The Effect of Training and Decent Work on Employee Performance With Motivation as Mediation at PTPN IV KSO Reg. II Kebun Tanjung Garbus

Putri Latifah Anum[1], Shalsabilla Shafira[2], Mira Fitriyanti[3], Ritha F. Dalimunthe[4]
[1,2,3,4]Faculty of Economics and Business, University of North Sumatra

Article Info

ABSTRACT

This study aims to examine the effect of training and decent work on employee performance with motivation as a mediating variable at PTPN IV KSO Reg. II Tanjung Garbus Gardens. This research is included in quantitative research, the population is employees of PTPN IV KSO Reg. II Kebun Tanjung Garbus totaling 341 employees and the method of determining the sample using non probability sampling, namely permanent employees at PTPN IV KSO Reg. II Kebun Tanjung Garbus which is determined using the slovin formula, so the sample amounted to 184 employees. The data analysis method used SEM PLS and the data collection method used a questionnaire. The results of this study found that training has no effect on employee performance, decent work has a positive and significant effect on employee performance, training has a positive and significant effect on motivation, decent work has a positive and significant effect on motivation, motivation has a positive and significant effect on employee performance, training has a positive and significant effect on employee performance through motivation and decent work has a positive and significant effect on employee performance through motivation.

Corresponding Author:

Name: Putri Latifah Anum
Institution: University of North Sumatra
e-mail: putrilatifahanum@gmail.com

1. INTRODUCTION

The Sustainable Development Goals (SDGs) of the UN are intended to call for appropriate and sustainable social transformation and creative strategies to safeguard the earth's ecosystems and combat ecological degradation and biodiversity loss [1]. Of the 17 SDGs that will be scheduled in 2030, goal 8 is to support inclusive and sustainable economic growth, and ensure that all people have decent and productive work. Thus, the implementation of unsustainable businesses, such as labor exploitation and environmental damage, hinders efforts to achieve these goals, especially in plantation companies that are developing in Indonesia.

Palm oil plantation companies in Indonesia as of 2023 totaled 2,294 companies (BPS, 2023), when compared to other types of plantation companies, palm oil companies are still the highest in Indonesia. The large number of palm oil plantations is driven by several key factors such as natural resources, global demand, investment, government

policies, sustainability, and environmental challenges. Companies must be able to adapt and innovate amidst increasingly complex developments. Companies also need to consider how relevant training; employee work motivation and decent work will later have an impact on employee performance.

There are many plantation companies in Indonesia, one of which is PTPN. This company is part of a State-Owned Enterprise (BUMN) with a Holding system that focuses on processing and marketing the results of palm oil, rubber, tea, coffee, sugar cane and various other plants. PTPN is spread throughout Indonesia, including the North Sumatra region, namely PTPN IV KSO Reg. II Kebun Tanjung Garbus which is engaged in palm oil plantations and is also part of the PTPN group. Of course, the existence and development of PTPN IV KSO Reg. II Kebun Tanjung Garbus cannot be separated from the good and optimal performance of employees. However, in fact, employee performance at PTPN IV KSO Reg. II Kebun Tanjung Garbus is still less than optimal, as indicated by the targets produced by employees from the RKP (Company Work Budget Plan) not being in accordance with the targets set. For this reason, PTPN IV KSO Reg. II Kebun Tanjung Garbus needs to carry out various strategies to overcome the less-than-optimal performance of employees, namely by conducting good training, motivating employees and placing employees in decent jobs. Because training can improve employee performance [2], decent work also has a positive impact on employee performance [3] while employee motivation can have a significant influence on employee performance [4].

Training defined as a company investment process in employees [5] and also as a process of teaching employees about the basic skills needed by employees to do their jobs [6]. Planned, systematic and organized training will improve employee performance [7]. However, in fact, in the field, the training conducted by PTPN IV KSO Reg. II Tanjung Garbus Plantation is lacking, especially for plantation employees. The company does not provide special training for plantation employees on how to do properly, there is no occupational safety training in working, and each employee is required to know this skill from each individual. Meanwhile, according to [2]; [8]; [9] Good training will improve employee performance. However, it is different in research [10] training has no effect on employee performance.

Decent work refers to ensuring decent work for all, which means reducing inequalities, enhancing social protection and promoting more inclusive and sustainable economic development [11]. Decent work also refers to decent working conditions, workplace safety and security, access to health, and work-life balance. In fact, in the field, employees are given such a heavy workload that it results in increased working hours, which should be 8 hours of work but can sometimes be up to 9 or 10 hours of work in the field. Then the safety of employees at work is also less considered by the company, the work facilities provided to employees are incomplete with high work risks in the field. In fact, decent work can improve employee performance [11]; [3]. However, it is different in research [12] that inadequate work will affect work-life balance and ultimately have a negative impact on employee performance in the workplace.

The next factor is motivation, motivation is defined as a process and effort of a person which is then given energy, directed and maintained in order to achieve a goal [13]. Motivation comes from needs, thoughts, feelings, and experiences. In fact, in the field, employee work motivation is still relatively low, as evidenced by the high number of employee absence rates. During working hours, employees are often absent from work, and also do not complete their work on time, low work motivation can be the cause of this. Motivation is very much needed by employees to improve performance, because high motivation will be able to improve employee performance [4]. But it is different from [15], [16], [17] stated that motivation has no influence on employee performance.

Based on the problems and research gaps, this study needs to be studied further, which aims to determine how training and decent work influence employee performance with motivation as a mediation at PTPN IV KSO Reg. II Tanjung Garbus Plantation.

2. LITERATURE REVIEW

2.1 Training

Training is an importance function in a company so it requires transformation and also adoption in today's modern and vuca era [18]. Training is a learning process for new and old employees who already have the basic skills needed by employees to work [19]. Meanwhile, training according to [13] is a planned effort with the aim of facilitating employee learning, knowledge, skills, and work-related behavior. So, by conducting good, systematic and organized training will improve positive employee performance in the work environment as well [7].

Training is also described as a form of massive investment made by a company to its employees, so it is important for companies to provide training to their employees, this will later have a positive impact on increasing the company's income in the future (Kurdi et al., 2020). In addition, training is also interpreted as a process of increasing worker capacity through learning, so that workers can work more effectively to meet the company's needs [20]. So that employees will be active in working and also capable and well trained, so that it will improve their performance as well.

2.2 Motivation

Motivation is a process and effort of a person which is then energized, directed and maintained in order to achieve a goal [13]. Motivation is divided into two types, namely intrinsic and extrinsic. Motivation that is autonomous and driven by oneself is intrinsic motivation, while extrinsic motivation is driven by the reward policy of the organization [21]. Intrinsically motivated employees often demonstrate higher levels of performance and job satisfaction since they feel their work engaging, demanding, and significant [22]. Extrinsic motivation includes external factors such as financial, performance-based incentives and also benefits. So, individuals who are driven by extrinsic motivation will be influenced by various things such as awards at work, recognition from others, promotions and salary increases [23].

2.3 Employee Performance

Capabilities consist of the explicit knowledge and skills possessed by workers, and they are an important factor in work because employee competencies are a core requirement for high performance [21]. When an employee has the required skills, they are more likely to share their knowledge with others. Thus, definition of performance is the actions and results obtained by employees, so that this performance can be evaluated to ensure that employees have worked hard and made real contributions according to the company's goals and targets [13].

2.4 Decent Work

The idea of decent work is crucial for encouraging work-life balance [12]. The concept of decent work comes from the aspirations and campaigns of the International Labor Organization (ILO). Decent work (DW) initially emerged since the history of the ILO in the United Nations (UN) in 1919 as a new paradigm encompassing basic principles and rights at work that can include human resource management practices. Ensuring decent work for all means reducing inequality, increasing social protection, and encouraging more inclusive and sustainable economic development [11]. This is also stated in one of the Sustainable Development Goals (SDGs) of the United Nations (UN) declared starting in 2019 with a focus on creating a safe working environment for all workers.

Since the last few decades, the importance of decent work has increased considering the current dynamic workplace context, increasing employee responsibilities, and workplace competition. While the current trend allows employees to use more self-control, equipping them with knowledge and skills for higher productivity, and will further create greater commitment [24]. Scientific

research provides evidence that employee-centered practices with decent working conditions, workplace safety and security, health access, and work-life balance make workers more focused on their role in their performance. Therefore, we feel that Decent Work has an important role to play in improving employee performance.

Based on previous research, there is a relationship and influence between variables in this study. Training has an influence on employee performance [2]; [8]; [9]. Decent work affects employee performance [11]; [3]. Training affects motivation [31], [32]. Decent work affects motivation [34], [36]. Motivation affects employee performance. Training affects employee performance through motivation [38], [39] and Decent work affects employee performance through motivation [42]. So, the hypothesis in this study is as follows:

H1: Training has an effect on employee performance
H2: Decent work has an impact on employee performance
H3: Training has an effect on motivation
H4: Decent work has an effect on motivation
H5: Motivation influences employee performance
H6: Training influences employee performance through motivation
H7: Decent work affects employee performance through motivation
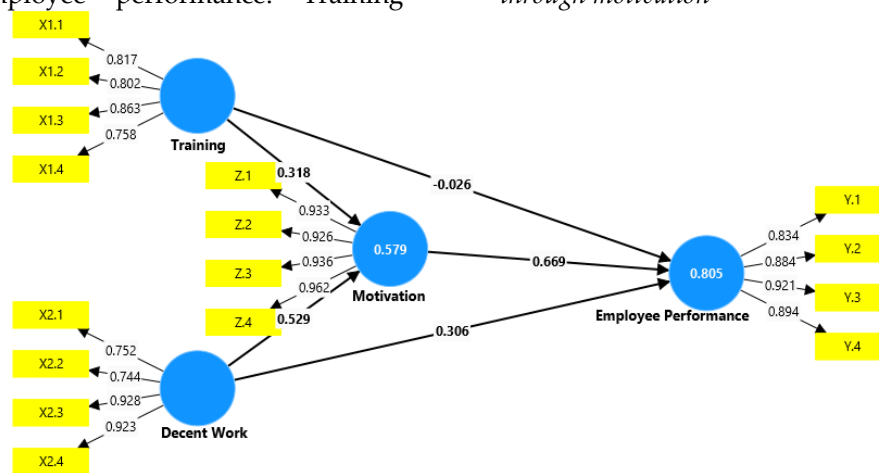
Gambar 1.1 Kerangka Konseptual

3. METHODS

The research is a quantitative study analyzed using the Structural Equation Modeling (SEM) method on SmartPLS software. Measurement of indicators for each variable in this study uses an interval scale, then the indicator is used as a guideline in collecting instrument items in the form of statements and then respondents answer them. The population of this study were employees of PTPN IV KSO Reg. II Kebun Tanjung Garbus totaling 341 employees. The sample was determined using the non-probability sampling method, namely permanent employees at PTPN IV KSO Reg. II Kebun Tanjung Garbus and determined using the slovin formula so the number of samples was 184 employees.

4. RESULTS AND DISCUSSION

The analysis in this study was carried out using the help of SmartPLS software, and the results of this study were carried out with three stages of analysis:

4.1 Evaluation of Measurement Model

The measurement model is carried out in an effective reflective manner consisting of loading factor> 0.70, composite reliability> 0.70, cronbach's alpha> 0.50 and Average Variance Extracted (AVE)> 0.50 also evaluation of discriminant validity with its measurement criteria through three methods, namely fornell and lacker, HTMT (Heterotrait Monotrait Ratio) below 0.90 and cross loading. After data analysis, the following results are:

Table 1.1 Outer Loading, Composite Reliability, Average Variance Extracted

Variables	Dimensions	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Employee Performance (Y)	Quantity	Working Speed	0.834	0.906	0.934	0.781
		Ability to Achieve Targets	0.884			
	Quality	Neatness at Work	0.921			
		Accuracy in Work	0.894			
Training (X1)	Training Participants	Participants actively participate	0.817	0.828	0.885	0.658
	Training Methods	How instructors deliver training	0.802			
	Training Materials	Training activities according to employee needs	0.863			
	Training Objectives	The training provided improves employee knowledge and skills in working	0.758			
Decent Work (X2)	Workload	The amount of work given	0.752	0.858	0.906	0.708
	Working Hours	Length of working hours	0.744			
	Social Protection	Social security from the company	0.928			
	Work safety	Work facilities and equipment	0.923			
Motivation (Z)	Award	Bonuses given by the company	0.933	0.955	0.968	0.882
	Social Relations	Support and fair treatment from managers	0.926			
		Emotional closeness between co-workers	0.936			
	Work Success	The feeling of satisfaction when reaching a target	0.962			

Based on Table 1.1 above, employee performance variables are measured by four valid measurement items with outer loading between 0.834-0.921, which means that the

four measurement items are valid to reflect employee performance measurement. The level of data reliability above can also be accepted, indicated by Cronbach's alpha and composite reliability of employee performance, all showing data above 0.70 (reliable) or its internal consistency is met. Then the level of convergent value indicated by the AVE value is 0.781> 0.50, which is stated to have met the requirements for good convergent validity [25].

Among the four measurement items, the Work Neatness and Work Accuracy items have the highest outer loading, namely 0.921 and 0.894, meaning that the two measurement items have been running very well at PTPN IV KSO Reg. II Kebun Tanjung Garbus. And Employee Performance really reflects how neat and accurate employees are in working. Thus, the employee performance question items on Work Neatness and Work Accuracy are very good so they need to be maintained, but for the employee performance question items in work speed and ability to achieve targets are categorized as good but still need to be accelerated to be improved so that they become very good in the future.

The training variable is measured by four valid measurement items with outer loading between 0.758-0.863 which means that the four measurement items are valid and reflect the training at PTPN IV KSO Reg. II Kebun Tanjung Garbus. The level of reliability is also acceptable as indicated by Cronbach's alpha and its composite reliability above 0.70 (reliable) or its internal consistency is met. The level of convergent value indicated by the AVE value is 0.658> 0.50 which is stated to have met the requirements for good convergent validity [25].

The training activity items according to employee needs and Participants actively participate have the highest outer loading, namely 0.863 and 0.817, meaning that both measurement items related to training activities according to employee needs and Participants actively participate have been running very well at PTPN IV KSO Reg. II Kebun Tanjung Garbus. So that training is very much reflected in terms of employee

needs and participation in training. Therefore, the question item training activities according to employee needs and participants actively participate is stated to have been running very well and needs to be maintained. And the question item in terms of how instructors provide training and the training provided improves employee knowledge and skills in working is categorized as good, but needs to be accelerated and improved to move towards something even better.

The decent work variable is measured by four valid measurements with outer loading 0.744–0.928 which means that the four measurement items are valid and reflect decent work. The level of reliability in this study on the motivation variable is also acceptable as indicated by Cronbach's alpha and composite reliability all above 0.70 (reliable) or its internal consistency is met. The level of convergent value indicated by the AVE value is 0.708> 0.50 and it is stated that this data has met the requirements for good convergent validity[25].

Among the measurement items, the question items on social security from the company and complete equipment and facilities have the highest outer loading, namely 0.928 and 0.923, meaning that both measurement items have been running very well and need to be maintained. So that decent work is very much reflected by social security and equipment and facilities at PTPN IV KSO Reg. II Tanjung Garbus Plantation. And for the question items regarding the amount of work and work time, they are categorized as good but need to be improved and accelerated again to be better.

Motivational variables are measured by four valid measurements with outer loading 0.926 – 0.962 which means that the four measurement items are valid and reflect employee motivation. The level of reliability in this study on the motivation variable is also acceptable as indicated by Cronbach's alpha and composite reliability all above 0.70 (reliable) or internal consistency is met. The level of convergent value indicated by the AVE value is 0.882> 0.50 and it is stated that

this data has met the requirements for good convergent validity [25].

Among the measurement items, the question items regarding satisfaction when achieving targets and emotional approach among co-workers have the highest outer loading, namely 0.962 and 0.936, meaning that both measurement items have been running very well and need to be maintained. So that employee motivation is very much reflected by the sense of satisfaction in achieving targets and emotional closeness among co-workers at PTPN IV KSO Reg. II Tanjung Garbus Plantation and the question items regarding bonuses and manager treatment are categorized as good but need to be improved and accelerated again to become better.

After measuring and analyzing the loading factor, composite reliability, Cronbach's alpha and average variance extracted (AVE), discriminant validity testing was carried out, the aim is to ensure that the data in this study is valid and correctly measures what should be measured, so the discriminant validity test in this study was carried out by looking at three criteria, namely the fornel and lacker test, HTMT and also Cross Loading. After the analysis was carried out, the results can be seen in Table 1.2:

Table 1.2 Fornel and Lacker Test

	Y	Z	X2	X1
Y	0.884			
Z	0.872	0.939		
X2	0.771	0.717	0.841	
X1	0.578	0.631	0.592	0.811

The first step in testing discriminant validity is by testing fornel and lacker. The basis for decision making in testing fornel and

lacker is that the AVE root of the variable must be greater than the correlation between variables. Based on Table 1.2 above, the employee performance variable has an AVE root of 0.884, this value is more correlated with the VE root of the motivation variable, which is 0.872, this value is greater than the AVE root of the decent work variable, which is 0.771, and this value is more correlated than the AVE root of the training variable with a value of 0.578. Thus, the discriminant validity of the employee performance variable is fulfilled (valid). Likewise, the motivation variable with discriminant validity is fulfilled because the AVE root correlation is greater than the AVE root correlation value of the training variable and the correlation value in the training variable is greater than the AVE root of decent work (0.939> 0.717> 0.631). Likewise, with the training and decent work variables, it is concluded that the discriminant validity is fulfilled because all the AVE root values of these variables are more correlated with other variables. Thus, the discriminant validity through Fornel and Lacker is fulfilled.

Next, is the discriminant validity test with HTMT testing. Validity testing with HTMT in SEM PLS is very helpful in ensuring the discriminant validity of research data. The basis for decision making in the HTMT test as stated by [25] that the most accurate and best value is below 0.90. After data analysis, the following results were obtained:

Table 1.3 HTMT Test

	Y	Z	X2	X1
Y				
Z	0.935			
X2	0.874	0.793		
X1	0.653	0.695	0.697	

Based on Table 1.3 above, it shows that the variables in this study separate the variation of measurement items into items that measure them more strongly than dividing the variance into other variable items where the test results show that the average HTMT value in this study is less than 0.90, meaning that the discriminant validity in this study has been met or achieved. Thus, the

variables of employee performance, motivation, training and decent work are four different concepts so that this study is worthy of further research. The last step in testing the validity discriminant in this study is the Cross Loading test. The basis for making the decision is that the cross loading of the indicator must be smaller than the correlation

between variables. After data analysis, the following results were obtained:

Table 1.4 Cross Loading Test

	Employee performance	Motivation	Decent Work	Training
X1.1	0.397	0.458	0.428	0.817
X1.2	0.382	0.441	0.379	0.802
X1.3	0.558	0.612	0.547	0.863
X1.4	0.499	0.501	0.532	0.758
X2.1	0.659	0.578	0.752	0.555
X2.2	0.542	0.570	0.744	0.543
X2.3	0.689	0.632	0.928	0.456
X2.4	0.689	0.627	0.923	0.450
Y.1	0.834	0.689	0.669	0.468
Y.2	0.884	0.769	0.635	0.549
Y.3	0.921	0.811	0.724	0.511
Y.4	0.894	0.809	0.695	0.514
Z.1	0.811	0.933	0.673	0.592
Z.2	0.795	0.926	0.658	0.557
Z.3	0.805	0.936	0.633	0.565
Z.4	0.864	0.962	0.724	0.650

Based on Table 1.4 above, it is known that the correlation value of employee performance variables correlates more highly with employee performance variables and correlates less with other variables. Thus, employee performance variables truly measure employee performance variables and are low in measuring other variables. Thus, this study has met the criteria for discriminant validity based on cross loading so that it is worthy of further research.

4.2 Structural Model Evaluation

Structural model evaluation is a hypothesis test in research. Before conducting a hypothesis test, a multicollinearity test must first be conducted using the Inner VIF test. The decision-making process is if the Inner VIF value <5 then there is no or no multicollinearity symptom, and the research is worthy of being followed up in hypothesis testing. After data analysis, the results are known in Table 1.5 below:

Table 1.5 Multicollinearity Test

	Y	Z	X2	X1
Y				
Z	1,000			
X2	1,000	1,000		
X1	1,000	1,000		

Based on the results of the multicollinearity test data analysis above, it is known that all variables show an inner VIF value <5 (1.00 <5). Thus, the data in this study do not show symptoms of multicollinearity, and the level of multicollinearity between variables in this study is relatively low. These findings support the findings of the SEM PLS parameter estimation, so that this study is declared strong and robust (unbiased) and meets the requirements for hypothesis testing.

In this study, hypothesis testing is carried out by examining statistical values also called p-values for data analysis. A significant influence between variables is determined if the t-statistic results on the t-count are greater than the t-table (t-count > t-table) and if the p-value of the test findings is less than 0.05. Furthermore, a direct influence test is carried out using the size of the effect (f square), coefficient significance test, and coefficient confidence interval. Based on the f-square criteria, a value of 0.02 is considered low, 0.015 is considered moderate, and 0.35 is considered high [25]. And then testing the

mediation effect by looking at the upsilon v value from the results of data analysis, the method is to square the mediation coefficient, where if the value is 0.02 low, 0.075 medium and 0.175 high [26] and [27]. After data analysis was carried out, the following are the (direct) hypotheses of the findings of this study:

Table 1.6 Direct Hypothesis Test

Hypothesis	Path Coefficient	p-value	95% Path Coefficient Confidence Interval		F square
			Lower Limit	Upper Limit	
H1. Training --> Employee Performance	-0.026	0.573	-0.114	0.065	0.002
H2. Decent Work --> Employee Performance	0.306	0.002	0.119	0.496	0.219
H3. Training --> Motivation	0.318	0.000	0.179	0.454	0.156
H.4 Decent Work --> Motivation	0.529	0.000	0.389	0.658	0.432
H.5 Motivation --> Employee Performance	0.669	0.000	0.483	0.841	0.967

Based on the results of the hypothesis testing in Table 1.6 above, several conclusions can be stated, namely:

1. The first hypothesis (H1) is rejected. This means that training has no effect and is negative on employee performance because the p-value statistic is 0.573>0.05 and the path coefficient value is -0.026.

2. The second hypothesis (H2) is accepted. This means that decent work has a positive and significant effect on employee performance, which is shown in the statistical value of p-value 0.002 <0.05 and the path coefficient value is 0.306. The path coefficient value of 0.306 also means that every 1% increase in decent work will increase employee performance by 0.306%. Meanwhile, at a 95% confidence interval, the influence of decent work in improving employee performance lies between 0.119 and 0.496. And based on the table above, the existence of decent work in improving employee performance at PTPN IV KSO Reg. II Tanjung Garbus Plantation has had a very high influence, as evidenced by the f-square value of 0.219.

3. The third hypothesis (H3) is accepted. This means that training has a positive and significant effect on motivation, as shown in the statistical p-value of 0.000 <0.05 and the path coefficient value of 0.318. This value also means that every 1% increase in training will increase motivation by 0.318%. Meanwhile, the 95% confidence parameter for the influence of training in increasing motivation lies between 0.179 and 0.454. Based on the table above, the existence of training in increasing employee motivation at PTPN IV KSO Reg. II Tanjung Garbus Plantation has had a very high influence, as evidenced by the f-square value of 0.156.

4. The fourth hypothesis (H4) is accepted. This means that decent work has a positive and significant effect on motivation, as shown in the statistical value of p-value 0.000 <0.05 and the path coefficient value is 0.529. This value also means that every 1% increase in decent work will increase motivation by 0.529%. Meanwhile, the 95% confidence parameter for the influence of decent work in increasing motivation lies between 0.483 and

0.658. Based on the table above, the existence of decent work in increasing employee motivation at PTPN IV KSO Reg. II Tanjung Garbus Plantation has had a very high influence, as evidenced by the f-square value of 0.432.

The fourth hypothesis (H5) is accepted. This means that Motivation has a positive and significant effect on Employee Performance, as shown in the statistical value of p-value 0.000 <0.05 and the path coefficient value is 0.669. This value also means that every 1% increase in Motivation will increase

Employee Performance by 0.669%. Meanwhile, the 95% confidence parameter of the influence of Motivation in improving Employee Performance lies between 0.389 and 0.967. Based on the table above, the existence of Motivation in improving Employee Performance at PTPN IV KSO Reg. II Tanjung Garbus Plantation has had a very high influence, as evidenced by the f-square value of 0.967.

After conducting direct hypothesis testing, the next step is testing the mediation hypothesis. The results of the mediation hypothesis testing in this study are as follows:

Table 1.7 Mediation Hypothesis Test

| Hypothesis | Path Coefficient | p-value | 95% Path Coefficient Confidence Interval | | Upsilon v |
			Lower Limit	Upper Limit	
H6. Training --> Motivation --> Employee Performance	0.213	0.000	0.124	0.322	0.045
H7. Decent Work --> Motivation --> Employee Performance	0.354	0.000	0.204	0.495	0.125

Based on Table 1.7 above, several hypothetical conclusions can be drawn, namely:

1. The sixth hypothesis (H6) is accepted. This means that motivation has a positive and significant effect, and can mediate training on employee performance, as shown in the statistical value of p-value 0.000 <0.05 and the path coefficient value is 0.213. This value also means that the effect of training on employee performance mediated by motivation ranges from 0.124 to 0.322 at a 95% confidence interval. And every 1% increase in training on employee performance mediated by motivation will increase by 0.213%. However, based on the table above, the existence of motivation in improving employee performance at PTPN IV KSO Reg. II Tanjung Garbus Plantation has had a very low effect, as evidenced by the upsilon v value of 0.045.

2. The seventh hypothesis (H7) is accepted. This means that Motivation has a positive and significant effect, and can mediate Decent Work on Employee Performance, as shown in the statistical value of p-value 0.000 <0.05 and the path coefficient value is 0.354. This value also means that the effect of Decent Work on Employee Performance mediated by Motivation ranges from 0.204 to 0.495 at a 95% confidence interval. Every 1% increase in Decent Work on Employee Performance mediated by Motivation will increase by 0.354%. However, based on the table above, the existence of motivation in improving employee performance at PTPN IV KSO Reg. II Tanjung Garbus Plantation has had a very low effect, as evidenced by the upsilon v value of 0.125.

4.3 Evaluation of Goodness of Fit and Model Fit Measures

A variant-based SEM method called Partial Least Squares (PLS) is used to assess the model theory in a study. There are several steps taken to assess the acceptance of the proposed model in PLS. In this study, the check was carried out by testing the Goodness of Fit Index[28]And[29]by looking at the results of the analysis on R Square and Q Square, and also finally testing using SRMR[25]. Based on the results of data analysis, the following results were obtained.

Table 1.8 R2, Q2 and SRMR

	R-square	Q-square	SRMR	GoF Index
Y	0.802	0.605	0.074	0.781
Z	0.575	0.567		

R Square is a test that shows the extent to which the model built in the study is able to predict the value of the dependent variable. As stated by (WW Chin, 1998) that the interpretation value of R Square if 0.19 (low influence), 0.33 (moderate influence) and 0.66 (high influence). Table 1.8 above shows that the magnitude of the influence of employee performance is 80.2% (high influence), meaning that training (X1), decent work (X2) and motivation (Z) are able to influence employee performance by 80.2% and the rest is influenced by other factors outside the study. Then the magnitude of the influence of motivation is 57.5% (approaching high). This means that training (X1) and decent work (X2) are able to influence motivation by 57.5% and the rest is influenced by other factors outside the study.

Q Square is conducted to measure the predictive ability of the model in the study. If the Q Square value is 0, it is categorized as low, 0.025 is categorized as medium, and 0.50 is categorized as high. The Q Square value in Table 1.8 above the Q square value of the employee performance variable is 60.5% and the Q square value of the motivation variable is 56.7%. This value indicates that this research model has productive relevance and is categorized as high.

The test results in the table above also show that the SRMR value in this study is 0.07 and this value is smaller than 0.10 (0.07 <0.10), so this study shows a good model as stated by (Hair, et al., 2019) that if the SRMR value of a study is below 0.10 it is categorized as good.

Goodness of Fit Index (GoF Index) is conducted to determine the measurement model and structural model in research.[29]. Goodness of Fit Index is also one of the comprehensive evaluation models.[25]. After analysis and calculation, it is known that the GoF Index value is 0.781 > 0.36 indicating that the interpretation of the value is classified as high and this model is also in accordance with the data, as the basis for decision making put forward by (Wetzels, et. al, 2009) that the value is 0.1 (low), 0.25 (moderate), and 0.36 (high).

RESEARCH DISCUSSION

Based on the discriminant validity test, the data in this study were conducted with three criteria techniques, and all criteria showed valid data and reflected the research (data >0.70), so that it could be carried out for the next stages of research. Then based on the model suitability test, the SRMR results of this study were 0.07 <0.10 so that this study was stated to be suitable and categorized as good.

The Impact of Training on Employee Performance

Based on the results of the hypothesis testing, it is known that training does not affect employee performance. This statement is proven by the results of data analysis on the value. The p-value statistic is 0.573>0.05. Thus, the hypothesis of the influence of training on employee performance is rejected (H1 is rejected).

The results of this study also show that there is a negative relationship between training and employee performance as indicated by the path coefficient value of -0.026. This means that so far training has not been able to provide a significant impact on improving employee performance and also the training set by PTPN IV KSO Reg. II Tanjung Garbus Plantation has not been well designed and has not been relevant to employee needs and has not been

implemented effectively. For this reason, further evaluation is needed regarding the training program for employees at PTPN IV KSO Reg. II Tanjung Garbus Plantation.

The findings of this study support the finding that employee performance is not influenced by training [10]. In contrast to the research conducted [2]; [8]; [9]. which states that training has a positive impact and has a significant influence on employee performance., Their research also suggests that effective and relevant training will improve employee performance. For that reason, the company must seek training that meets the demands of its employees.

The Impact of Decent Work on Employee Performance

After hypothesis testing and data analysis, decent work has a significant effect on employee performance. This is shown by the results of the hypothesis test which shows that the influence of decent work on employee performance is accepted (H2 is accepted) with a p-value of 0.002 < 0.05.

The findings of this study also show a positive correlation between employee performance and decent work. With a path coefficient value of 0.306 and a p-value of 0.002. This means that worker performance will increase with the increase in decent work (workload, working hours, social protection and work safety). Conversely, the smaller and worse the decent work (workload, working hours, social protection and work safety) received by employees will further reduce the performance of PTPN IV KSO Reg. II Tanjung Garbus Plantation employees.

These results further support the research [11], [3] that decent work can improve employee performance. But research conducted by [12] differently, they found that poor decent work (employment, social dialogue, social security, and workers' rights) will affect work-life balance and ultimately have a negative impact on employee performance in the workplace. For that, all companies need to provide decent work to all employees in the workplace. Especially for PTPN IV KSO Reg. II Tanjung Garbus

Plantation which is dominated by field work and plantation employees.

The Influence of Training on Motivation

Hypothesis testing shows that motivation is significantly influenced by training. This is indicated by the findings of hypothesis testing which show that the effect of training on motivation is accepted (H3 is accepted) with a p-value of 0.000<0.05. The path coefficient value of 0.318 indicates that training has a good influence on employee work motivation at PTPN IV KSO Reg. Kebun Tanjung Garbus II, in accordance with the results of the hypothesis test. The findings of the hypothesis analysis of this research data indicate that employees are more motivated at work when they receive superior training from their company. This finding also explains that employee motivation will increase by 31.8% when the greater the training received by employees. Although employee performance at PTPN IV KSO Reg. Kebun Tanjung Garbus II is not affected by training, so far employees have been motivated by the training in the Company. Therefore, PTPN IV KSO Reg. II Kebun Tanjung Garbus must offer more diverse training to increase employee motivation, which will ultimately improve their performance.

The results of the study confirm previous research, as has been done by [31], [32] that training has a positive and significant influence on motivation. However, there is a difference with the research conducted by [33] that training has no effect on motivation.

The Impact of Decent Work on Motivation

Based on the hypothesis testing, work has a significant effect on motivation. This is proven by the results of the hypothesis testing with a p-value of0.000<0.05, thus the hypothesis of the influence of decent work on motivation is accepted (H4 is accepted). The results of the hypothesis testing also show that there is a positive influence between training on employee work motivation at PTPN IV KSO Reg. II Kebun Tanjung Garbus, as the path coefficient value is 0.529. The results of the data hypothesis analysis in this study also show that the better the decent

work received by employees, the greater the employee's motivation to work. This means that the better the employee's decent work will increase employee motivation by 52.9%.

The results of this study also provide an explanation that so far decent work (workload, working hours, social protection and work safety) provides enthusiasm and desire for employees to work, so that decent work has a positive and significant influence on motivation. For this reason, TPN IV KSO Reg. II Kebun Tanjung Garbus needs to maintain good workload, working hours, social protection and work safety factors for employees because this can increase employee motivation to work.

This study provides reinforcement for previous research that decent work has a positive and significant effect on motivation.[34], because more decent work increases intrinsic motivation and reduces amotivation (lack of motivation). Decent work is indeed being discussed a lot and as an important work resource, it is also useful in increasing work engagement and leading to increased innovative work behavior in the workplace.[35], so that decent work will provide motivation to stay or move in work.[36]. However [12] stating that decent work has a negative impact on work-life balance, because a good work-life balance will increase motivation and have a positive impact [37].

The Influence of Motivation on Employee Performance

Based on hypothesis testing, motivation has a significant effect on employee performance. This is proven by the results of the hypothesis testing p-value of0.000<0.05, thus the hypothesis of the influence of motivation on employee performance is accepted (H5 is accepted).

The results of the study also showed that there was a positive influence between motivation and employee performance. This result was determined by the path coefficient value of 0.669 and the p-value of 0.000. This means that the better the employee motivation (appreciation, social relations and work success) in working will further

improve employee performance. Conversely, the lower the motivation received by employees will further decrease the performance of PTPN IV KSO Reg. II Kebun Tanjung Garbus employees. For this reason, PTPN IV KSO Reg. II Kebun Tanjung Garbus needs to maintain and pay attention to employee appreciation, social relations and work success, because these three dimensions greatly affect employee work motivation.

These results are in line with research conducted by (Mufidah et al., 2020;Sanjaya, 2024)that good motivation will be able to improve employee performance. Meanwhile, according to(Sari et al., 2022;Ahmad, 2024)stated that motivation has no effect on employee performance.

The Influence of Training on Employee Performance through Motivation

Based on the results of the mediation hypothesis test, training has a positive and significant effect on employee performance through motivation. This result is shown by the acquisition of data analysis at a p-value of0.000<0.05. Thus, motivation is able to mediate the influence of training on employee performance and the hypothesis that training influences employee performance through motivation is accepted (H6 is accepted).

Based on the results of the hypothesis test, the path coefficient value is 0.213, this value means that the influence of motivation is relatively low in mediating training on employee performance, which is only 21.3%. However, motivation still plays an important role as a mechanism in explaining the influence of training on employee performance, but companies need to pay attention to good motivation mechanisms so that in the future employee performance from training will improve even better.

The results of this study are in line with research that has been conducted, namely that good motivation will be able to provide a positive influence on employee performance and motivation can also be a mediator of training on employee performance [38], [39]. However, on the contrary, research conducted by [40], [41]

stated that motivation cannot mediate training on employee performance.

The Influence of Decent Work on Employee Performance Motivation

Based on the results of the mediation hypothesis test, decent work has a positive and significant effect on employee performance through motivation. This result is shown by the acquisition of data analysis at a p-value of 0.000<0.05. Thus, motivation is able to mediate the influence of decent work on employee performance and the hypothesis of decent work influencing employee performance through motivation is accepted (H7 is accepted).

Based on the results of the hypothesis test, the path coefficient value is 0.354, this value means that the influence of motivation t in mediating work on employee performance is 35.4%. And if the magnitude of the influence of motivation can mediate decent work on employee performance is very low, as evidenced by the upsilon v value of 0.125, as [26] and [27] explains that the upsilon v value of 0.02 is low, 0.075 is medium and 0.175 is high. However, motivation still plays an important role as a mechanism in explaining the influence of decent work on employee performance, but companies need to pay attention to good motivation mechanisms so that in the future decent work will improve employee performance.

The results of this study are in line with previous research as conducted by[42]put forward the purpose of decent work is to improve the company's ability to manage internal and external relationships and functions in the company so that employee performance in the organization is getting better. And decent work provides a positive correlation to employee satisfaction which is indicated by employee performance in the company [43]. The better the decent work, the better the employee motivation and decent work has a positive relationship with employee work motivation [44].

5. CONCLUSION

Based on the results and discussions that have been carried out, it can be concluded that the training provided at PTPN IV KSO Reg II Kebun Tanjung Garbus does not have a significant effect on employee performance. This shows that the training program that has been carried out so far needs to be evaluated and adjusted to employee needs, so that it can later improve employee performance. However, training has a positive effect on employee motivation, so the company needs to continue to provide higher quality training to encourage employee motivation which can later improve employee performance.

Decent work related to workload, working hours, social protection, and occupational safety have a significant influence on employee performance and motivation, thus proven to be able to improve employee performance and motivation. Therefore, companies need to maintain decent work standards to ensure that employees are motivated and work optimally. This study also shows that motivation plays a role in the relationship between training and decent work on employee performance. High motivation can provide a positive impact of training and decent work on employee performance, although the impact of motivation as a mediator in training is still relatively low.

Further research is expected to conduct deeper research on decent work because it is one of the issues in the SDGs related to worker welfare, as well as adding variables of working conditions in other sectors whose conditions may be different compared to the plantation sector. This research also provides a basis for companies to improve training, decent work, and motivation for employees, especially employees working in the field sector, in order to be able to improve employee motivation and performance.

REFERENCES

[1]   I. Lema-Blanco, R. García-Mira, and J. M. Muñoz-Cantero, "Understanding Motivations for Individual and Collective Sustainable Food Consumption: A Case Study of the Galician Conscious and Responsible Consumption Network,"

Sustain., vol. 15, no. 5, 2023, doi: 10.3390/su15054111.

[2] F. Zillah, R. Husniati, and A. Aziz, "Pengaruh Pelatihan, Pengawasan, dan Disiplin Kerja terhadap Kinerja Karyawan," *Stud. Ilmu Manaj. dan Organ.*, vol. 3, no. 1, pp. 213–232, 2022, doi: 10.35912/simo.v3i1.677.

[3] W. Huang and C. Yuan, "Decent work and employee performance: a conservation of resources perspective," *J. Manag. Psychol.*, vol. 37, no. 8, pp. 716–728, 2022, doi: 10.1108/JMP-09-2021-0505.

[4] R. A. Sanjaya, "International Journal of Education and Management," *CRC Publ.*, vol. 3, no. December, p. 9478, 2024.

[5] B. Al Kurdi, M. Alshurideh, and T. Al afaishat, "Employee retention and organizational performance: Evidence from banking industry," *Manag. Sci. Lett.*, vol. 10, no. 16, pp. 3981–3990, 2020, doi: 10.5267/j.msl.2020.7.011.

[6] G. Dessler, 済無*No Title No Title No Title*, vol. 7, no. 2. 2020.

[7] Agustina, R. F. Dalimunthe, and S. Sinulingga, "The Effect Of Recruitment, Training And Placement On The Performance Of Employees In P.T Astra International Tbk, Toyota Auto 2000 SM. Raja Medan," *Eur. J. Hum. Resour. Manag. Stud.*, pp. 1–14, 2019, doi: 10.5281/zenodo.3340084.

[8] M. H. Yimam, "Impact of training on employees performance: A case study of Bahir Dar university, Ethiopia," *Cogent Educ.*, vol. 9, no. 1, 2022, doi: 10.1080/2331186X.2022.2107301.

[9] G. Dagnew Gebrehiwot and P. Elantheraiyan, "A study on the effect of training on employee performance in the case of Mekelle City, Tigray, Ethiopia," *Soc. Sci. Humanit. Open*, vol. 8, no. 1, p. 100567, 2023, doi: 10.1016/j.ssaho.2023.100567.

[10] N. A. Salim, Sutrisno, H. Maango, M. Yusuf, and A. Haryono, "No 主観的健康感を中心とした在宅高齢者における 健康関連指標に関する共分散構造分析Title," *Sustain.*, vol. 11, no. 1, pp. 1–14, 2023.

[11] M. Aybas, G. Özçelik, and C. Uyargil, "Can Decent Work Explain Employee-Level Outcomes? The Roles of Work–Family and Family–Work Conflict," *Sustain.*, vol. 14, no. 18, pp. 1–21, 2022, doi: 10.3390/su141811488.

[12] I. Kabir, U. Gunu, and Z. L. Gwadabe, "Decent Work Environment and Work-Life Balance: Empirical Analysis of Banking Sector of Hostile Environments," *J. Fam. Econ. Issues*, vol. 44, no. 2, pp. 297–312, 2023, doi: 10.1007/s10834-022-09843-2.

[13] T. Robbins, S., & Judge, *Organizational Behavior (12th ed.)*, no. 1985. 2020.

[14] T. Kinerja, K. Pada, and P. T. Rifan, "Edunomika t Vol. 04, No. 01 (Februari 2020)," vol. 04, no. 01, pp. 145–154, 2020.

[15] Y. Sari, Sudarno, Nyoto, and Suyono, "Improving Employee Satisfaction and Performance through Motivation, Organizational Culture, and Employee Competency in Pekanbaru City Health Office," *J. Appl. Bus. Technol.*, vol. 3, no. 1, pp. 1–16, 2022, doi: 10.35145/jabt.v3i1.84.

[16] I. Ahmad, "Work Discipline And Motivation: Their Impact on Employee Performance at The Regional Office of The Directorate General of Customs and Excise, South Sulawes," *JPIM (Jurnal Penelit. Ilmu Manajemen)*, vol. 9, no. 1, pp. 59-76., 2024.

[17] Arsad, M. A. A. Sobari, Indra, and D. Haryadi, "The Influence of Work Stress, Work Motivation, and Work Discipline on Employee Performance," *J. Sustain. Dev. Innov.*, vol. 1, no. 2, pp. 54–62, 2024, doi: 10.61552/jsi.2024.02.001.

[18] S. Suravi, "Training and development in the hybrid workplace," *Learn. Organ.*, vol. 31, no. 1, pp. 48–67, 2024, doi: 10.1108/TLO-10-2022-0119.

[19] G. Dessler, *Human Resource Management*. Florida International University: Pearson Education, 2022.

[20] H. N. K. Giao, B. N. Vuong, and D. D. Tung, "A model of organizational culture for enhancing organizational commitment in telecom industry: Evidence from Vietnam," *WSEAS Trans. Bus. Econ.*, vol. 17, pp. 215–224, 2020, doi: 10.37394/23207.2020.17.23.

[21] Y. L. A. Lee, A. Malik, P. J. Rosenberger, and P. Sharma, "Demystifying the differences in the impact of training and incentives on employee performance: mediating roles of trust and knowledge sharing," *J. Knowl. Manag.*, vol. 24, no. 8, pp. 1987–2006, 2020, doi: 10.1108/JKM-04-2020-0309.

[22] N. Van Tam, "Impact of self-efficacy on construction labor productivity: the mediating role of work motivation," *Eng. Constr. Archit. Manag.*, 2024, doi: 10.1108/ECAM-11-2023-1114.

[23] N. Hashiguchi *et al.*, "The effects of psychological factors on perceptions of productivity in construction sites in Japan by worker age," *Int. J. Environ. Res. Public Health*, vol. 17, no. 10, 2020, doi: 10.3390/ijerph17103517.

[24] A. Braganza, W. Chen, A. Canhoto, and S. Sap, "Since January 2020 Elsevier has created a COVID-19 resource centre with free information in English and Mandarin on the novel coronavirus COVID- 19 . The COVID-19 resource centre is hosted on Elsevier Connect , the company ' s public news and information ," no. January, 2020.

[25] J. F. Hair, J. J. Risher, M. Sarstedt, and C. M. Ringle, "When to use and how to report the results of PLS-SEM," *Eur. Bus. Rev.*, vol. 31, no. 1, pp. 2–24, 2019, doi: https://doi.org/10.1108/EBR-11-2018-0203.

[26] S. Ogbeibu, C. J. C. Jabbour, J. Gaskin, A. Senadjki, and M. Hughes, "Leveraging STARA competencies and green creativity to boost green organisational innovative evidence: A praxis for sustainable development," *Bus. Strateg. Environ.*, vol. 30, no. 5, pp. 2421–2440, 2021, doi: 10.1002/bse.2754.

[27] M. J. Lachowicz, K. J. Preacher, and K. Kelley, "A novel measure of effect size for mediation analysis," *Psychol. Methods*, vol. 23, no. 2, pp. 244–261, 2018, doi: 10.1037/met0000165.

[28] M. Sarstedt, J. F. Hair, C. Nitzl, C. M. Ringle, and M. C. Howard, "Beyond a tandem analysis of SEM and PROCESS: Use of PLS-SEM for mediation analyses!," *Int. J. Mark. Res.*, vol. 62, no. 3, pp. 288–299, 2020, doi: 10.1177/1470785320915686.

[29] J. Henseler and M. Sarstedt, "Goodness-of-fit indices for partial least squares path modeling," *Comput. Stat.*, vol. 28, no. 2, pp. 565–580, 2013, doi: 10.1007/s00180-012-0317-1.

[30] S. Aktar, "The Effect of Training and Development Methods on Employee Satisfaction and Performance in Commercial

Banks," *Manag. Dyn. Knowl. Econ.*, vol. 11, no. 1, pp. 30–47, 2023, doi: 10.2478/mdke-2023-0003.

[31] A. Anwar, "Effectiveness of Training on Work Motivation," *J. Indones. Sch. Soc. Res.*, vol. 1, no. 1, pp. 9–14, 2021.

[32] P. Bukit and O. Hapsara, "The Effect of Training and Incentives on Work Motivation Which Implicates Employee Performances in the Regional Disaster Management Agency Office Merangin Regency," *Greenation Int. J. Econ. Account.*, vol. 1, no. 2, pp. 117–128, 2023.

[33] F. Jayen, A. Kadir, M. Melania, S. Anizar, and E. Handayani, "The Influence of Education, Training, and Leadership on Employee Careers with Motivation as an Intervening Variable at the Department of Social Affairs, Women's Empowerment and Child Protection, as well as Community and Village Empowerment in Balangan Reg," *Int. J. Curr. Sci. Res. Rev.*, vol. 06, no. 11, pp. 7404–7417, 2023, doi: 10.47191/ijcsrr/v6-i11-47.

[34] T. Ferraro, N. R. dos Santos, J. M. Moreira, and L. Pais, "Decent Work, Work Motivation, Work Engagement and Burnout in Physicians," *Int. J. Appl. Posit. Psychol.*, vol. 5, no. 1–2, pp. 13–35, 2020, doi: 10.1007/s41042-019-00024-5.

[35] R. S. Hassan, H. M. G. Amin, and H. Ghoneim, "Decent work and innovative work behavior of academic staff in higher education institutions: the mediating role of work engagement and job self-efficacy," *Humanit. Soc. Sci. Commun.*, vol. 11, no. 1, 2024, doi: 10.1057/s41599-024-03177-0.

[36] S. Romero-Rodríguez, T. Mateos-Blanco, C. Moreno-Morilla, and A. Zammitti, "Decent work in career development: A comparative analysis of Italian and Spanish university students' perceptions," *Educ. XX1*, vol. 27, no. 1, pp. 131–156, 2024, doi: 10.5944/educxx1.36969.

[37] I. Alfatihah, A. S. Nugroho, E. Haessel, and A. Maharani, "The Influence of Work-Life Balance with Work Motivation as Mediating Factor on Job Satisfaction A Prediction toward Transition to New Normal Situation," *Manag. J. Binaniaga*, vol. 6, no. 1, p. 79, 2021, doi: 10.33062/mjb.v6i1.431.

[38] N. S. Jatmiko, H. Yunisa, and Fauziah, "Motivation as an Intervening Variable (Mediation) on Leadership Styles and Training in Performance Improvement," *Nusant. Innov. J.*, vol. 2, no. 2, pp. 188–206, 2024, doi: 10.70260/nij.v2i2.39.

[39] J. Prasetiyadi, Z. Zunaidah, Y. Yuliani, W. Farla WK, and M. I. Hadjri, "The Effect of Job Training, Physical Work Environment on Employee Performance at Abdullah Rivai Hospital with Motivation as an Intervening Variable," *J. Econ. Financ. Manag. Stud.*, vol. 07, no. 05, pp. 2973–2986, 2024, doi: 10.47191/jefms/v7-i5-70.

[40] A. Lesmana, T. G. Sumarsono, and , S., "The Influence of Competence and Training on Employee Performance through Motivation as Intervening Variable in ASN Administrative Employees at RSJ Dr. Radjiman Wediodiningrat, Lawang-Malang," *Int. J. Multidiscip. Res. Anal.*, vol. 06, no. 11, 2023, doi: 10.47191/ijmra/v6-i11-35.

[41] D. Prasetyo, I. Cahyadi2, and A. E. Prasetyo, "Dinamika Bahari," vol. Di, no. October, pp. 1–10, 2020.

[42] S. K. Kar and K. Banerjee, "The Challenges of Sustainable Development in Employee Retention of Large-Scale Industries in West Bengal Through Decent Work Indicators," *Int. J. Recent Trends Bus. Tour.*, vol. 06, no. 03, pp. 51–62, 2022, doi: 10.31674/ijrtbt.2022.v06i03.005.

[43] A. Buyukgoze-Kavas and K. L. Autin, "Decent work in Turkey: Context, conceptualization, and assessment," *J. Vocat. Behav.*, vol. 112, no. January, pp. 64–76, 2019, doi: 10.1016/j.jvb.2019.01.006.

[44] P. Shrestha, "Association between Decent Work and Employee Motivation: The Case of Industrial Estates in Nepal," *Pravaha*, vol. 27, no. 1, pp. 117–123, 2021, doi: 10.3126/pravaha.v27i1.50624.