



The Influence of Training, Competence, and Motivation on the Performance of Halal Supervisors in the Implementation of the Halal Product Assurance System

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Abstract: Superior and high-quality products are the key for advance industry, one of which is through halal products that have been determined to be certified starting October 2021. There are thirteen million micro and small business actors in Indonesia who need to obtain halal certification, while the number of available halal supervisors who are in accordance to the new standard only reached 2,310 people, causing the fulfillment of the target of halal certification to be hampered. This phenomenon shows the level of urgency needed for the performance of halal supervisors in an effort to fulfill certification to increase company competitiveness. This study explores further the human resource management strategy related to employee performance, because there has been a research gap in the form of inconsistency between previous research and theory. Where in this study discussed the effect of training, competence and motivation on the performance of halal supervisors. This study took the entire population from a halal supervisor training totaling 110 people, with a survey method using questionnaire as primary data measured using a Likert scale of 1-5. The research instrument used is a type of questionnaire that includes questions that represent indicators of the effect of training, competence, motivation and performance. From the results of multiple linear regression analysis, it was found that there was a relationship between training, competence and motivation on performance in the form of a regression equation: $Y = 0.976 + 0.295 X_1 + 0.404 X_2 + 0.16 X_3 + e$. Where from further analysis it can be shown that the variables of training, competency and motivation have a positive and significant influence on the performance of halal supervisors. Furthermore it can be shown that on the influence of the training variable on performance, the dimension of training facilities has a strong relationship to timeliness with a correlation value of 0.61, on the influence of the competency variable on performance, the knowledge dimension has a strong relationship to work quality with a correlation value of 0.747, and on the motivational variable on performance, the affiliation dimension has a moderate relationship to work quality with a correlation value of 0.489.

Keywords: Performance, Training, Competence, Motivation, Multiple Linier Regression

INTRODUCTION

Economic activities are highly dependent on product development and improvement. Superior and high-quality products are the key to advance industry, one of which is through halal products that have been determined to be certified starting October 2021. In developing and accelerating the empowerment of the national halal ecosystem, the Indonesian government encourages the improvement and reinforcement of human resources performance in halal ecosystem as an asset and the driving force of Indonesia's economic growth. Human resources in the halal sector are known as halal supervisors who are attached to business actors/companies. They are responsible for planning and implementing a halal product assurance system and proposing halal product certification. The performance of halal supervisors can help every business actor to gain added value and provide a competitive advantage for market expansion both nationally and globally.

Based on data from the Indonesian Halal Product Assurance Agency, there are thirteen million micro and small business actors spread throughout Indonesia who needs to obtain halal certification. Considering that the existence of halal supervisors is a mandatory requirement in the halal product certification scheme, this figure indicates the minimum number of halal supervisors that must be produced by training institutions in Indonesia. While the available number of halal supervisors who are following the new standard just reached 2,310 people, which causes the fulfillment of halal certification target to be hampered. Based on the phenomena that occur, it can be seen the level of urgency needed for the performance of halal supervisors in the effort to fulfill national product certification as one of Indonesia's competitive efforts in responding to the challenges and needs of the global industry.

These conditions require human resource management strategy related to employee performance which will affect company performance and productivity. There are several factors that affect employee performance according to Simanjuntak (2011), one important factor is training which is a way to equip employee with skills and the right method through the use of work equipment to avoid possible mistakes. Furthermore, according to the theory by Mangkuprawira (2014), there is a close relationship between training, competence, and performance. The expected results of competency training include knowledge and skill enhancement, also attitude improvement at work, where in the end employee will be able to make improvements and enhance performance both personally and organization. Apart from training and competence, other factors also influence performance, namely motivation. According to Hasmin (2021), "employee performance can be shaped by adding abilities and motivation which include social conditions such as formal and informal organizations, leadership and work unions; individual needs such as physiological, social, and egoistic; and physical conditions or work environment".

This study explores further the human resource management strategy related to employee performance because there has been a research gap in the form of inconsistency of different results between previous studies with the known theory. These studies showed that training has no significant effect on performance (Ratnasari, 2021), competence has no significant effect on employee performance (Samiran, 2019) and motivation has no significant effect on employee performance (Cahya, 2021).

Based on these conditions, this study examines the effect of training, competence, and motivation on the performance of halal supervisors to improve the performance of halal supervisors in implementing halal product assurance system, considering that halal supervisors are the driving force in the national halal ecosystem. Improvement of halal supervisor's performance is expected to help the performance of business actors as a problem solver for substitution of non-halal materials, supervisors in implementing the Halal Product Assurance System and quality control of the process of halal products

produced, as well as assisting business actors in improving and expanding highly competitive businesses through halal certification.

LITERATURE REVIEW

1. Training

According to Hasmin (2021), training is a series of non-formal learning activities that are carried out intentionally either by organizational policies or on their own initiative in a relatively short span of time to learn technical knowledge and skills and limited objectives. Furthermore, Noe (2017) states that training is an effort made by organizations to facilitate learning programs based on competencies, knowledge, skills, and behaviors related to employee tasks.

Training aims to improve the skills needed by the employee to do the job and develop their abilities in order to achieve good performance. Training itself is a basic requirement for all levels of employees in an organization to develop and increase market value (Kohlrausch, 2014). By participating in various trainings, employee can potentially help develop the organization or company where they work, in other words training can improve employee performance through increasing skills so that they can improve performance in the future (Hasmin, 2021).

The dimensions and indicators of training used in this study refers to the opinion expressed by Wardhana (2015), which consists of training materials, with indicators in the form of suitability of training program with training needs and the materials presented are updated and systematic; training methods, with indicators of the suitability of the training methods provided according to the subject and the suitability of the training methods with the learning styles of the training participant; instructor, with indicators of whether the instructor has attitudes and delivery skills that encourage people to learn; the length of time for the training, with an indicator of how long it will take to provide the subject matter that must be learned and how fast the tempo for delivering the material is; and training facilities, with indicators whether the training venue can be controlled by the instructor, whether it is relevant to the type of training, and whether the service is satisfactory.

2. Competence

According to Rahadi's definition (2021), competence is the knowledge, skills, abilities, and behaviors applied by employee in carrying out their work, which becomes the key factors to achieve results related to the organization's business strategy. Competence is also the ability of employee to apply their expertise in the working environment. Competency-based human resource development will enable performance improvement and fulfillment which includes the ability to carry out tasks or work, the ability to organize work, the ability to make decisions or actions when something deviates from the initial plan, the ability to solve problems or carry out tasks under certain conditions, and the ability to adapt under different working conditions and environments.

Dimensions and indicators of competence refers to Sutrisno's idea (2017), which consists of motive as something that people consistently believe or want, causing action to encourage, direct, and choose behavior towards certain actions or goals; character which are typical and consistent responses to situations and information; self-concept which is a person's attitude, values or self-image, as well as a person's belief in his ability to work effectively; knowledge is information that a person has in a particular field; and skills, namely the ability to perform a physical or mental task.

3. Motivasi

Motivation is a process that begins with a physiological deficiency that drives behavior for a specific purpose. Motivation is also a psychological process that drives behavior or encouragement aimed at goals or incentives. Motivation is a process that involves the intensity, direction, and persistence of one's efforts to achieve the expected goals (Wijoyo, 2021).

Motivation is one of many factors that influence employee performance. Wijayanto (2017) revealed that if a company can manage employee motivation which includes encouragement and the desire to do something, then the company will achieve optimal employee performance and follow predetermined standards. Company or organization performance is a function of the interaction between capabilities and motivation. If a person's competence and/or motivation is mismatched, it can negatively impact their individual performance and negatively impact the organization.

The dimensions and indicators of motivation refers to Gani's writings (2020) based on Mc Clelland's theory which consists of the need for achievement, which is the human desire to do something better than before, with the measurable indicators are the need to develop potency, the need to improve performance and the need to take responsibility in solving problems; the need for power is the need to be stronger and more influential to others, with measurable indicators being the attainment of success, a position to increase morale and socializing with colleagues; and the need for affiliation is the need to like, develop, or maintain friendships, with indicators that can be measured are a sense of belonging, a sense of importance, a sense of accomplishment and a sense of participation.

4. Performance

According to Hasmin (2021), performance is a work related to the quality and quantity achieved by an employee in carrying out his duties based on the obligations imposed on him. Performance management is a process that is oriented towards organizational goals and ensures that the process is on the right track in order to maximize employee, team and organization productivity in general.

In terms of halal ecosystem, business actors make the implementation of the Halal Product Assurance System as a benchmark of achieving company performance which of course can be realized with the role of a halal supervisor. In the end performance is the impact expected by all business actors who wish to obtain halal certification and it will become the impact of implementing halal training of every halal supervisor training program.

Performance is very important for every organization in order to achieve strategic goals to realize long-term success. The rise or decline of an organization depends on the employee performance as the driving force to run the organization, so it cannot be denied that to improve the performance or productivity of a company, the performance of human resources must be improved first.

The dimensions and indicators used to assess employee performance are based on Krisnawati's opinion (2021) that there are five indicators used in measuring performance, namely work quality, including employee timeliness at work, accuracy in work, and skills possessed by employees; quantity of work such as being able to meet performance standards, the speed of working the routines; timeliness which includes the ability to complete work on time, the ability to work faster than the specified time and the ability to complete all work; the level of work reliability which includes initiative within oneself, diligent in carrying out work, the ability to work; and employee work attitudes, which consists of employee loyalty, responsibility, and teamwork.

5. Logical Framework

In implementing the Halal Product Assurance System to strengthen the structure of the national halal ecosystem, human resources have an important role through their duties as a halal supervisor, where the halal supervisor will be responsible for ensuring the process of halal products starting from material selection, material storage, material processing, product packaging, product distribution to product sales. The entire series of halal value chains is highly dependent on the performance of halal supervisors so that the Halal Product Assurance System that is applied to business actors will bring success to the performance of business actors in obtaining halal product certification.

In theory, employee performance can be influenced by competencies that can be obtained through training. In addition, the theory also suggests that employee productivity is also influenced by motivation. So that in this study will be analyzed the effect of training, competence and motivation on the performance of halal supervisors in order to accelerate and strengthens the national ecosystem.

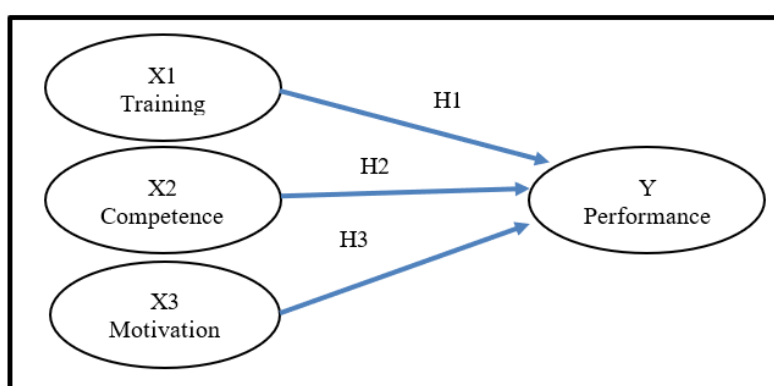


Figure 1. Logical Framework

The research hypothesis is formulated as follows:

- H1: Training has significant effect on the performance of halal supervisors.
- H2: Competence has significant effect on the performance of halal supervisors
- H3: Motivation has significant effect on the performance of halal supervisors

This study will look at the relationship between several variables by analyzing the effect of training on the performance of halal supervisors, the effect of competence on the performance of halal supervisors and the influence of motivation on the performance of halal supervisors.

RESEARCH

This study is a causal quantitative research that will analyze the effect of training, competence, and motivation on the performance of halal supervisors in implementing halal product assurance system for business actors. This research began in March to plan the stages of research and the use of instruments at the end of the training and then carry out the stages of analysis and evaluation until October 2022. This study is a population research, where the sample used is the entire population of the participants in halal supervisor training, totaling 110 people. The data collection method used in this study was a survey method using questionnaire as the primary data measured using a Likert scale of 1-5. The research instrument used was a type of questionnaire which included questions representing indicators of the influence of training, competence, motivation on the performance of halal supervisors.

RESULT AND DISCUSSION

Data processing was carried out using SPSS 26. The data obtained in this study came from distributing questionnaires as an instrument whose validity had to be tested in order to determine the level of validity of the data. According to Sujarweni (2019) the validity test is used to determine the validity of the question items used in research, with a significance value of 5% (0.05).

Validity is measured through the value of r with the criteria that if r_{count} is greater than r_{table} then the question items on the instrument are said to be valid. Conversely, if r_{count} is less than r_{table} then the question item is declared invalid.

Respondents were 110 people ($N=110$), where if $Df= N-2$, then $Df= 110-2 = 108$. With reference to the value of r_{table} ($\alpha=5\%$) which is 0.1874, then the instrument is said to be valid if the r_{count} value is greater the value of r_{table} . Conversely, if the value of r_{count} is less than r_{table} , then the instrument is said to be invalid. Based on the results of the validity test output, the average r_{count} value for the training variable is $0.742 > 0.1874$; the average r_{count} of the competence variable is $0.751 > 0.1874$; and the average r_{count} on the motivation variable is $0.789 > 0.1874$. So it can be concluded that all question items on the questionnaire are declared valid.

Furthermore, a reliability test was carried out to measure the reliability of the questionnaire using the Cronbach alpha (α) statistical test, with decision-making criteria as stated by Ghozali (2018), that if the Cronbach alpha coefficient is > 0.70 then the question is declared reliable.

Based on the output obtained, it is known that the Cronbach value is > 0.70 , so it can be concluded that all research variables are reliable.

Table 1. Variable reliability statistics

Training variable reliability statistics	
Cronbach's Alpha	N of Items
0,938	15
Competency variable reliability statistics	
Cronbach's Alpha	N of Items
0,945	15
Motivational variables reliability statistics	
Cronbach's Alpha	N of Items
0,929	10
Performance variable reliability statistics	
Cronbach's Alpha	N of Items
0,969	15

Respondents sampled in this study were 110 halal supervisor training participants. The participants are halal supervisors who have the duties and responsibilities of implementing halal product assurance system at small and medium enterprise.

The profile of respondents in this study can be described as 5% was aged under 25 years, 51% was aged 25 to 30 years, 11% was aged 31 to 35 years, 21% was aged 35 to 50 and 12% was aged 50 years and over, with female respondents being the most respondents at 55%, while for men amounting to 45%. By regulation, the minimum education standard for halal supervisors is High School/equivalent. For the 110 respondents in this study, the majority had an Undergraduate education background of 49%, followed by Diploma (1/2/3) sequentially of 25%, High School/equivalent of 15% and Graduate of 11%.

Table 2. Respondent Description

Age	Total
< 25 Years	6
25-30 Years	56
31-35 Years	12
35-50 Years	23
>50 Years	13
Sex	Total
Male	50
Female	60
Education	Total
Graduate (S2)	12
Undergraduate (S1)	54
Diploma (1/2/3)	27
High School/Equivalent	17

In this study variables such as training (X1), competence (X2), and motivation (X3) are set to be independent variables, and then performance (Y) as the dependent variable. Descriptive variables describe employee responses to the research variables studied, namely training, competence, motivation and performance, and to analyze the collected data as it is without intending to make general conclusions.

Table 3. Descriptive Variables

Statement	N	Mean Ave	Std. Deviasi Ave	Dimension Ave
Training				
Training material	110	4,6485	0,4848	4,6485
Training method	110	4,5728	0,5119	4,5728
Instructor	110	4,3212	0,5555	4,3212
Training duration	110	4,3939	0,5375	4,3939
Training Facilities	110	4,4455	0,5282	4,4373
Competence				
Motive	110	4,4606	0,5180	4,4606
Character	110	4,3969	0,5063	4,3969
Self Concept	110	4,4576	0,5687	4,4576
Knowledge	110	4,4546	0,5570	4,4546
Skill	110	4,3333	0,5349	4,3333
Motivation				
Achievement	110	4,3818	0,5549	4,3818
Power	110	4,3455	0,5183	4,3455
Affiliation	110	4,1455	0,6652	4,1455
Performance				
Work Quality	110	4,3455	0,5893	4,3455
Work Quantity	110	4,3970	0,5246	4,3969
Timeliness	110	4,2879	0,5996	4,2879
Reliability	110	4,3576	0,5280	4,3576
Attitude	110	4,4454	0,5167	4,4454

Based on Table 3 above, variable dimension that has the highest rating by respondents was the training material dimension with an average value of 4.6485 and the dimension that

has the lowest rating by respondents was the affiliation dimension with an average value of 4.1455.

This study uses multiple linear regression analysis to find whether there is influence between the independent variables consisting of Training (X1), Competence (X2) and Motivation (X3) on Performance (Y) as the dependent variable.

Table 4. Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	0.976	5.842	
TRAINING	0.351	0.106	0.295
COMPETENCE	0.463	0.111	0.404
MOTIVATION	0.240	0.117	0.160

As shown in Table 4 above using multiple linear regression analysis, the regression equation obtained: $Y = 0.976 + 0.295 X1 + 0.404 X2 + 0.16 X3 + e$. From the equation, it can be concluded that the performance constant for halal supervisors is 0.976 without the influence of training, competence and motivation variables. The training, competence and motivation variables have a positive regression coefficient, meaning that if the training, competence and motivation variables increase, the performance of the halal supervisor will also increase by the value of the regression coefficient.

Normality test then carried out to test whether or not the dependent and independent variables in the regression model have normal distribution. The normality test in this study was carried out using the Kolmogorov-Smirnov (K-S) non-parametric statistical test. Data that is normally distributed will have a significance value greater than 0.05 (Ghozali, 2018).

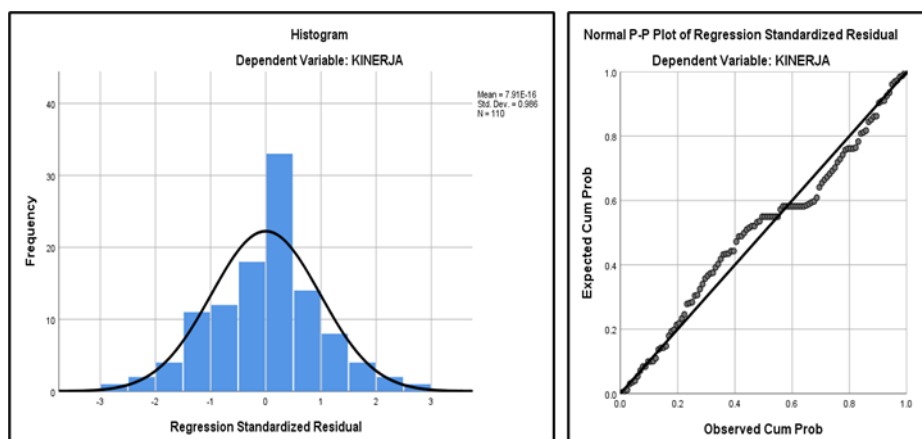


Figure 2. Normality Test

Based on Figure 2. above, it can be seen that the dependent curve and RSS form a balanced bell-like image, and the data distribution points are around the line, this indicates that the data is normally distributed, so the regression model is feasible to use because it fulfills the normality assumption.

Table 5. Statistical Test K-S (Kolmogorov-Smirnov)

		Standardized Residual
N		110
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	0.98614252
Most Extreme Differences	Absolute	0.083
	Positive	0.083

	Negative	-0.079
Test Statistic		0.083
Asymp. Sig. (2-tailed)		0.058 ^c

Table 5 shows that the standardized residual values in this study were normally distributed, this can be seen from the "Asymp. Sig. (2-tailed)" value which is greater than 0.05.

Multicollinearity test aims to test whether there is a correlation between the independent variables within the regression model. The value criterion used to indicate the absence of a multicollinearity problem is that the tolerance value is > 0.10 or the VIF value is < 10.

Table 6. Multicollinearity Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Training	0.351	0.106	0.295	3.322	0.001	0.546	1.830
Competence	0.463	0.111	0.404	4.170	0.000	0.459	2.179
Motivation	0.240	0.117	0.160	2.042	0.044	0.697	1.434

As shown in Table 6. above, the VIF values of all independent variables are <10 and the tolerance value is > 0.1, thus there are no symptoms of multicollinearity in the research model.

The heteroscedasticity test is used to determine whether there is a deviation from the classical assumptions. The method used is Rank Spearman with the basis for decision making is that if the significance value is > 0.05 then it can be said that there is no heteroscedasticity problem.

Table 7. Heteroscedasticity Test Result

Spearman's rho	Training	Competence	Motivation	Unstandardized Residual	
Training	Correlation Coef.	1.000	0.664**	0.444**	0.093
	Sig. (2-tailed)	.	0.000	0.000	0.334
	N	110	110	110	110
Competence	Correlation Coef.	0.664**	1.000	0.544**	0.128
	Sig. (2-tailed)	0.000	.	0.000	0.184
	N	110	110	110	110
Motivation	Correlation Coef.	0.444**	0.544**	1.000	0.074
	Sig. (2-tailed)	0.000	0.000	.	0.444
	N	110	110	110	110
Unstandardized Residual	Correlation Coef.	0.093	0.128	0.074	1.000
	Sig. (2-tailed)	0.334	0.184	0.444	.
	N	110	110	110	110

From the output in Table 7. above it is known that the significance value of the three variables is > 0.05, thus there are no heteroscedasticity problems. This means that the regression model used for this study is feasible to use.

Statistical F-Test is used to determine whether all training, competence and motivation variables influence the performance of halal supervisors simultaneously or jointly.

Table 8. Statistical F-Test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2867.224	3	955.741	42.242	0.000 ^b
Residual	2398.276	106	22.625		
Total	5265.500	109			

Table 8. shows fcount (42.242) > ftable (2.458), and significance value (0.000) < significance level (0.05), so it can be concluded that training, competence and motivation jointly influence positive and significant to the performance of the halal supervisor.

The coefficient of determination (R²) is used to find out the percentage of the relationship between the independent variable and the dependent variable (Sujarweni, 2019).

Table 9. Coefficient of Determination (R²) Result

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.738 ^a	0.545	0.532	4.757

From Table 9 above, it can be seen that the coefficient of determination (R²) shows the number 0.545 or 54.5%, which means that the variables of training, competence and motivation have an effect of 54.5% on the performance of halal supervisors, while the remaining 45.5% influenced by other factors outside the independent variables in this study

Hypothesis testing is done by conducting a Partial Significance Test (t-test). According to Ghozali (2018) the t test serves to show how strong the influence of the independent variable is on the dependent variable partially. Decision making can be done by looking at tcount > ttable and can be done by looking at the significance. If the significance <0.05 then Ho is rejected and Ha is accepted.

Table 10. t-test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.976	5.842		0.167	0.868
Training	0.351	0.106	0.295	3.322	0.001
Competence	0.463	0.111	0.404	4.170	0.000
Motivation	0.240	0.117	0.160	2.042	0.044

Table 10 shows the variables that affect the performance of the Halal Supervisor are as follows:

- H1 : Hypothesis testing of training variable on the performance of halal supervisors.
Calculation results for the training variables obtained tcount (3.322) > ttable (1.98260), with significance (0.001) < significance level (0.05). It means that H1 is accepted and H0 is rejected, thus the training variable has a positive and significant effect on the performance of the halal supervisor.
- H2 : Hypothesis testing of competency variable on the performance of halal supervisors
Calculation results for the competency variable shows tcount (4.170) > ttable (1.98260), with significance (0.000) < significance level (0.05). It means that H2 is accepted and H0 is rejected, thus the competence variable has a positive and significant influence on the performance of the halal supervisor.
- H3 : Hypothesis testing of motivational variables on the performance of halal supervisors
Calculation results for the motivational variable shows tcount (2.042) > ttable (1.98260), with significance (0.044) < significance level (0.05). It means that H3 is accepted and H0 is rejected, thus the motivational variable has a positive and significant influence on the performance of the halal supervisor.

Furthermore, a correlation test was carried out to determine the relationship between dimensions of the independent variable and the dependent variable, so that the correlation matrix between the dependent and independent dimensions was used to examine which effect was strongest for the dimension of the independent variable on the dependent variable.

Table 11. Inter Dimensional Correlation Test

Variabel	Dimension	Performance				
		Y1	Y2	Y3	Y4	Y5
Training (X1)	X1.1	0.486	0.499	0.405	0.509	0.534
	X1.2	0.522	0.524	0.485	0.522	0.466
	X1.3	0.442	0.427	0.425	0.429	0.32
	X1.4	0.555	0.476	0.524	0.487	0.468
	X1.5	0.558	0.558	0.61	0.524	0.495
Competence (X2)	X2.1	0.292	0.305	0.202	0.353	0.415
	X2.2	0.562	0.521	0.48	0.514	0.528
	X2.3	0.567	0.604	0.513	0.545	0.488
	X2.4	0.747	0.726	0.677	0.645	0.608
	X2.5	0.646	0.619	0.569	0.612	0.562
Motivation (X3)	X3.1	0.401	0.295	0.257	0.392	0.451
	X3.2	0.439	0.407	0.27	0.411	0.45
	X3.3	0.489	0.476	0.412	0.415	0.474

Based on Table 11 above, it can be seen that for the training variable on performance, the highest dimensional correlation is training facilities on timelines that has value of 0.61 which indicates strong relationship. For the competence variable on performance, the highest dimensional correlation is knowledge to the work quality that has value of 0.747 which also indicates strong relationship. Last, for the motivational variable on performance, the highest dimensional correlation is affiliation to work quality that has value of 0.489 which indicates a moderate relationship.

CONCLUSION

Based on the data obtained from field research and a series of data analyzes related to the effect of training, competence and motivation on the performance of halal supervisors, the authors draw the following conclusions:

1. Training, competence and motivation have a positive and significant effect on the performance of halal supervisors. This is evidenced from the results of hypothesis testing and discussion which shows that each variable has a tcount greater than ttable with significance less than the established significance level. This means that the better the training, competence and motivation managed, the better the performance of the halal supervisor;
2. The dominant indicator in the training variable is the training material which includes training material systematics, the suitability of the material content with the supervisor's needs and the ease of understanding of the material by the halal supervisor. While indicator that has the lowest effect on the performance of the halal supervisor is the instructor which includes the quality of the instructor, the instructor's mastery of the material and the instructor's communication skills with the training participants;
3. The dominant indicator in the competence variable is the motive which includes the willingness to give better performance, the willingness to achieve work targets and the willingness to improve company performance. While the less influential indicators are innovation in work;

4. The dominant indicator in the motivation variable is achievement which includes motivation in developing potential, increasing work performance and being responsible for solving problems. Furthermore, the less influential indicator is affiliation which includes a sense of belonging, a sense of importance, a sense of accomplishment and a sense of participation in the company.

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