

# CHAPTER I

## INTRODUCTION

This chapter discusses the background of study, problem limitation, problem formulation, objective of research, and benefit of research. There will be explanations and elaborations of each discussion as the introduction of the research study.

### 1.1 Background of Study

Training and motivation have been part of the significant factors in every company in having great employee performances. Employees are those who work and hold the role who determines the success of the company. Training is part of the process of building good qualities for each employee that works in the company and is an important factor that can determine the level of employee performance in a company, which affects how the company works in reaching success of its goals and objectives. Motivation is the encouragement that employees have in carrying out their duties at work.

Therefore, it is a very important step for a company to put serious attention on employee training and motivation before giving employees full trust to work and reach goals or objectives that the company plans to achieve.

Many companies have failed to succeed or to reach its objectives because of poor quality of employees which may also be caused by poor training process for the employees and poor motivation level of employees. Training and employee performance have a direct relationship through measurement of output vis-à-vis the input (Afroz, 2018). Motivation also may directly affect

the motives of employees in doing their work which is their performance. Every company to be responsible in putting a serious attention towards employee training before giving them full trust in doing the work in the field of job they enter.

Writer decides to discuss training, motivation, and employee performance as the variables in the research journal because writer is aware of the importance of training in the performance of employees in a company, the importance of motivation in building encouragement in employees, and how both can affect the chances for company to reach its objectives through a good performance shown by its employees.

In this research, researcher decided to do research at PT Bungasari Flour Mills Indonesia Plant Medan which is a flour mill company that is located in Medan, Indonesia. Researcher aims to analyze the influence of training and motivation on the employee performance of PT Bungasari Flour Mills Indonesia.

Researcher believes both training and motivation are crucial to be built in employees because with training, employees can increase their values and work better for the company. With high level of motivation, employees can also carry out the work that has been charged for them and to do it in accordance with the company's operational standards (Paais & Pattiruhu, 2020). As crucial factors in carrying out duties, company should put focus not only on theories about how to carry out effective work such as the steps required in doing certain tasks or the hard skills required from employees, but company should also put focus on the mental factor specifically motivation of employees because it helps

company do the work in the best way possible as the work is not done by force, but with pure intentions and willingness of the employees that work in the company.

**Table 1. 1 Employee Training Key Performance Indicator of PT. Bungasari Flour Mills Indonesia Plant Medan.**

<b>PT. BUNGASARI FLOUR MILLS INDONESIA (MEDAN)</b>	
<b>ASPEK SUMBER DAYA MANUSIA</b>	Tgl
<b>KEY PERFORMANCE INDICATOR (KPI)</b>	Hal
Key Performance Indicator: Pelatihan Karyawan	
Target Minimal KPI	75
Periode	.....
Penanggung Jawab	.....
Makna	Pengukuran tingkat pemenuhan kewajiban pelatihan dan penerapan pelatihan karyawan di PT. Bungasari Flour Mills Indonesia (Medan).
Range Penilaian Indikator	1 (sangat buruk)
	2 (buruk)
	3 (netral)
	4 (baik)
	5 (sangat baik)
Formula Perhitungan Kinerja	(Nilai Total Score x 4)
<b>Indikator:</b>	
Kehadiran	.....
Ketepatan Waktu	.....
Pemahaman Pelatihan	.....
Penerapan Pasca-Pelatihan	.....
Dampak Kinerja Pekerjaan	.....
<b>Total Score</b>	.....

Source: PT. Bungasari Flour Mills Indonesia Plant Medan (2023)

The table above explains the indicators that PT. Bungasari Flour Mills Indonesia Plant Medan uses in generating the key performance indicator score of the employees specifically in employee training. The table showed that the company considers attendance rate, punctuality, training understanding, post-training

application, and job performance impact to determine the score of key performance indicator. Writer decides to use KPI applied by the company to be a reference in conducting this research as there are correlation of how training may affect the performance of employees at the company.

**Table 1. 2 Employee Motivation Key Performance Indicator of PT. Bungasari Flour Mills Indonesia Plant Medan.**

PT. BUNGASARI FLOUR MILLS INDONESIA (MEDAN)	
ASPEK SUMBER DAYA MANUSIA	Tgl
KEY PERFORMANCE INDICATOR (KPI)	Hal
Key Performance Indicator: Motivasi Kerja Karyawan	
Target Minimal KPI	75
Periode	.....
Penanggung Jawab	.....
Makna	Pengukuran tingkat motivasi kerja karyawan di PT. Bungasari Flour Mills Indonesia (Medan).
Range Penilaian Indikator	1 (sangat buruk)
	2 (buruk)
	3 (netral)
	4 (baik)
	5 (sangat baik)
Formula Perhitungan Kinerja	(Nilai Total Score x 5)
<b>Indikator:</b>	
Kehadiran dalam Rapat/Pertemuan Internal/Eksternal	.....
Penerapan Kompetensi	.....
Relasi antar karyawan	.....
Pengembangan Potensi	.....
<b>Total Score</b>	.....

Source: PT. Bungasari Flour Mills Indonesia Plant Medan (2023)

The table above explains the indicators that PT. Bungasari Flour Mills Indonesia Plant Medan uses in generating the key performance indicator score of the employees specifically in employee motivation. The table showed that the company considers attendance at internal or external meeting, application of competence, relations between employees, and potential development to determine the score of

key performance indicator. Writer decides to use KPI applied by the company to be a reference in conducting this research as there are correlation of how employee motivation may affect the performance of employees at the company.

**Table 1. 3 Employee training of PT Bungasari Flour Mills Indonesia Plant Medan from September 2021 to December 2021**

<b>TRAINING</b>		
<b>Hari/Tanggal</b>	<b>Materi</b>	<b>Jumlah Peserta</b>
Monday, August 30, 2021	Tise Induction	11 orang
Thursday, September 16, 2021	Kaizen Mindset Training	13 orang
Monday, September 20, 2021	Kaizen Mindset Training	13 orang
Monday, November 29, 2021	Basic Safety Training, Basic Fire Fighting, Permit to Work, Stop Call Wait	11 orang
Tuesday, November 30, 2021	Company Profile	11 orang
Tuesday, November 30, 2021	Basic Milling	10 orang
Tuesday, November 30, 2021	GMP	8 orang
Wednesday, December 1, 2021	Pengenalan & Penyimpanan Gandum	7 orang
Thursday, December 2, 2021	Milling & Cleaning	7 orang
Friday, December 3, 2021	Gandum, Siso, Cleaning	7 orang
Monday, December 6, 2021	Basic Safety Training, Basic Fire Fighting, Permit to Work, Stop Call Wait	8 orang
Monday, December 6, 2021	Basic Safety Training, Basic Fire Fighting, Permit to Work, Stop Call Wait	7 orang
Tuesday, December 7, 2021	Mixing, Packing, GMP, Basic Milling	5 orang
Wednesday, December 8, 2021	Gandum, Siso, Cleaning, Milling	5 orang
Wednesday, December 29, 2021	Medical Evacuation	7 orang
Thursday, December 30, 2021	Basic Safety Training, Basic Fire Fighting, Permit to Work, Stop Call Wait	14 orang
Friday, December 31, 2021	Penyimpanan Gandum & Penjualan Gandum	7 orang
Friday, December 31, 2021	Company Profile, GMP, Basic Milling	8 orang

Source: PT Bungasari Flour Mills Indonesia Plant Medan (2022)

**Table 1. 4 Employee training of PT Bungasari Flour Mills Indonesia Plant Medan from January 2022 to September 2022**

<b>TRAINING</b>		
<b>Hari/Tanggal</b>	<b>Materi</b>	<b>Jumlah Peserta</b>
Monday, January 3, 2022	Cleaning & Milling	5 orang
Friday, January 7, 2022	5S, Audit 5S, Pelaporan Hasil Audit	9 orang
Wednesday, January 12, 2022	Kontrol CCTV	4 orang
Saturday, February 5, 2022	Aturan Keselamatan Forklift	4 orang
Saturday, February 12, 2022	Electrical Distribution BFMI Medan	7 orang
Tuesday, February 15, 2022	Cleaning	6 orang
Saturday, April 16, 2022	Basic Bearing & Oil Check Monitor	10 orang
Tuesday, May 31, 2022	Sosialisasi Limk Catering	24 orang
Thursday, June 23, 2022	SOP Proses Cleaning & Screen Erinaling	5 orang
Saturday, June 25, 2022	Sosialisasi WI Penerimaan Produk dari Mill	4 orang
Saturday, June 25, 2022	Sosialisasi WI Mixing	4 orang
Saturday, June 25, 2022	Sosialisasi WI Turun Kedalam Flour Silo	4 orang
Saturday, June 25, 2022	Sosialisasi WI Penambahan Additive Curah Ingredients	4 orang
Monday, June 27, 2022	Product Knowledge	14 orang
Monday, June 27, 2022	Awareness Training: GMP & Implementasi Sistem	16 orang
Friday, July 1, 2022	SOP Unloading, Recycle & Transfer	5 orang
Thursday, July 7, 2022	Sosialisasi SDP (Preventing Maintenance)	8 orang
Thursday, July 7, 2022	Training Produk Sales	6 orang
Friday, July 8, 2022	Pengosongan & Pengisian Silo	5 orang
Monday, July 11, 2022	SAP: Purchase Request QCM04	3 orang
Monday, July 11, 2022	SAP: Goods Receipt Purchase Order	3 orang
Monday, July 11, 2022	Color Minolta (Doc Awareness)	3 orang
Monday, July 11, 2022	WI-QC-O15-MDN Granulasi (Doc Awareness)	2 orang
Monday, July 11, 2022	Awareness Training: GMP & Implementasi Sistem	6 orang
Monday, July 11, 2022	Company Bungasari and Basic Flour Milling	6 orang
Friday, July 15, 2022	Maintenance Tools Management	7 orang
Tuesday, July 19, 2022	Sosialisasi Pembersihan Additive Feeder	4 orang
Tuesday, July 19, 2022	Sosialisasi Pembersihan Silo	4 orang
Tuesday, July 19, 2022	Pengenalan Peralatan Safety Untuk Cleaning Silo	9 orang
Wednesday, July 20, 2022	Sosialisasi WI Pengukuran Kapasitas Silo	4 orang
Wednesday, July 20, 2022	Sosialisasi WI Pengambilan Sample	4 orang
Wednesday, July 20, 2022	Sosialisasi WI Transfer Tepung ke Bin Packing	4 orang
Wednesday, July 20, 2022	Prosedur Cleaning Silo	8 orang
Thursday, July 21, 2022	Regreasing Equipment	5 orang
Friday, July 22, 2022	Analisa Starch (Part I)	5 orang
Saturday, July 23, 2022	P3K ditempat kerja	15 orang
Monday, July 25, 2022	Analisa Starch (Part II)	5 orang
Monday, August 22, 2022	Sosialisasi Kehadiran Perusahaan, Employee Orientation & Etika Bisnis	13 orang
Monday, September 19, 2022	Indepth ACCP & Arrangement based on ISO22000	6 orang
Monday, September 19, 2022	Implementing Laboratory Management System	6 orang
Monday, September 19, 2022	Sosialisasi New Employee Orientation, Etika bisnis, Kerahasiaan Perusahaan & Peraturan Perusahaan	3 orang

Source: PT Bungasari Flour Mills Indonesia Plant Medan (2022)

The tables above show the training that PT Bungasari Flour Mills Indonesia Plant Medan conducts from September 2021 until December 2021 and from January 2022 to September 2022. Based on the information given from the tables, researcher is aware of the phenomenon regarding the randomness and variation of number of participants in each training that the company conducts, which leads to an assumption that there is possibility where some of the employees were not present as the training participants. Although the information shows that there is monthly constant training in which the materials can vary, the dates of the training seem to be random or not sequential.

According to the direct face to face interview that researcher conducts with one of the HR representatives at PT Bungasari Flour Mills Indonesia Plant Medan, the training that the company conducts is usually based on the need and the decision of the training instructor who arranges the training for certain training participants. In this study, researcher aims to analyze whether the training system that the company has is effective or not, and the data that will help researcher make conclusion about it is through the questionnaire that will be answered by the employees that work at PT Bungasari Flour Mills Indonesia Plant Medan.

Employee Motivational Event & Gathering at PT. Bungasari Flour Mills Indonesia Year 2022 Source: PT. Bungasari Flour Mills Indonesia Plant Medan (2023)

**Table 1. 5 Summary Of Events**

February 2022	K3 National Event
August 2022	National Independence Day Event 2022
November 2022	PLTS Ceremony with PT. Bungasari Flour Mills Plant Medan

PT. Bungasari Flour Mills Indonesia Plant Medan (2023)

The table above shows the summary of events that all departments in PT. Bungasari Flour Mills Indonesia Plant Medan has attended, according to a direct interview conducted by writer to the one of the HR representatives at PT. Bungasari Flour Mills Indonesia Plant Medan. There have been only three events that the company has participated in, and most of them were conducted externally. This table shows that the frequency of employee gathering or bonding event is not yet enough as it does not show any internal event by the company conducted deliberately.

Percentage of Order Fulfilment Data at PT. Bungasari Flour Mills Indonesia Plant Medan Source: PT. Bungasari Flour Mills Indonesia Plant Medan (2023)



**Table 1. 6 Percentage of Order Fulfilment Data at  
PT. Bungasari Flour Mills Indonesia Plant Medan**

<b>Month (Year 2020)</b>	<b>Percentage of Order Fulfillment</b>
January	81%
February	83%
March	82%
April	86%
May	89%
June	88%
July	84%
August	82%
September	79%
October	76%
November	77%
December	75%

PT. Bungasari Flour Mills Indonesia Plant Medan (2023)

The table above shows the percentage of order fulfilment in PT. Bungasari Flour Mills Indonesia Plant Medan. The company usually receives orders from customers or clients before running the production, and according to the table above, the percentage of order fulfilment in the company throughout the year of 2020 was not good enough as it shows decrease. The decrease means that there is decrease in the performance of the employees as they failed to fulfil higher amounts of orders that the company received.

Researcher plans that by conducting this study, there can be a solution that will be made in forms of suggestion or recommendation for the company to improve its employee performance.

In this research study, researcher is very interested in analyzing how the two variables including training and motivation affect the performance of employees at PT Bungasari Flour Mills Indonesia Plant Medan. Therefore, there will be more detailed study and explanation in this research through

observation that includes direct data from the company as it is important to understand how these variables affect the employee performance at PT Bungasari Flour Mills Indonesia Plant Medan. Writer also expects this research to provide a conclusion regarding how training and motivation affect employee performance at PT Bungasari Flour Mills Indonesia Plant Medan, so that this research can also become reference for the company to improve its human resource quality.

## **1.2 Problem Limitation**

The method that writer will use to collect data for the research is through a questionnaire method towards the employees that work in PT Bungasari Flour Mills Indonesia Plant Medan. The respondents of the questionnaire are all of the 52 employees of PT. Bungasari Flour Mills Indonesia Plant Medan.

Researcher will also conduct direct interview with the company's head of human resource management department to discuss about the research that will be conducted from August 2022 – December 2022. This study is limited to two independent variables (X) which are training and motivation, and one dependent variable (Y) which is employee performance. There will also be a few methods that researcher will use during the analysis of data that has been collected which are cross-tabulation analysis method, factor analysis method, text analysis method, and data mining analysis method.

## **1.3 Problem Formulation**

The writer's objective is to find out and determine the influence of training and motivation towards employee performance at PT Bungasari Flour Mills

Indonesia Plant Medan. Therefore, there must be several questions that need to be answered in this research study which are:

1. How is the Training process at PT Bungasari Flour Mills Indonesia Plant Medan?
2. How is the Employees motivation at PT Bungasari Flour Mills Indonesia Plant Medan?
3. How is the Employee Performance at PT Bungasari Flour Mills Indonesia Plant Medan?
4. Does Training Influence Employee Performance at PT Bungasari Flour Mills Indonesia Plant Medan?
5. Does Motivation Influence Employee Performance at PT Bungasari Flour Mills Indonesia Plant Medan?
6. Do Training and Motivation simultaneously influence Employee Performance at PT Bungasari Flour Mills Indonesia Plant Medan?

#### **1.4 Objective of Research**

Objective of Research is about the goal that writer wants to reach by doing this research study, the objectives are:

1. To identify the Role of Training at PT Bungasari Flour Mills Indonesia Plant Medan.
2. To identify the Employee Motivation at PT Bungasari Flour Mills Indonesia Plant Medan.
3. To identify the Employee Performance at PT Bungasari Flour Mills Indonesia Plant Medan.

4. To identify the influence of training on employee performance at PT Bungasari Flour Mills Indonesia Plant Medan.
5. To identify the influence of motivation on employee performance at PT Bungasari Flour Mills Indonesia Plant Medan.
6. To identify whether Training and Motivation simultaneously influence Employee Performance at PT Bungasari Flour Mills Indonesia Plant Medan.

## **1.5 Benefit of Research**

There are two types of benefit in this research study, which are:

### **1.5.1 Theoretical Benefit**

To expand knowledge through real data, information and understanding regarding the influence that training and work commitment give towards employee performance at PT Bungasari Flour Mills Indonesia Plant Medan.

### **1.5.2 Practical Benefit**

The practical benefits of this research study are:

1. For writer to gain knowledge and prove the influence of training and motivation towards employee performance at PT Bungasari Flour Mills Indonesia Plant Medan.
2. For company to get information and understanding about the influence of training and motivation on their employee performance, and to improve their employee performance quality through evaluation using the research that has been done

3. For the public or readers to have this research study as reference and source of information that is related to employee training and motivation, and how they affect employee performance specifically at PT Bungasari Flour Mills Indonesia Plant Medan.

