
**THE INFLUENCE OF TRAINING AND UPSKILLING ON WORK MOTIVATION AND
IMPACT ON THE EMPLOYEE PERFORMANCE OF PT BANK SYARIAH
INDONESIA REGIONAL I ACEH**

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ABSTRACT

This research aims to test the Training and Upskilling effect on Work Motivation and its impact on employee performance at PT Bank Syariah Indonesia Regional I Aceh (BSI Reg Aceh). The population was all employees at BSI Reg Aceh is 76 employees (except attendants, security, and drivers), and taken all to be sampled. Data were processed using the Partial Least Square (PLS). The result reveals that at the BSI Reg Aceh, Training influences work motivation, Upskilling influences work motivation, Training influences employee performance, Upskilling influences employee performance, Work motivation influences employee performance, Work Motivation partially mediates the Training influence on Employee Performance, and Work Motivation partially mediates the Upskilling influence on Employee Performance. These findings explain how important training and upskilling are to have an impact on work motivation which ultimately determines employee performance at BSI Reg Aceh. These findings also provide an overview of premises that can be utilized academically for further theory development.

Keywords: Training, Upskilling, Work Motivation, Employee Performance.

1. INTRODUCTION

Bank Syariah Indonesia (BSI) is trying to make a Sharia bank that people can be proud of. It is expected to help the country's economy and make life better for everyone. Indonesia has the largest number of Muslims in the world, so many opportunities to build banks like BSI in its environment (Rahmatan Lil 'Alamin). BSI has a lot of room to grow and become a top Islamic bank in the world. Apart from running well and receiving climate support, the Indonesian government also has a target of building a halal industry coupled with having a large sharia bank. The implementation of this concept will increasingly form a strong character for Indonesia's future economic activities, and will really help achieve its goals. One measure of BSI organizational success is human resources. Human resources are important because they can make a business run better, and they also cost the most to employ. People are always involved in everything that a company does. They make plans, take action, and help to achieve the company's goals. So, the company needs to take care of its people and help them work better and be more productive (Hasibuan, 2016). If the individuals in the company, namely its human resources, can run effectively, the company will continue to run effectively. Here, the authors tried to make an initial survey in the BSI Regional 1 Aceh (BSI Reg Aceh) to start this study. Based on the pre-survey, it is known that the employee's performance is perceived by respondents as good because a mean score of 4.03 or more than 4 (scale 1 to 5) was obtained. However, there are still indicators that are not good, namely that the results of employee work do not fully meet the quality set by the

company in supporting work performance and employees still do not maintain good relations and cooperate between superiors and subordinates and set a good example. This shows that employee performance is not optimal.

Several factors influence employee performance, namely the training factor which is the research result (Attirmidzi & Darmawan, 2022) and (Kurniatama & Waryanto, 2022) found that training affected employee performance. Next, the upskilling factor is where the results are research by Yanuar et al. (2022) which found that education can improve employee performance. Lastly, (Putri & Astuti, 2022) found that work motivation affects improving employee performance. Based on the pre-survey, it is known that employee motivation is perceived by respondents to be good because a mean score of 4.04 or more than 4 (scale 1 to 5) was obtained. However, there are still indicators that are not good, namely the salary given by the company is not able to meet needs, the company has not fully provided complete work equipment that is of very good quality, and the company is not giving enough awards to employees who excel.

The next factor that influences employee performance is training. (Hasibuan, 2016), explains that Training is a set of things people do to get better at something or learn new things. Employee training is when workers learn new things to help them do their jobs better. Training aims to improve thinking skills and provide education for employees. (Attirmidzi & Darmawan, 2022) and (Kurniatama & Waryanto, 2022) found that training affected employee performance. This shows that training affects employee performance. Based on the pre-survey, the training was perceived by respondents as good because a mean score was obtained of 4.02 or more than 4 (scale 1 to 5). However, there are still indicators that are not good, namely that the training methods are not well suited to the participant's abilities and the training materials have not fully adapted to technological developments. This shows that the training that has been running has not been optimal.

The next factor that influences employee performance is increasing skills or upskilling. Upskilling in this case is the employee's ability to provide ability to work neatly and have an attitude to complete the work by the workforce's expertise in the field of work which of course provides a level of results from their hard work. This is by (Abdi & Wahid, 2018) who say that if employees have high upskilling, this can provide an increase in the employee's work output. This theory is also supported by empirical studies according to (Kadir, Syarif, & Nasrul, 2018) found that competence has a positive and significant effect on the work results of subordinates. Employees who have upskilling that is appropriate to their field of work will be more careful about the results employees get at work. Based on the pre-survey, upskilling is perceived by respondents as good because a mean score of 4.14 or more than 4 (scale 1 to 5) was obtained. However, there are still indicators that are not good, namely that employees are still less able to develop effective procedural policy plans.

The training, upskilling, motivation, and employee performance variables have been discussed in several previous studies (Attirmidzi & Darmawan, 2022) ; (Aragón, Jiménez, & Valle, 2014) ;(Lin, Yen, & Wang, 2018). Apart from that, the selection of training, upskilling, and motivation variables is also based on phenomena in the field that occur in BSI Reg Aceh. Human Resources (HR) Problems in BSI will still always haunt the existence of Sharia banks. BSI still lacking both in terms of quantity and quality of human resources. In the Sharia banking roadmap issued by the Financial Services Authority (OJK), the issue of HR (human resources) in Sharia

banks needs to be fixed. The issue with HR in Islamic banks is that the employees aren't balanced. Ninety percent of the people working in Sharia banks do not have a background in Sharia economics or Sharia banking.

2. LITERATURE

Employee Performance

(Aziz & Fauzah, 2018) state that Performance is how well a program or plan is doing in meeting the goals and vision of an organization. It is measured by how successful the organization is in carrying out its strategic plan. (Farisi, Irnawati, & Fahmi, 2020) state that performance is the result achieved by a person according to the standards applicable to the job in question. (Arisanti, Santoso, & Wahyuni, 2019) stated that performance is the willingness of a person or group to carry out activities and perfect them according to their responsibilities with the expected results. According to (Robbins & Judge, 2017), the following are several indicators.

1. Work quality; is a measure of the quality of each work result achieved
2. Quantity; is a measure of the amount or number of work results achieved
3. Punctuality; The degree to which an activity is completed at the desired initial time, seen from the point of view of coordinating with output results and maximizing
4. Effectiveness; The level of use of human resources in an organization is maximized to increase profits or reduce losses for each unit in the use of human resources
5. Service Orientation; namely employee service orientation toward customers
6. Integrity; namely honesty in work
7. Organizational Commitment; The level to which employees have work commitment to the organization and the employee's responsibility to the organization
8. Discipline; The level to which employees have work commitment to the organization and the employee's responsibility to the organization
9. Cooperation; namely good relationships with colleagues
10. Leadership; namely supervision carried out by leadership over work results

Work motivation

(Ardhani & Ratnasari, 2019) state that Work motivation is the energy and drive that come from both inside and outside a person. It comes from the things they do at work and how much they keep doing them. (Wiryang, Koleangan, & Ogi, 2019) stated that motivation comes from the Latin word, *move*, which means encouragement or moving. According to the Theory of ERG (Mayvita, Astuti, & Ruhana, 2017), there are three hierarchies of core needs, namely existence, kinship or relatedness, and growth.

1. Existential Needs, the provision of basic material existence requirements. The indicators are :
 - a. Wages
 - b. Work atmosphere
 - c. Work equipment
 - d. Job security
 - e. Work safety
2. Relationship Needs, the desire we have to maintain beneficial interpersonal relationships. The indicators are :

- a. Communication effectiveness
 - b. Good cooperation
 - c. Feeling appreciated
3. Growth Needs, an intrinsic desire for personal development, including the intrinsic components of Maslow's esteem categories and the characteristics included in self-actualization. The indicators are :
 - a. Soft skills training
 - b. Hard skills training
 - c. Freedom of opinion
 - d. Award

Training

(Mangkunegara, 2016) stated training is a short-term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills for limited purposes. (Hasibuan, 2016) said training is a process to help employees improve their technical skills in carrying out their work. (Dessler, 2020) suggests that there are 5 dimensions of training, including:

1. The instructor, to provide training material must truly have adequate qualifications according to their field and be professional and competent. The indicators of this dimension are:
 - a. Training materials are provided by qualified instructors
 - b. The type of training provided is by the instructor's field
2. Training participants : selected based on certain requirements and appropriate qualifications, apart from that, training participants must also have high enthusiasm to take part in the training. The indicators of this dimension are:
 - a. Participants' qualifications are following the training material
 - b. Participants have high enthusiasm
3. Training methods, ensure effective training activities. The indicators of this dimension are:
 - a. The training method is easy for participants to follow
 - b. The training method is appropriate to the participants' abilities
4. Material that is by the human resource training objectives to be achieved by the organization. The indicators of this dimension are:
 - a. The training material is under the organization's achievement targets
 - b. Training materials have adapted to technological developments
5. Training objectives, training requires objectives related to the company action plans and setting targets. The indicators of this dimension are:
 - a. Training has clear objectives
 - b. Training involves planning and setting targets for participants

Upskilling

According to Fleeson (2017), increasing skills is something that must be done by companies to increase their capabilities, where this ability can be achieved by training the mentality and ability of human resources to face radical changes to increase adaptation to the work system that will be

implemented. Increasing skills means increasing HR's abilities and skills to face workload and work pressure, as well as dealing with how HR's ability to adapt to the environment. Indicators of workability to be measured (Robbins & Judge, 2017) include:

1. Work Ability : a condition where an employee feels capable of completing the work assigned
2. Education : an activity to increase a person's knowledge, including increasing mastery of theory and decision skills regarding problems involving activities to achieve goals
3. Working Period : the time required by an employee to work for an organization.

3. METHOD

This study was conducted in BSI Reg Aceh. The population was all the employees as many as 76 employees (except attendants, security, and drivers). The census technique was used, so the number of samples was as much as the population. Data were analyzed using Partial Least Square (PLS) for testing the direct effect and the Sobel test for testing the mediation effect. The hypotheses to be tested are :

H1 : Training influences Work Motivation significantly

H2 : Upskilling influences Work Motivation significantly

H3 : Training influences Employee Performance significantly

H4 : Upskilling influences Employee Performance significantly

H5 : Work Motivation influences Employee Performance significantly

H6 : Work Motivation mediates significantly Training influence on Employee Performance

H7 : Work Motivation mediates significant Upskilling influence on Employee Performance

4. RESULT

This research hypothesis testing was carried out through PLS processing.

Table 1. Standardized Regression Weight

Variable	Original Sample	Sample Mean	Standard Deviation	T- statistics	P-values
X1→Y	0.475	0.466	0.104	2.723	0.007
X2→Y	0.480	0.405	0.109	2.795	0.007
X1→Z	0.377	0.370	0.103	2.065	0.039
X2→Z	0.385	0.383	0.134	2.890	0.035
Y→Z	0.485	0.428	0.064	3.044	0,000

Source: Processed Primary Data, (2023)

Proving H1 : Training Effect on Work Motivation

The first test is to see whether training affects work motivation. The original sample estimate value for LS is 0.475 with $p < 5\%$. A positive original sample value proves training affected significantly work motivation.

Proving H2 : Upskilling Effect on Work Motivation

The second test is to investigate whether Upskilling affected Work Motivation. The original sample estimate value for LS is 0.480 with $p < 5\%$. The positive original sample value

reveals that Upskilling affected significantly Work Motivation.

Proving H3 : Training Effect on Employee Performance

The third test is to prove whether training affects employee performance. The original sample estimate value for LS is 0.377 with $p < 5\%$. A positive original sample proves training affected significantly employee performance.

Proving H4 : Upskilling Effect on Employee Performance

The fourth test is to prove whether Upskilling affects employee performance. The original sample estimate value for LS is 0.385 with $p < 5\%$. A positive original sample proves Upskilling affected significantly employee performance.

Proving H5 : Work Motivation Effect on Employee Performance

The fifth test is to reveal whether work motivation affects employee performance. The original sample estimate value for LS is 0.485 with $p < 5\%$. A positive original sample proves work motivation affected significantly employee performance.

Proving H6 : Training Effect on Employee Performance Through Work Motivation

Testing the Work Motivation mediating on the Training variable towards Employee Performance can be explained as follows:

Table 2. Sobel Test I

Input:	Test statistic:	Std. Error:	p-value:
a 0.475	Sobel test: 3.91177318	0.05889273	0.00009162
b 0.485	Aroian test: 3.88702686	0.05926766	0.00010148
s _a 0.104	Goodman test: 3.93699823	0.05851539	0.00008251
s _b 0.064	Reset all	Calculate	

Sobel test produces the Z -3.911 > 1.98 with $p < 5\%$, proving that Work Motivation mediates the Training effect on Employee Performance. The test also proves the mediation role of work motivation in hypothesis 6 is a partial mediation because of the acceptance of both hypotheses 3 and 6.

Proving H7 : Upskilling Effect on Employee Performance Through Work Motivation

Testing the Work Motivation mediating effect on the Upskilling variable towards employee performance can be explained as follows:

Table 3. Sobel Test II

Input:		Test statistic:	Std. Error:	p-value:
a	0.480	Sobel test:	3.80748802	0.06114267
b	0.485	Aroian test:	3.78294558	0.06153935
s _a	0.109	Goodman test:	3.83251441	0.06074341
s _b	0.064	Reset all	Calculate	

Sobel test produces the $Z -3.807 > 1.98$ with $p < 5\%$, proving Work Motivation mediates the Upskilling effect on Employee Performance. The test also proves the mediation role of work motivation in hypothesis 7 is a partial mediation because of the acceptance of both hypotheses 4 and 7.

5. CONCLUSION

The result reveals that at the BSI Reg Aceh, Training influences work motivation, Upskilling influences work motivation, Training influences employee performance, Upskilling influences employee performance, Work motivation influences employee performance, Work Motivation partially mediates the Training influence on Employee Performance, and Work Motivation partially mediates the Upskilling influence on Employee Performance. These findings explain how important training and upskilling are to have an impact on work motivation which ultimately determines employee performance at BSI Reg Aceh. These findings also provide an overview of premises that can be utilized academically for further theory development. Several recommendations were generated based on data from the survey for the research subject, namely BSI Reg Aceh, namely:

- 1) Respondents perceived work motivation, training, and upskilling are good. For this condition, management is advised to maintain it.
- 2) To improve employee performance, companies can increase employee work motivation by providing incentives in the form of additional bonuses for employees who can work according to the targets given.

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