



LITERATURE REVIEW MOTIVATION AND PERFORMANCE DETERMINATION: TRAINING ANALYSIS AND PERFORMANCE ASSESSMENT

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Abstract : Previous and relevant research has a great influence on the research to be carried out. Previous research serves to strengthen the theory of the relationship between variables. This pre-research was conducted with the aim of building a hypothesis with a descriptive method. This pre-research aims to determine the effect of the variables, namely training and performance appraisal, on motivation and performance. The results of this library research are: 1) Training has an effect on motivation; 2) Rating k performance has an effect on motivation; 3) Training has an effect on performance; 4) Rating k performance affects performance; and 5) Motivation has an effect on performance .

Keywords: Motivation, Performance, Training and Assessment Performance

INTRODUCTION

Background of the problem.

Human resources are one of the most important components in a company or organization. Human resources are an exclusively unique organizational asset and of course will be difficult to be replicated by other organizations. This is due to the flexible nature of human resources, constantly moving in accordance with the direction of the vision and mission of the organization or company.

Providing training is considered as one of the efforts to improve the quality of human resources in a company or organization. This is because the majority of individuals after participating in the training will experience changes in mental and character in a positive direction in doing work in their fields and will even tend to be motivated to accept more difficult job responsibilities or in a higher and strategic importance level.

Performance appraisal itself can be interpreted as a method used in a structured and systematic manner that aims to maintain the quality of the performance of a company or organization. Performance appraisal is also intended as a system that aims to observe, assess, and evaluate employees or members of the organization for the achievement of work standards that have been set by the company or organization.

Based on the correlation between motivation and employee performance which is strongly influenced by training and performance appraisal systems, this article will discuss

the effect of training and appraisal . performance on motivation and its impact on performance , (A Literature Study Human Resource Management).

Formulas problem

Based on the background, it can be formulated the problems to be discussed in order to build hypotheses for further research, namely:

- 1) What is training influential to motivation ?
- 2) What is P assessment k performance effect on motivation ?
- 3) What is training affect performance ?
- 4) What is the assessment k performance affect performance ?
- 5) What is motivation affect performance ?

LITERATURE REVIEW

Motivation

Work motivation as described by Abraham in Mangkunegara (2017) in (Manihuruk & Tirtayasa, 2020) is a tendency to carry out activities, which begin with an inner drive and then end with adjustment. Adjustment here is said to satisfy motivation.

Indicators of Work Motivation according to Anwar Prabu Mangkunegara (2017) in (Manihuruk & Tirtayasa, 2020) are as follows:

- a) Hard work
Hard work is doing all activities with all the abilities possessed to the maximum.
- b) Future orientation
Future orientation means understanding what will happen in the future and plans for dealing with it.
- c) High level of ambition
A high level of aspiration is the ambition to get or become better.
- d) Task/goal orientation
Task or goal orientation is to do work with quality and satisfactory results always oriented.
- e) Effort to move forward
Efforts to progress is an effort to carry out activities that achieve certain goals.
- f) Perseverance
Perseverance is an effort to do all the work in earnest and maximum effort.
- g) Chosen co-worker
The chosen co-worker is one indicator of motivation where the selection of co-workers should be co-workers who can be invited to work together to achieve goals.
- h) Use of time
Utilization of time is a good and efficient use of time to complete all work.

Robbin (2002) in (Siagian & Khuzaini, 2015) suggests that motivation is the desire to do as a willingness to increase a high level of effort for organizational goals conditioned by the ability of that effort to meet an individual need. Hasibuan in (Martina & Syarifuddin, 2014) suggests that motivation is a stimulant of desire and a driving force of one's willingness to work because each motive has a specific goal to be achieved.

The definition of motivation according to Siagian in (Fransiska & Tupti, 2020) is a psychological state that encourages, activates, or moves and that motive directs and channels a person's behavior, attitudes and actions which are always associated with the achievement of goals, both organizational goals and personal goals. -each member of the organization.

Motivation has been studied by many previous researchers including (Vortuna, 2015), (Ainnisya & Susilowati, 2018), (Ainnisya & Susilowati, 2018), (Waliamin, 2020), (Gustiawati, 2015), (Sarbin Wono et al. ., 2008), : (Riyanto, Sutrisno, et al., 2017), (Prayetno

& Ali, 2017), (Chauhan et al., 2019), (Rivai et al., 2017), (Prayetno & Ali, 2017), (Bastari et al., 2020), (Masydzulhak et al., 2016) and (Aima et al., 2017)

Performance

Performance is "as a result that a person has achieved from his work behavior in carrying out work activities" Sutrisno (2016:151) in (Harahap & Tirtayasa, 2020). Employees can work well if they have high performance, so they can produce good performance as well.

There are six employee performance indicators according to (Sutrisno, 2016) in (Harahap & Tirtayasa, 2020), namely: Work results, which include the level of quantity and quality that has been produced and the extent of supervision; Job knowledge, namely knowledge related to work tasks that will directly affect the quantity of work results; Initiative, namely the level of initiative during carrying out work tasks, especially in terms of handling problems that arise; Attitude is the spirit of work and a positive attitude in carrying out work tasks; Discipline of time and attendance, namely punctuality and attendance.

Dessler (2005) in (Kristanto, 2015) states that performance is a comparison between work performance, namely a comparison between work results and expected standards. According to Siagian (2005) in (Kristanto, 2015) performance is a universal concept which is the operational effectiveness of employees, parts of the organization and parts based on established standards and criteria. Performance as a record of the work obtained by certain employees through activities within a certain period of time (Kane, 1993) in (Harahap & Tirtayasa, 2020).

performance has been studied by many previous researchers including (Arianto, 2013), (Marjaya & Pasaribu, 2019), (Tirtayasa, 2019) (Dwi Agung Nugroho Arianto, 2013) (Indra Marjaya and Fajar Pasaribu, 2019), (Riyanto, Sutrisno, et al., 2017), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017) and (Agussalim et al., 2016).

Training

Mangkunegara (2017:44) states that training is a short-term educational process that uses a systematic and organized procedure in which non-managerial employees learn technical knowledge and skills for limited purposes.

The training indicators according to Anwar Prabu Mangkunegara (2009) in (Supatmi, Nimram, and Utami 2012), include:

a) Theory

The training materials can be in the form of: management (management), scripting, work psychology, work communication, work discipline and ethics, work leadership and work reporting.

b) Method Used

The training method used is a training method with participatory techniques, namely group discussions, conferences, simulations, role playing (demonstrations) and games, classroom exercises, tests, team work and study visits (comparative studies).

c) Participant Qualification

The training participants are company employees who meet the requirements, such as permanent employees and staff who are recommended by the leadership.

d) Coach Qualification

Instructors who will be used in providing training materials must meet the qualification requirements, among others: have expertise related to training materials, be able to generate motivation and be able to use participatory methods.

Training is a program that aims to improve performance in the short term of a particular job by increasing employee competence (Mathis & Jackson, 2002) in (Raharjo, et al., 2014) . Most training programs to enhance job knowledge and skills are completed in a matter of days.

According to Dessler in (Agusta, 2013) training is a process of teaching new or existing employees about the basic skills needed to carry out work. Training is also one of various types of efforts in improving the quality of human resources in an organization. Employees or individuals in an organization, of course, need training because of job demands that may change due to changes in the work environment, strategies, and so on (Dessler, 2009) in (Agusta, 2013) .

Hamalik (2006) in (Prayogi & Nursidin, 2018) states that training is a process that includes a series of actions or efforts that are carried out intentionally in the form of assistance by training professionals to the workforce within a certain period of time which aims to improve the work ability of participants in a particular field that aims to increase effectiveness and productivity in an organization. Training is also an effort that is directly related to efforts to increase the abilities and skills of employees who have occupied a particular job and task (Notoadmojo, 2009) in (Marjaya & Pasaribu, 2019) .

This training has been extensively researched by previous researchers. Among them are (Elizar & Hazrudi Tanjung, 2018), (Safitri, 2013) , (Prayogi and Nursidin 2018) , (Agusta, 2013) , (Supatmi, et al., 2012) , (Pratama & Lestari, 2020) , (DE Safitri, 2019) .

Performance assessment

The definition of performance *appraisal* as conveyed by Dessler (2016) in (Vortuna, 2015) is an act of evaluating employee performance in the present and or the past relatively based on performance standards. Meanwhile, Rivai and Basri (2004) in (January et al., 2015) state that performance appraisal is a systematic study of employee conditions that is carried out formally and is linked to performance standards that have been determined and agreed upon by the company.

Performance appraisal can also be defined as a systematic evaluation of an employee's performance based on several aspects of consideration and to understand a person's potential for further growth and development of employees in an organization with a certain rank (Anbarasu, Jenitha, Yulit: 2015) in (Waliamin, 2020) .

According to (Kasmir, 2016) in (Ainnisya & Susilowati, 2018) to facilitate understanding of the assessment components that are commonly given are as follows:

- a) Absence, is a proof of the employee's presence from the time he arrives at work until the time he goes home from work. The number of employee attendance affects their performance. In the sense that the performance of new employees is said to be good if it is in accordance with the standards set.
- b) Honesty is a must-have employee behavior. The honesty value of an employee must be in accordance with the standards set by the company. Indicators of employee honesty assessment are usually seen from the behavior and aspects of employee communication.
- c) Responsibility is where the employee is directly responsible for the work assigned to him.
- d) Ability (work result) is a measure for an employee to complete a job. Assessment of employee abilities can be seen from the aspect of working time, the results of the work achieved as well as the quality resulting from the work.
- e) Loyalty is the loyalty of an employee to the company. An employee must have loyalty to the company where he works. Employee loyalty can be seen from employee loyalty in maintaining quality and company secrets.

- f) Compliance is the obedience of all employees in following all the rules and policies provided by the company without committing any violations.
- g) Cooperation is a form of collaboration to help each other between employees in order to achieve optimal results. Cooperation itself aims to accelerate and maximize an agenda or activity.
- h) Leadership means that what is assessed is a person's ability to lead. In many cases, not everyone has the ability to lead their subordinates, especially under various conditions.
- i) Initiative is someone who always has ideas or opinions for improvement or development of the quality of a job. This initiative indicates someone has a concern for the progress of the company. Therefore, initiative is often used as a component of employee performance appraisal.

Performance appraisal is a formal system to check/assess and continuously evaluate individual performance. In principle, performance appraisal is a way of measuring contributions and individuals in an agency that is carried out within the organization (Sedarmayanti, 2010) in (Ainnisya & Susilowati, 2018) . According to Mondy (2010) in (Vortuna, 2015) performance appraisal is a formal system that aims to assess and evaluate the task performance of an individual or team. Rivai and Basri (2004) in (January et al., 2015) state that performance appraisal is a systematic study of an employee's working conditions that is carried out formally and is associated with performance standards that have been determined by the organization.

Evaluation This performance has been studied by many previous researchers including (Rani & Mayasari, 2015) , (January et al., 2015) , (Ainnisya & Susilowati, 2018) , (Wahyudi, 2016) , and (Vortuna, 2015) .

Table 1: Previous research

No	Author (year)	Results Research before	Equation with article this	Difference with article this
1	(Raharjo et al ., 2014)	Training , assessment _ k performance influence positive and significant to I 'm motivated and k performance	Influential training to Performance	Training influential to motivation & performance _ _
2	(Meidita, 2019)	Training with influence _ positive and significant to performance	Training influential to performance	Training influential to motivation & performance _ _
3	(Suryani & Linda, 2017)	Training with influence _ positive and significant to motivation	Training affects motivation	Performance appraisal has an effect on motivation and performance
4	(Gustiawati, 2015)	Performance assessment influence positive and significant to motivation and performance Performance Appraisal (x2) no there is meaningful influence _ motivation work (y1) there are meaningful influence _ Among system evaluation performance (x2) with motivation work (y1)	Influential performance appraisal to motivation and performance	Training influential to motivation and performance
5	(Maria Dewi et al ., 2006)	Evaluation k performance influence positive I 'm motivated and k performance	Evaluation k performance influential to I 'm	Training influential to motivation & performance _ _

			motivated	
5	(Ningsi et al ., 2016)	P training influential significant and positive to motivation P training influential no significant and positive to performance employees .	Training affects motivation and performance	Performance appraisal has an effect on motivation and performance
6	(Siagian & Khuzaini, 2015)	Training has an effect _ positive and significant to and Performance	Influential training _ to performance	Evaluation k performance influential to motivation and performance
7	(Maharani et al ., 2021)	Training and assessment k performance influence positive and significant to k performance	Training and assessment k performance influential to k performance	Training and influential performance appraisal to I 'm motivated
8	(Hermawati, 2019)	Training has an effect _ positive and significant to motivation and performance	Training has an effect _ to motivation and performance	Performance appraisal influential to motivation and performance
9	(Nurhasan, 2016)	Performance assessment play n gaw positive and significant to motivation	Evaluation influential to motivation	Training influential to k performance
10	(Wahyudi, 2016)	Evaluation k performance play n gaw positive and significant to m motivation .	Evaluation k performance influential to motivation i _	Training influential to motivation & performance _ _
11	(Darna, 2009)	Performance assessment play n gaw positive and significant on motivation and performance	Performance appraisal has an effect on motivation and performance	Training influential to m motivation and performance
12	Mohamad Rifki S amodra (2018)	Performance appraisal play n gaw positive and significant on motivation and performance	appraisal has an effect on motivation and performance	Training influential to m motivation and performance
13	(Darmawan et al ., 2017)	Training , influence _ _ positive and significant to I 'm motivated and k performance	Training affects motivation and performance	Influential performance appraisal to motivation & performance _ _
14	(Sustainable & Hadiyanti, 2019)	Training has an effect _ positive and significant to motivation	Training has an effect _ on motivation	Influential performance appraisal to m motivation and performance
15	(Bilgah, 2018)	Training has a positive and significant effect on motivation	Training affects motivation	Performance appraisal has an effect on motivation and performance

RESEARCH METHOD

The method of writing scientific articles is by using qualitative methods and literature review (Library Research). Assessing theory and the relationship or influence between

variables from books and journals both *online* and sourced from Scholar Google, Mendeley, and other online media.

The role of literature review in a qualitative research becomes very crucial and important. Literature review must be used continuously and consistent with methodological assumptions. Literature reviews often contain a description of the literature review that underlies ideas or ideas in problem solving. Literature review also supports the theory search process.

FINDINGS AND DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of *this literature review article* in the concentration of Human Resource Management is:

Effect of Training on Motivation.

Training has an effect on motivation, where the dimensions or indicators of training (training materials, training methods, qualifications of trainees, qualifications of training instructors,) affect the dimensions or indicators of motivation (hard work, future orientation, high level of aspirations, task orientation / goals, efforts to move forward, perseverance, selected co-workers, time utilization) Mangkunegara (2017) in (Manihuruk & Tirtayasa, 2020) .

Training has an effect on motivation, this is in line with research conducted by: (Suryani & Linda, 2017) , (Lestari & Hadiyanti, 2019) , (Darmawan et al., 2017) . The results of the three studies indicate that training has a significant and positive effect on employee motivation.

Based on the results of previous studies, it can be concluded that training is recommended to be carried out regularly, continuously and programmed due to its positive impact on employee motivation. Of course, structured training will be able to maximize the abilities and expertise of employees in their respective fields.

The Effect of Performance Appraisal on Motivation.

Performance Assessment has an effect on motivation, where the dimensions or indicators of Performance Assessment (absence, honesty, responsibility, ability, loyalty, compliance, leadership cooperation, initiative) (Kasmir, 2006) affect the dimensions or indicators (responsibility, work performance, opportunities for advancement, recognition for performance, challenging work), (Mangkunegara, 2017).

Performance appraisal is a very important step to obtain valuable information that aims to plan and make decisions regarding human resources. This is because through performance appraisal, human resources in a company or organization can be classified and identified based on their abilities, expertise, work ethic, and so on. The existence of a performance appraisal in a company or organization is needed to evaluate the performance of all human resources and also provide feedback to employees so that employees are motivated to work better.

Performance appraisal has an effect on motivation, this is in line with research conducted by: (Samodra , 2018), (Darna, 2009) and (Wahyudi, 2016) . Where in the research conducted by (Wahyudi, 2016) and (Darna, 2009) performance appraisal did not significantly affect work motivation. Meanwhile, in research conducted by (Samodra, 2018) performance appraisal turned out to have a significant effect on employee motivation.

Effect of Training on Performance.

Training has an effect on performance, where the dimensions or indicators of training (training materials, training methods, qualifications of trainees, qualifications of training

instructors) (Mangkunegara, 2017) in (Supatmi, Nimram, and Utami 2012) affect the dimensions or performance indicators (work results , job knowledge , initiative , attitude, time discipline) (Sutrisno, 2016) in (Harahap & Tirtayasa , 2020) .

Job training is believed to be very important because training can reduce the learning time needed by employees to achieve a certain level of ability or knowledge according to certain standards. As an effort to create human resources who have good quality and loyalty to increase organizational productivity. The training provided continuously to employees is believed to be able to fully improve the skills, attitudes, and skills of employees both in quantity and quality. The company will easily achieve its goals if employees are able to maximize and continue to develop their abilities and expertise in accordance with their fields.

Training has an effect on performance, this is in line with research conducted by: (Retno Hermawati, 2012), (Gita Maharani, 2021), (Citra Ayu Ningsi, 2015).

The Effect of Performance Appraisal on Performance.

Performance appraisal has an effect on performance, where the dimensions or indicators of performance appraisal (absence, honesty, responsibility, ability, loyalty, compliance, leadership cooperation, initiative) (Kasmir, 2016) in (Ainnisya & Susilowati, 2018) affect the dimensions or performance indicators (work results , job knowledge , initiative , attitude, time discipline) (Sutrisno, 2016) in (Harahap & Tirtayasa, 2020) .

The ability of a company to achieve its goals, of course, cannot be separated from the performance of its employees. One of the company's efforts to improve employee performance is to improve the quality of human resources through performance appraisals. It is very necessary to manage human resources through mapping the results of the performance assessment of human resources in a company. appraisal has an effect on performance, this is in line with research conducted by: (Gustiawati, 2015) , (Maria Dewi et al., 2006) , (Maharani et al., 2021) .

The Effect of Motivation on Performance .

Motivation affects performance , where the dimensions or indicators of motivation (responsibility, work performance, opportunities for advancement, recognition of performance, challenging work), (Mangkunegara, 2017) affect the dimensions or performance indicators (work results, p work knowledge, initiative, attitude, time discipline) (Sutrisno, 2016). Motivation affects performance, this is in line with research conducted by: (Larasati, et al, 2014), (Theodora, 2015), and (Juniantara IW, 2015) .

Conceptual Framework

Based on the problem formulation, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for this article is obtained as below.

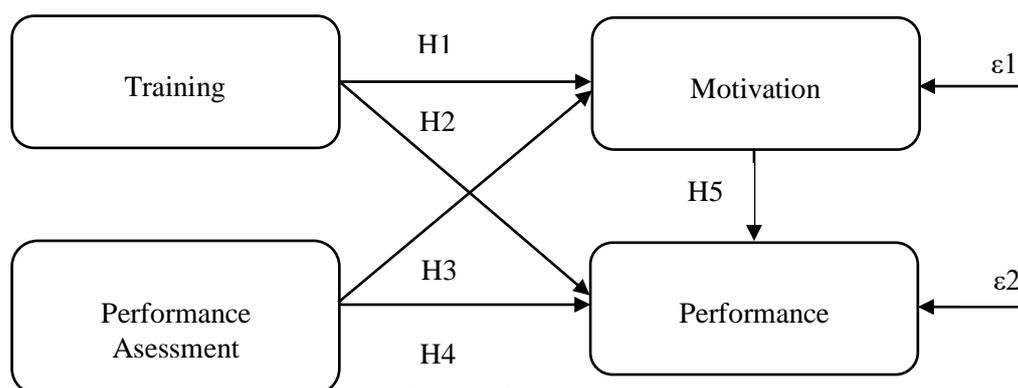


Figure 1: Skeleton think

Based on the conceptual framework picture above, then: training and _ p assessment Performance affects motivation and performance either directly or indirectly.

training and assessment variables there are many other variables that influence it, including the following variables :

- 1) Compensation: (E Juliningrum, A Sudiro , 2014), (Pradita My, 2017), and (Haryani SS, 2015).
- 1) Leadership: (Supendi R, 2012), (Tucunan RJA, et al., 2014), (Anuraga IPM, et al, 2017) , (Limakrisna et al., 2016) , (Bastari et al., 2020) , (Anwar et al. , 2020) , (Ali et al., 2016) , (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017) , (Chauhan et al., 2019) and (Elmi et al., 2016) .
- 2) Organizational culture: (Koesmono HT, 2005), (Octaviana N, 2011), : (Harini et al., 2020) , (Elmi et al., 2016) and (Limakrisna et al., 2016) , and (Juliningrum E., et al, 2014).
- 3) Commitment: (Limakrisna et al., 2016) , (Harini et al., 2020) , (Prayetno & Ali, 2017) , (Riyanto, Yanti, et al., 2017) and (Masydzulhak et al., 2016)
- 4) Creativity: (Desfiandi et al., 2017) , (Yacob et al., 2020) , (Richardo et al., 2020) , (Christina Catur Widayati et al., 2020) , (Prayetno & Ali, 2020b) and (CC Widayati et al., 2020) .
- 5) Communication: (CC Widayati et al., 2020) and (Christina Catur Widayati et al., 2020) ,
- 6) Knowledge: (Desfiandi et al., 2017) , (Prayetno & Ali, 2020a) , (Mukhtar et al., 2016) , (Brata, Husani, Hapzi, Baruna Hadi Shilvana AliBrata, Husani, Hapzi, 2017) , and (Toto Handiman & Ali, 2019) .
- 7) Leadership: (Limakrisna et al., 2016) , (Bastari et al., 2020) , (Anwar et al., 2020) , (Ali et al., 2016) , (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017) , (Chauhan et al., 2019) and (Elmi et al., 2016) .

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the theory, relevant articles and discussions, hypotheses can be formulated for further research: 1) Training has an effect on motivation . 2) Evaluation k performance has an effect on motivation. 3) Training has an effect on performance. 4) Evaluation k performance affects performance. 5) Motivation has an effect on performance .

Suggestion

Based on the conclusions above, the suggestion in this article is that there are many other factors that affect motivation and performance. Therefore , further studies are needed to complement other factors that can affect motivation and performance.

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