field worker	20		
Characteristics of Respondents Based on Gender			
Man	27	81.82	Percent
Woman	6	18.18	Percent
Total	33	100	Percent
Characteristics of Respondents Based on Age			
22 to 27 years old	4	12,12	Percent
28 to 33 years old	17	51.52	Percent
34 to 39 years old	3	9.09	Percent
40 to 45 years old	6	18.18	Percent
46 to 50 years old	2	6.06	Percent
50 to 54 years old	1	3.03	Percent
Total	33	100	Percent
Characteristics of Respondents Based on Education Level			
SENIOR HIGH SCHOOL	20	60.61	Percent
D3	7	21.21	Percent
S1	6	18.18	Percent
Total	33	100	Percent

Source: Primary data processed

This research model will be analyzed using the *Partial Least Square* (PLS) method and assisted with SmartPLS 4.0 software, which is an alternative *Structural Equation Modeling* (SEM) method that can be used to overcome problems in the relationship between very complex variables but the data sample size is small and has non-parametric assumption, meaning that the data does not refer to one particular distribution. The outer model image from this research is as follows:

Figure 2. Outer Model
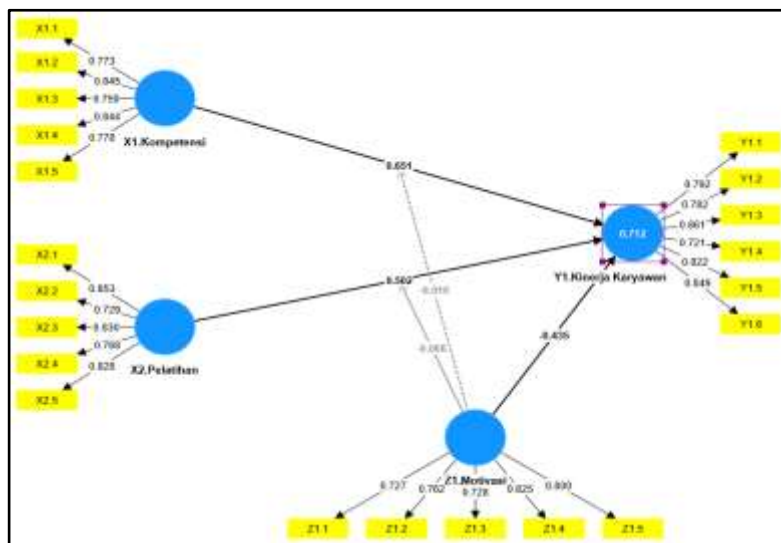
Source: Data processed in 2023

Convergent Validity is carried out by looking at the item *reliability* (validity indicator) which is shown by the *loading factor value. Loading factor* is a number that shows the correlation between the score of a question item and the score of the construct indicator that measures that construct. *A loading factor* value greater than 0.70 is said to be valid. In this study, the *loading factor limit* used was 0.70. After processing the data using SmartPLS 4.0, *the loading factor results* can be shown as in Table 3:

Table 4. Outer Loading

	X1.	X2.	Y1.	Z1.	Z1. x X2.	Z1. x X1.
X1.1	0.773					
X1.2	0.845					
X1.3	0.759					
X1.4	0.844					
X1.5	0.778					
X2.1		0.853				
X2.2		0.729				
X2.3		0.830				
X2.4		0.768				
X2.5		0.828				
Y1.1			0.793			
Y1.2			0.782			
Y1.3			0.861			
Y1.4			0.721			
Y1.5			0.822			
Y1.6			0.849			
Z1.1				0.727		
Z1.2				0.762		
Z1.3				0.728		
Z1.4				0.825		
Z1.5				0.800		
Z1. x X2.					1.000	
Z1. x X1.						1.000

Source: Data processed in 2023

From the results of data management with SmartPLS shown in table 3 above, the majority of indicators for each variable in this study have a *loading factor value* greater than 0.70 and are said to be valid. This shows that variable indicators that have a *loading factor value* greater than 0.70 have a high level of validity so they meet *convergent validity* .

Table *5* . Construct Validity & Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1.	0.861	0.876	0.899	0.641
X2.	0.867	0.903	0.901	0.645
Y1.	0.892	0.901	0.917	0.649
Z1.	0.829	0.837	0.879	0.592

Source: Data processed in 2023

Based on table 4, all constructs show an *Average variance extracted* (AVE) value greater than 0.50. The smallest AVE value is 0.592 for the motivation variable, followed by the training variable with an AVE value of 0.645, then the Competency variable with an AVE value of 0.641 and the largest AVE value of 0.649 for the Employee Performance variable. This meets the requirements in accordance with the specified minimum AVE value limit, namely 0.50. *Cronbach's Alpha* , *Composite Reliability* (rho_a), *Composite Reliability* (rho-c) for each variable have met the requirements of greater than 0.70. From table 4, it appears that there are no validity problems and no reliability problems were found.

Discriminant Validity

Discriminant validity is carried out by looking at the *cross loading values* of construct measurements. The *cross loadings* value shows the magnitude of the correlation between each construct and its indicators and the indicators of the other block constructs. A measurement model has good *discriminant validity* if the correlation between the construct and its indicators is higher than the correlation with indicators from other block constructs. After processing the data using SmartPLS 4.0, *the cross loading results* can be shown in Table 5:

Table *6* . Cross Loading

	X1.	X2.	Y1.	Z1.	Z1. x X2.	Z1. x X1.
X1.1	0.773	0.201	0.510	0.259	-0.392	-0.449
X1.2	0.845	0.641	0.718	0.610	-0.447	-0.652
X1.3	0.759	0.178	0.472	0.306	-0.287	-0.402
X1.4	0.844	0.462	0.624	0.425	-0.366	-0.518
X1.5	0.778	0.424	0.559	0.461	-0.552	-0.637
X2.1	0.336	0.853	0.449	0.542	-0.453	-0.302
X2.2	0.243	0.729	0.261	0.588	-0.242	-0.243
X2.3	0.530	0.830	0.670	0.439	-0.513	-0.397
X2.4	0.460	0.768	0.464	0.405	0.015	-0.132
X2.5	0.351	0.828	0.472	0.536	-0.515	-0.467
Y1.1	0.544	0.450	0.792	0.081	-0.402	-0.311
Y1.2	0.584	0.505	0.782	0.253	-0.401	-0.336
Y1.3	0.624	0.447	0.861	0.165	-0.305	-0.259
Y1.4	0.480	0.407	0.721	0.311	-0.316	-0.279
Y1.5	0.675	0.437	0.822	0.269	-0.497	-0.441
Y1.6	0.615	0.693	0.849	0.281	-0.259	-0.253
Z1.1	0.582	0.391	0.241	0.727	-0.488	-0.686
Z1.2	0.376	0.592	0.175	0.762	-0.397	-0.393
Z1.3	0.400	0.392	0.206	0.728	-0.270	-0.598
Z1.4	0.315	0.493	0.251	0.825	-0.439	-0.648
Z1.5	0.347	0.477	0.156	0.800	-0.319	-0.560
Z1. x X2.	-0.514	-0.457	-0.422	0.510	1.000	0.680
Z1. x X1.	-0.675	-0.398	-0.386	0.768	0.680	1.000

Source: Data processed in 2023

The cross loading results in Table 5 show that the correlation value of the construct with its indicators is greater than the correlation value with other constructs. Thus, all constructs or latent variables have good *discriminant validity* , where the indicators in the construct indicator block are better than the indicators in other blocks. The next evaluation is by comparing the AVE root value with the correlation between constructs. The recommended result is that the AVE root value must be higher than the correlation between constructs. The model has better *discriminant validity* if the square root of the AVE for each construct is greater than the correlation between the two constructs in the model. A good AVE value is required to have a value greater than 0.50.

Table *7* . Fornell–Larcker criterion

	X1.	X2.	Y1.	Z1.
X1.	0.801			
X2.	0.505	0.803		
Y1.	0.732	0.616	0.806	
Z1.	0.533	0.603	0.276	0.769

Source: Data processed in 2023

In table 6 above, it appears that the AVE root correlation value for each construct is greater than the correlation value, so that the construct in the research can be said to have good *discriminant validity* or no *discriminant validity problems* .

Inner Model Tester

R Square

R-Square analysis is to determine the magnitude of the influence of the independent variable on the dependent variable, the value of the coefficient of determination can be seen in table 7:

Table *8* . R Square

|	R-square	R-square adjusted
Y1.	0.712	0.659

Source: Data processed in 2023

From table 7 above, it appears that employee performance variables are 65.9% influenced by competency variables and training variables, the remaining 34.1% are influenced by other independent variables.

Hypothesis test

Hypothesis testing is carried out based on the results of Inner Model testing (structural model) which includes r-square output, parameter coefficients and t-statistics. To see whether a hypothesis can be accepted or rejected, include paying attention to the significance value between constructs, t-statistics and p-values. This research hypothesis testing was carried out with the help of SmartPLS (Partial Least Square) 4.0 software. These values can be seen from the bootstrapping results. The rules of thumb used in this research are t-statistics > 1.96 with a significance level of p-value of 0.05 (5%) and the beta coefficient is positive. The hypothesis testing value of this research can be shown in Table 8 and the results of this research model can be described as shown in Figure 3, as follows:

Figure 3. Outer Model After Bootstrapping
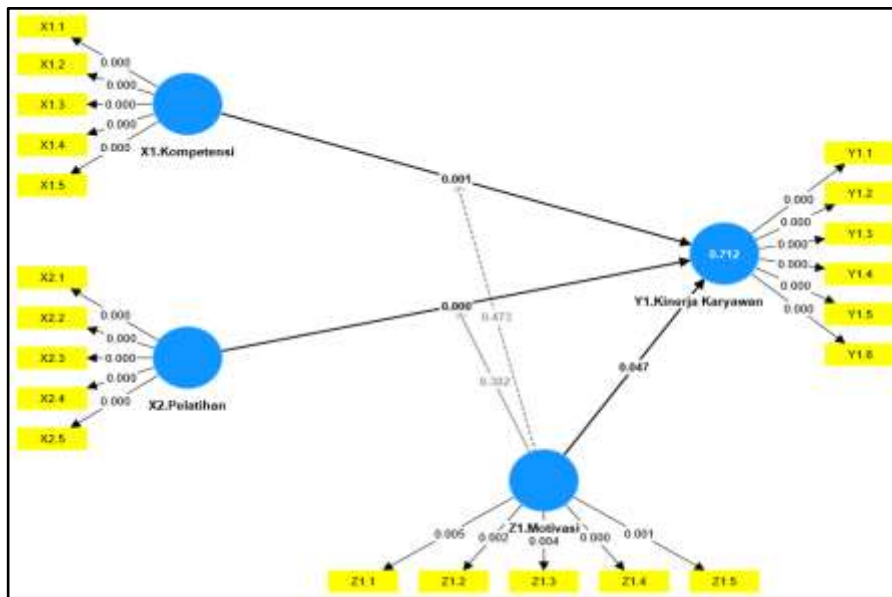
Source: Data processed in 2023

Table *9* . Total Influence

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
X1. -> Y1.	0.651	0.597	0.219	2.972	0.003
X2. -> Y1.	0.502	0.478	0.152	3.300	0.001
Z1. -> Y1.	-0.435	-0.276	0.260	1.675	0.047
Z1. x X2. -> Y1.	-0.066	-0.085	0.219	0.301	0.382
Z1. x X1. -> Y1.	-0.016	0.068	0.235	0.067	0.473

Source: Data processed in 2023

Based on the results of direct path coefficient testing using t-statistics, the next step is to compare the t-statistic results with the t-table critical value at a significance level of 0.05. The findings of this research show that the variables of competence, training and motivation influence employee performance. However, the role of motivation as a moderating variable of competence and training on employee performance shows no significant influence.

Predictive Relevance

Table *10* . Predictive Relevance

	SSO	SSE	Q^2 (=1-SSE/SSO)
X1. Competence	165,000	91.511	0.445
X2. Training	165,000	88,446	0.464
Y1. Employee performance	198,000	100,532	0.492
Z1. Motivation	165,000	93,838	0.431

Source: Data processed in 2023

Table 9 above shows how good the observation value produced through the blindfolding test is, it is said to be good if the value is greater than 0. Based on the data produced Q^2 from each variable is more than 0, it is concluded that the observation value is good.

Table 11. Model Fit

	Saturated Model	Estimation Model
SRMR	0.119	0.122
d_ULS	3,268	3,423
d_G	2,812	2,900
Chi-Square	336,805	336,180
NFI	0.510	0.511

Source: Data processed in 2023

Table 4.20 above shows how good the model is by looking at the NFI value of 0.511 or 51.1%, meaning that the model resulting from the data analysis above is 51.1% fit.

DISCUSSION

The first hypothesis tests whether Competency (X1) positively influences employee performance (Y). The test results show that the beta coefficient value of Competency (X_1) on Employee Performance (Y) is 0.651 and the t-statistic is 2.972. From these results it is stated that the t-statistic is significant because it is > 1.96 with a P-value < 0.05, namely 0.003, so **the first hypothesis is accepted** . The results of the first hypothesis prove that Competency (X_1) has a positive and significant influence on DSP Group Employee Performance (Y), which in this case is an important factor in improving employee performance. This means that the higher the competency, the higher the performance. Employees with high competence tend to have high performance while employees with low competence tend to produce less good performance. In accordance with the questionnaire on open statements, competency influences the job desk provided by the company, knowledge related to work, able to do the job well and correctly according to what the company wants, full of initiative, professional, good attitude and responsibility with his work so that he is believed to have adequate competency. DSP Group employees can carry out their duties professionally, effectively and efficiently. Meanwhile, performance is the result of work in terms of quality and quantity achieved by DSP Group employees in carrying out their duties in accordance with the responsibilities given to them, performance assessments are still carried out regularly in order to evaluate the extent to which DSP Group employees have carried out their duties well. The results of this research are in line with the results of previous research conducted by Hutajulu, et al, (2021), Badrun (2021), and Amellya (2022).

The second hypothesis tests whether Training (X_2) positively influences employee performance (Y). The test results show that the beta coefficient value of Training (X_2) on Employee Performance (Y) is 0.502 and the t-statistic is 3.300. From these results it is stated that the t-statistic is significant because it is > 1.96 with a P-value < 0.05, namely 0.001, so **the second hypothesis is accepted** . The results of this second hypothesis prove that Training (X_2) has a positive and significant influence on DSP Group Employee Performance (Y). This most likely happened because of the training provided by the company so that DSP Group employees were able to solve problems at work. In accordance with the questionnaire on open statements, training really needs to be held with training materials that are in accordance with the training objectives, training needs to be held with materials that are up to date, training methods are adapted to employee learning styles, so that they are easy to understand, facilities support the training, and instructors who are qualified in their fields and instructors are able to attract employees' interest in taking part in training so that with training held regularly by DSP Group

companies, they can improve employees' abilities and produce good performance in accordance with company standards and in this way the company's goals will be achieved. This is in line with research conducted by Nofiar, et al (2022), Titin, et al (2022), and Setiaroni (2019).

The third hypothesis tests that Motivation (Z) influences employee performance (Y). The test results show that the beta coefficient value of Motivation (Z) on Employee Performance (Y) is -0.435 and the t-statistic is 1,675 < 1.96 with a P-value < 0.05, namely 0.047, so the **third hypothesis is accepted** . The results of this third hypothesis prove that Motivation (Z) has a significant influence on DSP Group Employee Performance (Y). This means that every employee's work motivation and goals will have an impact on their performance. This is in accordance with motivation theory, namely *goal setting theory* , which states that providing the right motivation will be able to arouse employee enthusiasm and sincerity in working so as to produce better performance and achieve company goals. Based on the questionnaire distributed to DSP Group employees, the average response index of respondents was in the medium category, where some employees answered that motivation was the main thing that aroused enthusiasm for work. This is in line with research conducted by Egi and Darda (2019), Ekhsan (2019), and Shella (2023).

The fourth hypothesis tests whether Motivation (Z) is able to moderate the influence of Competence ($X1_)$ on Employee Performance (Y). The test results show that the beta coefficient value of Motivation (Z) moderates the influence of Competency ($X1_)$ on Employee Performance (Y) of -0.016 and the t-statistic is 0.067. From these results it is stated that the t-statistic is not significant because it is <1.96 with a P-value >0.05, namely 0.382, so **the fourth hypothesis is rejected** . The test results show that the Motivation variable (Z) does not moderate the influence of Competency ($X1_)$ on Employee Performance (Y). The significance level of the moderating variable which is the interaction between $X_1 *Z$ shows insignificant results. Thus, the results of this study do not prove the fourth hypothesis, namely work motivation can moderate the influence of employee competence on employee performance and do not prove the *Goal Setting Theory* proposed by Locke. The interaction between employee competency and motivation is not the best match, meaning that motivation (Z) is unable to act as a moderating variable that influences the relationship between employee competency and DSP Group employee performance. Motivation is the driving force of employees to carry out a certain action or create work enthusiasm. According to the respondents' responses to the questionnaire distributed, the average index was included in the medium category, this reveals the expectations of employees regarding the open questionnaire, namely that motivation is very important to provide encouragement to achieve goals, existing facilities provide ease in completing work, the need for glorified status, attention and gain a good reputation, motivation will encourage employee performance both in the comfort of team work and in the comfort of individual work to become more advanced and speed up the process of completing tasks and responsibilities at work. The limited number of respondents and research location can influence the research results. Apart from that, in this research it is better for the motivation variable to act as an independent variable, not as a moderating variable.

The fifth hypothesis tests whether Motivation (Z) is able to moderate the influence of Training (X_2) on Employee Performance (Y). The test results show that the beta coefficient value of Motivation (Z) moderates the influence of Training (X_2) on Employee Performance (Y) of -0.066 and the t-statistic is 0.301. From these results it is stated that the t-statistic is not significant because it is <1.96 with a P-value >0.05, namely 0.382, so **the fifth hypothesis is rejected** . The test results show that the Motivation variable (Z) does not moderate the influence of Training (X_2) on DSP Group Employee Performance (Y). The significance level of the moderating variable which is the interaction between $X_2 *Z$ shows insignificant results. Thus, the results of this study do not prove the fifth hypothesis, namely work motivation can moderate the influence of training on employee performance and do not prove the *Goal Setting Theory* proposed by Locke. The interaction between employee training and motivation is not the best match, meaning that motivation (Z) is unable to act as a moderating variable that influences the relationship between employee training and DSP Group employee performance. According to the respondents' responses to the questionnaire distributed, the average index was included in the medium category, this reveals the expectations of employees regarding the open questionnaire, namely that motivation is very important to provide encouragement to achieve goals, existing facilities provide ease in completing work, the need for glorified status, attention and gain a good reputation, motivation will encourage employee performance both in the comfort of team work and in the comfort of individual work to become more advanced and speed up the process of completing tasks and responsibilities at work. There are several studies that support that motivation is unable to moderate the influence of training on employee performance. The limited number of respondents and research location can influence the research results. Apart from that, in this research it is better for the motivation variable to act as an independent variable, not as a moderating variable.

CONCLUSION

Based on the results of research on the variables of competency, training, motivation and their influence on the performance of DSP Group employees, conclusions can be drawn, namely:

1. The test results on the competency variable with the employee performance variable show that the competency variable is statistically proven to have an effect on the employee performance variable.

2. The test results on the training variable with the employee performance variable show that the training variable is statistically proven to have an effect on the employee performance variable.

3. The test results on motivation variables with employee performance variables show that motivation variables are statistically proven to have an effect on employee performance variables.

4. The test results on the motivation moderating variable with the competency variable on the employee performance variable show that statistically the motivation variable does not act as a moderating variable between the competency variable and employee performance.

5. The test results on the motivation moderating variable with the training variable on the employee performance variable show that statistically the motivation variable does not act as a moderating variable between the training variable and employee performance.

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