

The Role of Work Motivation as Moderator in the Relationship between Training and Job Performance: A Study in Regional Hospital in West Sumatra Province

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Abstract: This research aimed to exam impact of training on job performance by considering work motivation as moderating variable. There were four regional hospitals in West Sumatra Province involved in the survey. The data drawn from 174 nurses who work as permanent worker in regional hospital. The data analysed using SPSS 2.0. Testing hypotheses was conducted using moderated regression analysis to prove the roel of moderating variable. The findings supported that training positively significant influenced on job performance. Work motivation was found as significant direct determinant of job performance. Further, effect of training on job performance contingent on work motivation. The study concluded that work motivation functions as moderating variable in the relationship between training and job performance. Implications of the research were also discussed in the paper.

1 INTRODUCTION

In today's uncertain condition of business environment, any organization should attempt to strengthen human capital to reach its competitive advantages. Increasing level of level competition and technological advance demand business to manage effectively human resource. It is expected to proceed organizational superior performance. Job performance of employees is an essential issue for any organization and it refers to whether an employee does his job well or not. Job performance reflects outcome of employee's attitude and behavior in the work place. Therefore employee's performance can be key success of organizations. Managing human resources is the key tool to improve the level of employees' job performance.

Understanding factors determining job performance is important, mainly from employee's

perspective. Employer might increase subordinate performance by paying attention on employee's motivation and giving opportunity to increase skills through training and mentoring in the work place. Lack of motivation might result in decreasing job performance. In a similar vein, giving opportunity to attend the training might increase employee's commitment which in turn improving job performance. The role of motivation and training in health-care industry (i.e. hospitals) seems to be important to be analyzed due to the consequences of those variables can be directly assessed by patient or customer. In the case of lack of nurse's motivation, the nurses may not be excellent services to patient, consequently patient dissatisfaction tend to increase. Lack of nurse's training may be reflected from slowly respond to patient, even to some extent inappropriate action might happen.

Organizations are reluctant to evaluate effect of training programs due to lack of knowledge to measure training effectiveness (Broad & Newstrom 1992). Arthur, Bennet & Bell (2003) supported that training effectiveness can be measured from several criteria: reaction, learning, and behavior criteria of training participants. Gordon (1992, p.138) defines training as “process to enhance employees’ skill, knowledge and competency necessary to perform effectively on job”. Training directly develops individuals, which enhances organizational capacity (Jacobson, Rubin, & Selden, 2002), and this capacity, in turn, is linked to organizational performance (Stavrou, Charalambous, & Spiliotis, 2007). Identified training need is important before conducting training. By doing training need analysis is expected to get greater benefit of the training. A study conducted by Wiley (1997) in health care industry noted that the managers need to understand what motivates employees in order to increase productivity. Relationship among motivation, employee performance, and intention to quit in health care industry have paid attention by scholars (e.g., Janssen et al., 1999, Levy-Leboyer, 1988, Tzeng, 2002, Yildiz, 2009). Effort to improve employee performance is frequently conducted by setting up training program. Impact of training programs on job performance might depend on level of employee motivation. The higher level of employee motivation, the greater impact of training on job performance. Dongho (2006) argued that motivation of employees might be determinant of success or failure of an organization. Therefore, the current study attempt to exam impact of training on nurse’s job performance. The relationship of these variables by taking into account training as moderating.

2 THEORETICAL FRAMEWORK

The Relation between Training and Job Performance

The study conducted by Mia et al (2009) showed there is relationship between training and performance of teachers, then the training increased their productivity. Training is believed to enhance employee’s commitment which in turn might increase performance. Therefore most companies need to allocate training budget in order to increase company performance (Tarawneh, 2009). In other studies by Ghannam et al (2010) about relationship between training and employee performance in

Palestine insurance. The training can enhance the performance. Giving opportunity to students will strengthen employee’s commitment.

Training and development of employee refers to a systematic process of learning and development to upgrade the effectiveness of a single worker, a group, or an organization (Aguinis & Kraiger, 2008). Performance self-efficacy develops from trainees’ beliefs about their abilities. This belief system leads trainees to realize that they can use learned skills on the job and, thereby, improve their job performance. In addition, self-efficacy increases trainees’ confidence in their ability to overcome the obstacles that they face during skills transfer and to use their new skills at work in order to perform better. Research that conduct by Becker (1975) defined General training is delivered to all employee in order to improve performance. In contrast, specific training is provided for specific purpose, specific requirement, and selected participants. Training relates to work-life balance programs might enhance performance by attracting and retaining high quality employees, by reducing the extent to which work life conflicts interfere with work. (Greenhaus and Parasuraman, 1999; Lobel and Kossek, 1996; Lobel 1999).

H1 : Training is positively influence job performance

The Relation between Work Motivation and Job Performance

Motivation can be considered as a variable contribute to enhance performance of employee. Motivation to perform a job can be viewed as intrinsic and extrinsic motivation. A study conducted by Deci and Ryan (2000) noted that intrinsic motivation brings positive effect in order to increase creativity. Relationships among motivation and other variables have been demonstrated in previous studies, for instance associates with creativity (Deci & Ryan, 2000), job satisfaction and well-being (Ilardi, Leone, Kasser, & Ryan, 1993; Shirom, Westman, & Melamed, 1999), organizational citizenship behavior (Bolino, 1999), and affective commitment (Eby, Freeman, Rush, & Lance, 1999). Employee might intrinsically be motivated thought they encounter obstacles and challenges (Utman, 1997). Feedback from manager is needed to enhance employee development through learning program. The program can be perceived as support of organization towards employee. Motivation is a short of inner energy that drive individual behaviour. Motivation is a driver of causal behaviour that make individual to take action (Chaudhary & Sharma,

2012). According to Said et al (2015) employee motivation is related to willingness individuals to fulfil their needs. This concept refers to Maslow's hierarchy of needs. This need will lead the individual to perform better in their career in the simple they can perform in their job performance. Performance can be on their customers, salary or others. Chaudhary and Sharma (2012) argued that employee with high motivation tend to have higher productivity than low motivation. Motivation might be linked to satisfaction which makes them happy, it will result in enhancing productivity. A highly motivated employee attempts to demonstrate good responsibility for their jobs. Employee with good job performance will result in increasing value to the organization. The issues about employee motivation frequently associates with perceived job satisfaction and employee well-being (Bogdanova & Naunivska,2008).

A motivated person demonstrates his or her strong effort to achieve organization goals with the best way (Owusu,2012). Employee with high level motivation shown the best fit individuals by resulting in good outcomes (i.e. performance) which in turn achieving organizational goals. Motivated workers are likely to affect increasing job performance. Therefore, attempts to increase job performance can be taken into account by increasing employee motivation. The the hypotheses can be proposed:

H2 : *Motivation is positively influence job performance*

Work Motivation as Moderator

Training is defined as the organized activity aimed at imparting information or instructions to improve the recipient's performance. (Saeed et al, 2012). Training can be said as effort to improve level of knowledge or skill by giving opportunity to employee to participate. Employees motivations are increased when the organization empower them. When they are empowered, then they did well. Kreitner (1995) describes the psychological way that gives the purpose and direction to behaviour. Training can be directly to link with job performance because it is likely to enhance the knowledge towards the job. It also increases the efficiency of work and contributes to the success of organization. Importance of training cannot be neglected in any organization worldwide. By participating in training employees become more efficient in their jobs and they are likely to give better results. Deficiencies and discrepancies are identified first and with the help of training

programs employees become able to do work well. By introducing more training programs in the organization employees perceive organization providing opportunity to increase knowledge and skill. Training affects the performance positively only when organization found appropriate personnel. It is a set of energetic forces that originate inside the persons to initiate behavior and to determine the direction, intensity, form and duration. Motivation is the willingness to exert high levels of effort to reach organizational goals, conditioned by the effort's ability to satisfy some individual need. Motivation has a significant importance on the performance of employees. But if the right person for the right job is not selected then motivation will be having no effect or zero effect on employee's job performance.

The studies by Roos and Van Eeden (2013) and Soliha et al (2014) have been considered motivation as a moderating variable to explain whether motivation can strengthen relationship between training and job performance. Then, the hypothesis can be proposed:

H3 : *The relationship between training and job performance is positively moderated by work motivation*

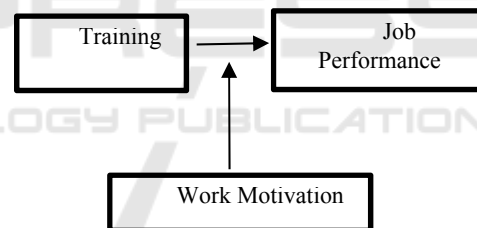


Figure 1: Theoretical Framework

3 RESEARCH METHOD

The design of this study uses a quantitative approach to the type of survey research. The survey was conducted in Regional Hospitals in West Sumatra Province. There were four hospitals involved in the this research with total number of respondents is 174 nurses. The data was analysed by using SPSS 20 includes analysis of the respondent's characteristic. Measurement variable of training consisted of 15 items of 5 point likert scale which was adapted from Khanfar (2014). Job performance as dependent variable was measured using 22 items with 5 point likert scale. The instrument was adapted from Al-Homayan, Samsuddin and Islam (2013). Work

Motivation as moderator variable instrument was adapted from Negarandeh & Ghasemi (2015) consists of 17 items. All research instruments using 5 point Likert Scale (1= strongly disagree, 2= disagree, 3= neutral, 4= agree, and 5= strongly agree). Checking for data entry also was conducted before data enters in subsequent analysis.

4 ANALYSIS

Testing the hypotheses was conducted by using moderated regression analysis. It began from checking for data entry. The reliability of each construct was assessed using cronbach alpha. Hair et al. (1998) suggested that usual lower limit for Cronbach alpha is .70, but in exploratory research this limit may decrease to .60). The constructs of training, work motivation, and job performance demonstrated good reliability. The psychometric properties of variables are reported in Table 1.

Table 1 The Psychometric Properties of Variables

Variable	1	2	3	Cronbach	Mean	SD
Training (1)	-			.811	3.94	.46
Work Motivation (2)	.468**	-		.785	3.85	.59
Job Performance (3)	.353**	.442*	-	.886	3.72	.64

Further, this research is also aimed to exam the impact of moderating variable (i.e. work motivation) between training and job performance. It is purported to asses the interaction effect of moderating variable.

Table 2: F-test for overall model

R	R-Square	F	Significant
.332	.164	5.088	0.01

F Test aims to know the impact of independent variables (include moderating variable) in overall toward dependent variable. The result indicates that

overall independent variables have impact on dependent variable.

Table 3: Regression Analysis

Variable ^a	Job Performance		
	Model 1	Model 2	Model 3
Step 1: Training (T)	.116**	.124*	.174**
Step 2: Main Effect of Work Motivation (WM)		.225**	.155*
Step 3: Interaction Training x Work Motivation (T*WM)			.311**
Overall F	1.156	2.334**	5.088**
R ²	.021	.065	.164
F Change		1.178**	2.754**
R ² Change		.044	.099

Note: N = 174. Entries are standardized regression coefficients. ^a Variables are standardized.

* $p \leq .05$. ** $p \leq .01$

In order to test the interaction effects of training and work motivation, regression analysis was conducted with three steps (Table 3). Multiplicative terms for the standardized independent variables were created, as suggested by Cohen and Cohen (1983). Then, the standardized independent variables were included into the equation in three steps. Step 1, regression equations were computed by entering independent variable in the regression analysis, then step 2, it was followed by moderator variable. Finally, interaction effect of independent variable and moderator variable was computed in step 3 (see table 2). In the step 2, regression showed the incremental variance accounted for by interaction effect of training and work motivation was significant for job performance ($\Delta F=2.754, p \leq .01$). The results supported that job performance significantly influenced on work motivation. Training are found significantly influence on job performance. The finding also supports that work

motivation significantly moderates relationship between training and job performance.

5 RESULTS

In this research, there are 200 questionnaires distributed in the hospitals, however there were 174 returned questionnaires. There were 173 questionnaires are proceeding in to the next process (respond rate 86,5 %). The summary of respondent's characteristics was in the Table 4.

Table 4: Respondents Characteristic

Characteristics	Result
Gender	Female (85,5%)
Education Background	Diploma III (53,8%)
Age	>35 (38,7%)
Marital Status	Married (83,8%)
Employment Status	Civil Servant (65,3%)
Working Experience	6-10 years (31,8%)
Income/Month	2.000.000-4.000.000 (42,2%)
Ever Taken Training or Not	Taken (95,4%)
Training Match or Not	Match (97,1%)
Numbers of Training	<3 times (44,5%)
Type of Training	Skill for Nurses (69,4%)
Benefit of Training	Useful (60,1%)

6 DISCUSSION

The Effect of Training on Job Performance

Testing of the hypothesis found that training has positive relationship to job performance. Impact of training can improve employee's performance towards the job. This research indicated that training increases the job performance. Training also aims to increase the professional knowledge to accomplish the jobs. The training is purported to improve behavioral aspects of employee to increase effectiveness working with groups or teams (Abu Snenah and Al Farisy, 2003, p. 201).

Training is needed to increase employee performance. In the case of health-care industry (e.g. hospital), role of training is crucial to improve nurse's skill. The finding noted that the nurses who

have obtained the training would feel the training was match with their current job and it could increase their ability. It can be concluded that the more frequent nurses get training, the more they get new skills and get developed. Lack of training of nurse might result in low level competency which in turn affects the performance. The nurses in a hospital does not stay in one unit. They often rotate to other units in the hospital. For example in emergency unit, not all nurses that rotate can get this position except nurses that have been trained in emergency training. To some extent only nurses with high skill can get particular unit (e.g. operation room) because the position needs specific skills and high risk for the patient. Employee training and development refers to a systematic process of learning and development to upgrade the effectiveness of a single worker, a group, or an organization (Aguinis & Kraiger, 2009). The result of current study consistent with study conducted by Mia et al (2009). Their study in the context educational industry noted that impact of training able to improve teacher's performance and productivity. Ghannam et al (2010) also supported effect of training and job performance is exist. The employees obtained training would also demonstrate higher level the organizational commitment. Employees motivations are increase when the organization able to empower them.

The Effect of Work Motivation on Job Performance

An examination relationship between work motivation and job performance found that work motivation significantly influenced on job performance. Motivation is internal power that energize worker to behave. According to Chaudhary & Sharma (2012), motivation is internal energy that drive workers to take action. Work motivation is the process that includes individual's intensity, direction and persistence of effort in order to achieve the goal. Workers can be intrinsically motivated by demonstrating persistence when encountering obstacles and challenges (Utman, 1997), and they will devote greatertime and attention to accomplish jobs (Deci & Ryan, 2000; Hackman & Oldham, 1980). It should enhance his or her job skills. Employee with high motivation tend utilize feedback from supervisor to improve learning and future development. It can argue that motivation determines how much efforts of the nurses to increase their job performance which in turn lead to a successful service of a hospital.

The current finding strengthen that employees with high level of motivation lead to better job performance. Chaudhary and Sharma (2012) argued that the higher level of employee motivation, the more productive the workers. The situation might be linked to feeling satisfaction and happy of the workers. The current finding noted there is direct effect of employee motivation on job performance. It is in line with study conducted by Chaudhary and Sharma (2012) that argued employees with high level motivation frequently attempts to accomplish every aspect in their duties. Increasing job performances would lead to higher productivity of organizations.

Work Motivation as Moderator between training and job performance

The result of testing hypotheses supported the role of work motivation can be moderator between training and job performance. The effects of training on employee's job performance demonstrated that training able to increase job performance. Nevertheless, the impact might contingent on level of work motivation. The greater level of employee work motivation would lead to higher job performance. Employees with low level work motivation would lead to increase job performance, however the impact will be greater when the employee have higher level of work motivation. It also increases the efficiency of work and contributes to the success of organization. Importance of training cannot be neglected in any organization worldwide. Training is efforts to enhance employee skill and knowledge in order to improve productivity. The recent finding notes that work motivation functions as strenghtening effect of training on job performance. The motivation is needed to increase job performance of nurses who obtained the training. Effect of training on job performance contingents on work motivation. Worker with high level motivation will demonstrate stronger effect of training on job performance than worker with low level motivation. Training helps nurses to understand their duties and responsibilities while improving technical and managerial skills. The hospital also send a message that the organization values progress, both in organizational achievements as well in the careers of its people, especially nurses. This can be the way of the hospital to appreciate nurses. By this way the nurses feel their hard-work is appreciated by the hospital. Nurses who have obtained training can effectively do their job and increase their job performance. By giving training for the nurses, they will get ready

things on track to increase work quality and incomes.

7 CONCLUSIONS

This research is a quantitative research using primary and secondary source of data to exam the role of work motivation as a moderator between training and job performance. The surveys were aimed to nurses in regional hospital in West Sumatra Province. The result indicates that training positively impacted on job performance. It is happened because most of the nurses already taken training. The training able to improve the nurses' skills which directly affected on their job performance. Further, the result indicated that work motivation positively influenced on job performance. Many factors contribute to work motivation of nurses included basic salary. The result indicated that the effect of training on job performance will depend on the level of employee's motivation. It can be argued that work motivation is needed to enhance job performance of nurses after they get training. In general, work motivation and training significantly impact on enhancing job performance of nurses. The research provides several implications for improvement of better understanding job performance of nurses. To increase job performance of nurses the hospital have to increase the frequency of training, especially for nurses. In order to make the training become effective, the management have to allocate budget for employees that will be trained or to held a training in the hospital. There are some implications of this research regarding effort to improve performance. First, conducting training needs analysis to find the need of training. Choosing candidate that will be trained also have impact that will make training become effective, candidate that will be trained have to match with her/his abilities. Second, the need of the training that suitable with job and abilities of each trainee. Lastly, the hospital have to evaluate the nurses after they get trained. By evaluating the training programs, the hospital management could measure whether the training effective or not and also to evaluate the performance of nurses after getting training.

Work motivation have direct influence on job performance, meanwhile work motivation as moderating variable did not have influence on job performance. Work motivation of nurses can be influenced by source of motivation where it is internal and external. Intrinsic motivation such as opportunity for growth, responsibility, achievement

and recognition. Extrinsic motivation such as job security, salary, working conditions and company benefits. Both intrinsic and extrinsic motivation can be controlled by hospital, for example like create a comfortable workplace for nurses, giving compliance when the nurses achieve something and fully responsible to their job, increase their salary, create more opportunity to promote them self to higher position in hospital and giving reward for nurses that have high achievement

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