



How Training and Motivation Shape Employee Performance?: Lessons from the Makassar Voting Commission

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Abstract. This study examines the influence of training and motivation on employee performance at the General Election Commission (KPU) Makassar City. The objective was to evaluate the impact of these two key factors in enhancing employee effectiveness, particularly in managing electoral processes. Using a quantitative approach, data were collected from 34 employees through structured questionnaires. The analysis, conducted using multiple regression analysis, revealed that both training and motivation have a positive and significant effect on performance, with training exerting a slightly stronger influence. The results showed that these factors collectively account for 37.4% of the variance in performance, underscoring the importance of continuous training and motivational strategies in improving employee output. The study's findings have both empirical and theoretical implications. Empirically, they suggest that regular training and a supportive work environment can enhance public sector performance. The study contributes to the existing body of literature by providing insights into how training and motivation function within public sector institutions, particularly in electoral management contexts.

Keywords: Training, Motivation, Employee Performance, Electoral Management, Quantitative Method

1 Introduction

The performance of human resources is essential to the success of any organisation, particularly in governmental institutions tasked with delivering public services. In the context of electoral bodies such as the General Election Commission (KPU) of Makassar City, the effectiveness and efficiency of employees are critical in ensuring smooth and credible election processes. These employees are directly involved in the planning, preparation, and implementation of elections, making their performance pivotal to achieving the organisation's objectives. Despite the crucial role of human resources in the electoral process, the factors influencing the performance of KPU employees have not been adequately examined, presenting an important area for investigation [1][2].

Research has long established that employee performance is influenced by several key factors, including training and motivation. Proper training provides employees with the skills and knowledge required to perform their tasks effectively, while

motivation fosters the commitment needed to achieve organisational goals. Organisations that invest in continuous training and motivate their employees often report higher levels of performance and overall job satisfaction [3][4]. However, this understanding may not always translate into practice, particularly in public institutions like the KPU, where the pressure to meet election deadlines and manage large-scale operations can overwhelm available human resource support mechanisms [5].

In practice, the KPU has faced numerous challenges related to employee performance. For instance, the 2019 General Elections, one of the largest and most complex elections globally, revealed the strain placed on employees. Reports indicate that more than 500 polling officials died due to exhaustion, which raised concerns about the sustainability of human resource management practices within the electoral body [6]. In particular, issues such as overwork, insufficient training, and lack of support have been identified as major contributing factors to the performance challenges faced by KPU employees [7].

At the KPU in Makassar City, training opportunities have been both minimal and sporadic. Over the last five years, training has only been offered twice, primarily in the period leading up to elections. This limited access to regular, continuous training leaves employees underprepared to handle the increasing complexity of election tasks, especially as digital tools and technology become more integrated into election management [8]. In addition to the lack of adequate training, many employees report dissatisfaction with the insufficient motivational support provided. Complaints include the absence of tangible incentives, recognition for hard work, and a general sense that their efforts are undervalued. These factors are likely to impact the overall performance of KPU employees and, by extension, the success of elections [9].

Although the importance of training and motivation in driving employee performance is well-documented, there is a distinct lack of focused research on how these factors specifically affect election commissions like the KPU, particularly within the Indonesian context. Unlike other governmental institutions that operate continuously, electoral bodies function on a cyclical basis, with intense periods of activity around elections and relatively inactive periods in between [10]. This irregularity in workflow and training opportunities creates unique challenges in maintaining consistent employee performance. Additionally, the increasing reliance on technology in electoral processes presents further challenges, as many employees are not adequately equipped with the necessary skills to manage these tools effectively [11].

This study aims to address these gaps by exploring the impact of training and motivation on the performance of employees at the KPU Makassar City. By examining these key factors, the research seeks to offer valuable insights into how human resource practices within electoral bodies can be improved, ensuring more efficient and effective election management. The findings of this study will contribute not only to the theory of employee performance but also provide practical recommendations for enhancing the capabilities of electoral commissions in Indonesia and beyond [12][13].

2 Literature Review

Human resources are fundamental drivers of organizational success, particularly within governmental institutions tasked with delivering public services. Within the context of the General Election Commission (KPU) of Makassar City, effective human resource management is crucial for the execution of credible and efficient election processes. Gaol underscores the importance of human resources as the most valuable asset within any organization, while Hasibuan complements this view by defining human resource management as the strategic and systematic management of employee relations to enhance organisational outcomes [14,15]. The efficient management of human resources, through proper training and motivation, has been widely identified as a critical factor in ensuring organizational success [16].

Training has been shown to play a pivotal role in enhancing employee competencies. Elizar and Tanjung describe training as a structured process that equips employees with the necessary knowledge, skills, and attitudes required to improve their job performance. Dessler further elaborates that training is essential for ensuring that employees, especially new hires, meet organizational standards and are able to perform their tasks effectively [16,17]. In an era of rapid technological advancement, continuous training has become crucial for enabling employees to adapt to new systems and technologies, ensuring long-term organizational sustainability. Priansa found that training enhances employee productivity, loyalty, and collaborative behavior, all of which are critical for achieving organizational goals [19].

Similarly, motivation has been recognized as a key factor influencing employee performance. Hafidzi et al., define motivation as the internal and external forces that drive an individual's willingness to perform at their best. Motivation creates enthusiasm among employees, enhancing their work performance and integration with organizational objectives. Sedarmayanti supports this by highlighting that motivated employees tend to exhibit higher levels of productivity and engagement in their roles [20,21]. Moreover, Suwanto explains that motivation plays a critical role in aligning employee behaviors with organizational goals, making it a vital element in human resource management [22].

Previous research has demonstrated the importance of both training and motivation in improving employee performance. Studies by Kalbisiana and Erlangga indicate that training and motivation have significant positive impacts on employee performance across various sectors, including public and financial institutions [21,22]. These findings suggest that improving both training programmes and motivational strategies can have a substantial effect on employee productivity, particularly in governmental institutions like the KPU, where employee performance directly impacts public service outcomes. Moreover, Hilmawan observed that while training alone may not always lead to significant improvements in performance, the integration of job satisfaction and a supportive work environment amplifies the effects of training on performance [23].

In the specific context of electoral bodies, where the nature of work is cyclical and the stakes are high, ensuring that employees are both well-trained and highly motivated is essential for the successful management of election processes. Despite these theoretical insights, a research gap exists regarding the combined effects of training and motivation on employee performance within the KPU. This study seeks

to address this gap by examining how these factors impact the performance of employees at the KPU Makassar City.

Based on the review of literature, the following hypotheses are proposed.

H1: Work motivation has a positive and significant influence on employee performance.

H2: Training and work motivation, when considered together, have a positive and significant influence on employee performance.

H3: Training alone has a positive and significant influence on employee performance.

These hypotheses reflect the expectation that both training and motivation, individually and collectively, contribute positively to employee performance. By testing these hypotheses, this study will contribute to a deeper understanding of how human resource practices can be optimized in the context of public service institutions like the KPU.

3 Methodology

This research employs a quantitative approach to investigate the impact of training and motivation on employee performance at the General Election Commission (KPU) Office in Makassar City, the sample location. The quantitative method aligns with the positivist philosophy, aiming to test specific hypotheses on a defined population. The data collection process utilizes structured instruments, and the analysis involves statistical methods to examine the relationship between variables and test the hypotheses. The research was conducted from January to September 2023.

The sample comprises all permanent employees at the KPU Makassar City, totaling 34 individuals. Given the manageable population size, a census sampling approach was applied, whereby the entire population serves as the sample. This ensures the study is representative and comprehensive, allowing for more precise generalizations. The study utilizes both qualitative and quantitative data, including descriptive information about the organizational structure and numerical data such as the number of employees. Data collection is primarily based on questionnaires distributed to respondents to measure their perceptions of the influence of training and motivation on their performance. Additionally, interviews were conducted to gather preliminary data for developing the research problem and hypotheses.

The variables examined include training and motivation as independent variables, and employee performance as the dependent variable. Training is defined as activities aimed at enhancing employees' knowledge, skills, and competencies, while motivation refers to the driving forces that encourage employees to perform optimally. Employee performance is measured using indicators such as work quality, quantity, discipline, initiative, and accuracy. The research instrument, a questionnaire, was validated through item-total correlation, ensuring that each item accurately reflects the variable it measures, with a

correlation threshold of $r \geq 0.3$. The instrument's reliability was further tested to ensure consistency over repeated use.

The collected data were analyzed using descriptive statistics to summarize the responses and identify trends. Additionally, multiple linear regression analysis was employed to determine the impact of training and motivation on employee performance. The regression model was formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e \tag{1}$$

where Y represents employee performance, and X_1 and X_2 represent training and motivation, respectively. F-tests and T-tests were used to evaluate the model's significance, and the coefficient of determination (R^2) was calculated to assess the proportion of variance in employee performance explained by the independent variables [16][17][18][19][23].

4 Result

The demographic analysis reveals a balanced distribution of genders among employees at the KPU Makassar City Office, with 55.8% male and 44.2% female employees, as shown in Table 1. This near-equal representation suggests that there are no significant gender-based disparities in employment. The age distribution, as presented in Table 1, indicates that the majority of respondents are between the ages of 41 and 45 years (26.4%), followed by those in the 36–40 years bracket (20.5%). This age distribution suggests that the workforce largely consists of experienced professionals.

Table 1 also highlights the educational background of respondents, with the largest proportion (35.3%) holding a bachelor's degree (S1/D4). This high level of educational attainment reflects the qualifications required for employment at the KPU, ensuring that employees possess the necessary competencies to fulfil the organization's complex demands. Moreover, 26.5% of the respondents have obtained a diploma (D3), while 17.6% hold a master's degree (S2), further reinforcing the well-educated composition of the workforce.

Table 1. Respondents' Profile

Characteristics	Category	Respondents	Percentage (%)
Gender	Male	19	55.8
	Female	15	44.2
	Total	34	100
Age	20–25 years	1	2.9
	26–30 years	4	11.7

Characteristics	Category	Respondents	Percentage (%)	
	31–35 years	5	14.7	
	36–40 years	7	20.5	
	41–45 years	9	26.4	
	46–50 years	5	14.7	
	>50 years	3	8.8	
	Total	34	100	
	Educational Level	High School/SMK	7	20.5
		Diploma (D3)	9	26.5
		Bachelor's (S1/D4)	12	35.3
		Master's (S2)	6	17.6
Total		34	100	

Source: Processed data (2024)

The reliability analysis, as depicted in Table 2, demonstrates that the variables under investigation exhibit satisfactory internal consistency. The Cronbach's Alpha for training (X_1) is 0.653, for motivation (X_2) is 0.666, and for employee performance (Y) is 0.605. These values exceed the critical threshold of 0.60, indicating that the questionnaire used in the study is reliable for measuring the intended constructs.

Table 2. Reliability Test

Variable	Cronbach's Alpha	Critical Threshold	Conclusion
Training (X_1)	0.653	0.60	Reliable
Motivation (X_2)	0.666	0.60	Reliable
Employee Performance (Y)	0.605	0.60	Reliable

Source: Processed data (2024)

The results of the multiple linear regression analysis, shown in Table 3, reveal the positive and significant impact of both training and motivation on employee performance. The regression equation (3.1) as mentioned before indicates that for each unit increase in training and motivation, employee performance improves by 0.347 and 0.310, respectively. The T-test results confirm the statistical significance of both training ($t=2.462, p=0.020$) and motivation ($t=2.206, p=0.035$), supporting the hypotheses that training and motivation positively influence employee performance (H1 and H3).

Table 3. Multiple Linear Regression Analysis Results (Dependent Variable: Employee Performance)

Variable	Coefficient (B)	Std. Error	Standardized Coefficient (Beta)	t-value	p-value
Constant	7.563	3.153	-	2.399	0.023
Training (X ₁)	0.347	0.141	0.384	2.462	0.020
Motivation (X ₂)	0.310	0.141	0.344	2.206	0.035
F-value	9.267				
R	0.612				
R²	0.374				
Std. Error	1.763				

Source: Processed data (2024)

The F-test results indicate that when considered together, training and motivation have a significant positive joint effect on employee performance. This result confirms H2, suggesting that both factors are essential for enhancing employee performance in public institutions such as the KPU Makassar City Office.

The coefficient of determination (R^2) value of 0.374, as shown in Table 3, reveals that 37.4% of the variance in employee performance can be explained by the combined effects of training and motivation, while the remaining 62.6% is likely attributed to other factors not examined in this study. This finding underscores the importance of exploring additional variables, such as workplace culture, job satisfaction, and external economic factors, to gain a more comprehensive understanding of what drives employee performance in the context of electoral management.

These findings highlight the critical role of continuous training and effective motivational strategies in improving employee performance, particularly in high-stakes environments such as election management. The study confirms that regular and well-structured training programmes, coupled with recognition and rewards, are essential for maintaining high levels of employee engagement and productivity. Furthermore, the relatively higher contribution of training (20.16%) compared to motivation (17.27%) suggests that while motivation is important, the influence of training on performance is more substantial.

5 Discussion

The findings of this study confirm the significant impact of training on employee performance at the KPU Makassar City Office. Based on the survey responses, training was found to enhance employees' skills and knowledge effectively. This finding is consistent with previous research, such as that of Elizar and Tanjung, which highlights the importance of structured training programmes in improving job

performance [16]. The regression analysis further supports this, revealing that training has a positive and significant effect on employee performance, as indicated by a t-value of 2.462 and a p-value of 0.020. This result corroborates the hypothesis that training positively influences employee output (H3). In particular, the findings emphasize the importance of continuous and well-structured training programmes, particularly within government institutions like the KPU, where the complexity of tasks related to election management necessitates regular upskilling to adapt to new technologies and procedural updates [17].

Motivation also demonstrated a significant positive effect on employee performance, affirming its crucial role in driving employee engagement and productivity. These findings are in line with the work of Hafidzi et al. and Sedarmayanti, who argue that motivation fosters employee commitment and enhances productivity [18,19]. The t-value of 2.206 and p-value of 0.035 in the regression analysis confirm the significant impact of motivation on employee performance (H1). Respondents in this study rated factors such as work environment, managerial support, and recognition highly, suggesting that a supportive environment coupled with adequate rewards plays a crucial role in motivating employees at KPU Makassar. This is further supported by Erlangga's research, which highlights the relevance of motivational strategies in enhancing employee output in governmental sectors [22].

Moreover, the simultaneous effects of training and motivation on performance were confirmed through F-test results, which showed a significant combined impact, with an F-value of 9.267 and $p = 0.001$. This result validates the hypothesis that both training and motivation, when considered together, significantly influence employee performance (H2). These findings underscore the importance of an integrated human resource management approach, where training programmes are complemented by motivational strategies to maximize employee effectiveness. This observation aligns with Hilmawan's research, which argues that integrating job satisfaction with training initiatives amplifies the overall effect on performance [23].

The coefficient of determination (R^2) of 0.374, as observed in the study, indicates that 37.4% of the variance in employee performance can be explained by the combined influence of training and motivation. While this percentage highlights the significant role these factors play, it also implies that 62.6% of the variance is influenced by other variables not covered in this study. This opens avenues for future research to explore additional determinants of employee performance, such as organizational culture, leadership styles, and external economic factors, which may further shape employee outcomes. Previous studies, such as that by Siahaan and Simatupang, suggest that factors beyond training and motivation, such as leadership and workplace engagement, are essential in determining employee performance [12].

Finally, the study revealed that training had a slightly more dominant influence on employee performance than motivation. The partial coefficient of determination (r^2) showed that training contributed 20.16% to employee performance, whereas motivation accounted for 17.27%. This finding aligns with Priansa's research, which noted that while motivation is crucial, effective training programmes are often more directly linked to tangible improvements in job performance [19]. For the KPU Makassar, this indicates that investments in regular and comprehensive training programmes may result in the most significant gains in employee output, although motivational strategies should not be neglected.

Overall, this study adds to the growing body of literature on human resource management in the public sector by demonstrating the critical role of both training and motivation in enhancing employee performance. The findings suggest that electoral bodies like the KPU Makassar should adopt a dual approach that combines robust training initiatives with strong motivational incentives to drive performance improvements. Future studies should investigate additional factors that influence employee performance, particularly in high-stakes governmental institutions such as election commissions, where operational success directly impacts public service outcomes.

6 Conclusion

This study aimed to investigate the effects of training and motivation on employee performance at the General Election Commission (KPU) Makassar City, employing a quantitative approach. The findings underscore the critical role of both training and motivation in enhancing employee performance. Training demonstrated the strongest influence, with a positive and significant impact on performance, suggesting that continuous and well-structured training programmes are essential for developing employees' skills and competencies. Motivation, while also significant, showed a slightly smaller effect, indicating that creating a supportive and rewarding environment contributes meaningfully to employee engagement and productivity.

The study confirmed that training and motivation collectively account for 37.4% of the variance in employee performance, as indicated by the coefficient of determination (R^2). This suggests that while these factors are crucial, there are other unexplored variables influencing performance. Additionally, the analysis highlighted that training has a greater effect on performance compared to motivation, making it a priority for institutions like the KPU Makassar, where the complexity and scale of tasks require employees to be continuously upskilled. These findings offer practical insights for the KPU and similar institutions, recommending a balanced approach to human resource management that incorporates both ongoing training and motivational strategies.

However, this research has limitations. First, the study focused solely on the KPU Makassar, limiting the generalizability of the findings to other governmental or electoral bodies. Future research could expand the sample to include multiple electoral institutions across different regions for a broader understanding. Additionally, the study relied on self-reported data from employees, which may be subject to bias or inaccuracies. Employing mixed methods, such as qualitative interviews or longitudinal studies, could provide a more nuanced understanding of the relationships between training, motivation, and performance over time.

In conclusion, while the research offers valuable insights into how training and motivation influence employee performance at the KPU Makassar, further studies are needed to explore additional variables, such as organizational culture, leadership, and technological adaptation, that may impact performance. The findings reinforce the importance of strategic human resource practices in governmental institutions, particularly in ensuring the successful management of critical public service processes like elections.

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