

Determinant of Training and Development, Competency Based Potential, and its Impact to Employee's Performance at The Defense Ministry Department

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ABSTRACT

Purpose of this research is to determine the effect of motivation, competency-based potential, training and development simultaneously on employee performance moderated by work experience. Research methodology being used for this study was quantitative approach, a questionnaire instrument distributed to 198 people at the Defense Ministry Department. Resulted that Motivation, Collective Motivation, Competency-Based Potential, and Training and Development have a significant effect on employee performance. Competency-Based Potential, Training and Development do not have a significant effect on employee performance. The Moderating Role of Work Experience does not moderate the relationship between motivation and performance. Limitations: This study was conducted at the Defense Ministry Department. The variables studied are related to motivation, competency-based potential, training and development on performance which is associated with the work experience variable as a moderating variable. Providing practical recommendations to improve employee performance through more effective motivation, competency development, and training and development programs.

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INTRODUCTION

In an increasingly global and competitive business context, the ability to retain and improve employee performance is a key factor in a company's success. Companies with strong human resource management practices tend to be more competitive and responsive to customer needs (Prastiwi et al., 2022; Huang et al., 2020). Employee performance not only impacts individual productivity, but also contributes directly to the achievement of the organization's strategic goals, such as increased profitability, customer satisfaction, and product innovation. The auction industry, in particular, faces unique challenges in optimizing the performance of its employees. With rapid digitalization and increasing demand for auction services, companies in the industry must ensure that their employees are able to meet customer expectations and maintain high service quality.

Some employees still show suboptimal performance, which raises questions about the effectiveness of the human resource management strategies implemented (Faeni, 2023; Armstrong, 2017; Lan et al., 2020). The research was conducted to investigate the factors that affect employee performance at the Defense Ministry Department, with a focus on motivation, potential-based competencies, and training and development. In addition, this study also explores the role of work experience moderation in the relationship between these factors and employee performance. By delving into these issues and gaining a better understanding of the interactions between these factors, our research will help businesses develop better plans to improve staff work outcomes (Bessen, 2019; Dhar, 2016; Law et al., 2019). One of the most important aspects that affect an employee's performance is their motivation level.

In the midst of the current business dynamics, the auction industry has shown significant developments. Auction houses are one of the entities that play a vital role in connecting sellers and buyers, both in the context of art goods, property, and other consumer goods. However, in optimizing the performance of its employees, the auction house is faced with a number of unique and

complex challenges. (Faeni, 2023).

One of the most important aspects that affect an employee's performance is their motivation level. In Herzberg's theory, there are two main factors that affect an employee's ability to achieve their work goals: internal motivation, which includes things like happiness and recognition of work, and extrinsic motivation, which includes things like financial incentives (Herzberg, 1968). Defense Ministry Departments, although incentives and reward programs have been implemented, some employees still show a low level of motivation. This can happen because the incentives offered do not meet employee expectations or because of a failure to understand each employee's unique motivational needs (Brymain, 2021; Hermawan 2022; Faeni et al., 2025; Faeni et al., 2024).

In addition to motivation, potential-based competencies are also considered an important factor that affects employee performance. These competencies include technical skills, interpersonal abilities, and adaptability possessed by employees to achieve optimal performance (Spencer & Spencer, 2023). At the Defense Ministry Department, although training and development have been implemented, there is a gap in the ability of employees to adapt to technological changes and dynamic job demands. This suggests that effective competency development may require a more structured approach and is relevant to the specific needs of employees (Bhaindairi, 2023; Hidayat, 2023).

Employee training and development are also the main focus in the human resource management strategy at Defense Ministry Department. Training provided regularly is expected to improve employees' skills and knowledge, which in turn will improve their performance (Noe et al., 2021). Training has been conducted, but there are indications that the expected results are not always achieved. This may be due to a lack of evaluation of the effectiveness of training or a mismatch between the training content and the actual needs of employees in the field (Cao et al., 2021; Hair et al 2021). One of the important aspects that can limit the influence of training, competence, and motivation on a worker's work

outcome is their level of work experience. Workers with more work experience may be better able to take advantage of incentives and training to increase their productivity (Beatson, 2023; Meyer et al., 2021). Defense Ministry Department, there are indications that work experience does not always have a positive impact on performance, which raises questions about how work experience interacts with other factors in influencing employee performance (Conteh et al., 2022; Fishta et al., 2015; Faeni et al., 2025).

The research gaps that emerge as phenomena in the field are as follows; that 1) Companies do not recruit human resources based on work experience in the auction field, tend to randomly select prospective employees that are not in accordance with the quality of work of an auctioneer; 2) The training organized by the company often has nothing to do with improving the Competencies and work skills as an auctioneer; 3) Average employee motivation is low considering that the career path in the company is still not systematic and measurable; 4) Employee performance is underappreciated, as a trigger for low motivation and employee performance; 5) Low performance has an impact directly proportional to the decline in company performance; 6) Key Performance Indicators are not explicitly elaborated and resolved, so employees are like direction-blind (Creswell et al., 2023).

This study collected data from XYZ Auction Center personnel using quantitative techniques and survey methods. To ascertain the nature and direction of the relationship between the variables studied and the moderation effect of work experience, the data obtained will be examined through the use of Partial Least Squares Structural Equation Modeling (PLS-SEM).

In this context, this study aims to investigate the factors that affect employee performance in the auction hall, focusing on motivation, competency-based potential, as well as employee training and development, moderated by work experience. This research will aid in a further understanding of the internal dynamics that affect employee performance in the auction industry. Some

previous studies have provided ample understanding of the relationship between motivation, competency-based potential, and employee performance. One study stated that work competence and work motivation have a positive influence on employee performance. Employee competence leads to a significant increase in performance when supported by high work motivation (Riani, 2023).

LITERATURE REVIEW

Motivation

Motivation has been a widely discussed topic in the human resource management literature. Herzberg (1968) distinguishes between motivators and hygiene factors. Motivational factors, such as recognition and responsibility, are thought to improve job satisfaction and performance, while maintenance factors, such as working conditions and salary, prevent dissatisfaction but do not necessarily improve performance. The hygienic motivation used as a reference in this study is the low motivation of employees in achieving performance, which is triggered by several determinant factors as follows: loss of desire to advance, loss of confidence, increasingly uncertain career development goals and several efforts to improve competence that are not facilitated by the company. Especially motivation that is intrinsic and extrinsic as in the Grand Theory.

The manufacturing sector in Indonesia also supports these findings, with results showing that work motivation has a direct impact on employee efficiency. (Dewi et al., 2024; Miles et al., 2019). Defense Ministry Department, although various motivation programs have been implemented, the expected results are not always achieved, which may indicate that there are other variables that affect the effectiveness of motivation. Employees' intrinsic motivation levels are a key component in their productivity at work. Employee performance can be improved through the use of financial incentives and a supportive work environment, according to this study (Alfaruq, 2023; Eagly et al., 2020) Based on these findings, it can be hypothesized that.

H1: Motivation has a significant effect on employee performance at the Defense Ministry Department.

Potential-Based Competencies

Potential-based competencies include technical abilities, interpersonal skills, and adaptability possessed by employees to achieve optimal performance (Spencer et al., 2023; Pradana, 2020). These competencies are not only important for technical tasks but also for interpersonal interaction and adaptation to organizational changes. The development of core competencies has a positive correlation with improved performance. This study emphasizes the importance of consistently improving one's skills to achieve better results. In several previous studies, several phenomena have emerged, including: improving company performance stems from competency-based strategic plans; competence is the main cornerstone of the company's progress; Innovation and competence are the spearheads of the company's success; Companies can improve performance if the quality of their human resources is quality and competence. In several previous studies, several phenomena have emerged, including: improving company performance stems from competency-based strategic plans; competence is the main cornerstone of the company's progress; Innovation and competence are the spearheads of the company's success; companies can improve performance if the quality of their human resources has quality and potential competencies in self-improvement and organization (Garcian and Lee, 2023; Chen et al., 2020; Gagne et al., 2020; Faeni et al., 2023; Faeni, 2024).

The service sector shows that competencies supported by organizational support contribute significantly to employee performance. Technical competence, the ability to work in a team, and the ability to adapt to new technologies are considered key factors in determining work effectiveness (Bhaisin et al., 2020; Ertug et al., 2020). Although Defense Ministry Department has invested in training and competency development, some staff members still seem to be struggling to keep up with the rapid changes. There seems to be a gap between the skills taught in the classroom and the skills needed in today's ever-changing workplace. Competencies contribute not only to individual performance but also to the acceptance of change in the organization. This research highlights the importance of competencies in the context of organizational change and how strong

competencies can help employees adapt to rapid change.

H2: There is a significant influence between competency-based potential on employee performance at the Defense Ministry Department.

Training and Development

One of the best methods to increase productivity in the workplace is to invest in staff training and development. The public sector shows that structured and ongoing training programs play an important role in honing employee skills and competencies. A well-designed training program not only enhances technical abilities but also interpersonal and leadership abilities. (Noe et al., 2021; Haissaibis et al., 2017; Nurkholis, 2021)). The influence of training and development on the work outcomes of manufacturing workers was researched by Wijaya (2021) and Praesty (2023). The study found that consistent training helps workers become more efficient and productive at work, which ultimately improves the quality of products and services. Training that focuses on developing technical and interpersonal skills simultaneously is considered more effective than training that focuses only

Research by Cao et al. (2021) suggests that work autonomy and mindfulness in the workplace can moderate the relationship between work experience and performance. Workers who have worked long enough are usually more adept at using techniques such as mindfulness and autonomy to improve their work. Based on these findings, the fourth to seventh hypotheses proposed are:

H4: Work experience moderates the relationship between employee motivation and performance at the Defense Ministry Department.

H5: Work experience moderates the relationship between competency-based potential and employee performance at the Defense Ministry Department.

H6: Work experience moderates the relationship between training and development as well as employee performance at the Defense Ministry Department.

Another study found that work motivation and competency-based potential are closely related to employee performance in the manufacturing sector. Motivation acts as a mediator between competence

and performance, strengthening the influence of competence on work outcomes (Suratman, et.al, 2023). In addition, increasing competency-based potential and work motivation simultaneously improves employee performance. The results show that these two factors complement each other in increasing the effectiveness and productivity of employees in various organizations. (Yulianto, et.al, 2023) These studies provide evidence that both competence and work motivation are essential in improving employee performance, and the combination of the two provides optimal results in the context of various industry sectors. A number of interesting phenomena that occurred in the auction hall show the importance of this research. The increasing demand for used vehicles and the digitization of the auction process are the main drivers of this development. Defense Ministry Department as one of the pioneers in this industry must continue to adapt to meet the needs of the growing market.

Demands on employee performance are also increasing. Employees are required to work more efficiently, provide quality services, and meet company targets. Optimal employee performance is key to maintaining a company's competitive advantage.

At Defense Ministry Department, employee motivation can be influenced by various factors, such as financial incentives, a conducive work environment, and opportunities for growth. Often even though companies have provided various incentives to increase employee motivation, there are still some employees who show low performance. This shows that there is a gap between the company's efforts to motivate employees and the employee's response to these efforts. Meanwhile, employee motivation is an important factor that affects employee performance. Highly motivated employees tend to be more productive, innovative, and dedicated.

In the context of the skills and competencies needed to succeed in this industry, it is important to understand how employees' competency-based potentials can affect their performance. Previous studies have shown that success in the auction industry does not only depend on product knowledge, but also on effective negotiation, communication, and leadership skills (Bhasin,

2020). Identifying and developing employees' potential based on their competencies is an effective strategy for improving performance. Employees who are placed in positions that match their competencies usually show better performance.

Sometimes not all employees are placed according to their competencies. Some employees feel that their work is not up to their skills and potential, resulting in a lack of motivation and decreased performance.

Ongoing training and development is essential to upskill employees and ensure they remain relevant to technological and industry developments. A good training and development program can improve employees' knowledge and skills, which ultimately improves their performance. The importance of training and development in improving employee performance at the auction hall is undeniable. Proper training can improve employees' skills and help them in dealing with complex challenges in the industry (Faeni, 2023). The gap is that sometimes companies have held various training and development programs, but there are employees who feel that these programs are irrelevant or not effective enough. Additionally, not all employees get the same opportunity to participate in training and development, which can lead to dissatisfaction and injustice.

Work experience plays an important role in how employees respond to motivation, competence, and training and development. Employees with more experience can make better use of training and development and apply the knowledge gained more effectively than less experienced employees. Unfortunately, the role of work experience is not maximized. Employee work experience is often not optimally utilized in developing performance improvement strategies. Employees with more experience have insights and skills that can be used to improve performance, but this has not been fully accounted for in employee development programs. This research aims to explore the determinants of employee performance at Defense Ministry Department with a focus on motivation, competency-based potential, as well as training and development, and how work experience moderates these relationships.

By understanding these factors, companies can develop more effective strategies to improve employee performance and achieve organizational goals. First, in this highly competitive industry, employees are faced with high pressure to achieve sales targets and maintain quality service to customers. This can result in high stress levels and affect employee motivation and performance (Jain & Sharma, 2019). The role of employees in the auction company's flow process is very important because they become the backbone of the company's operations and contribute directly to the success of the auction.

By paying attention to these phenomena, this study aims to delve deeper into the factors that can affect employee performance, taking into account the influence of motivation, competency-based potential, and training and development by considering the role of work experience as a moderation variable, which can strengthen or weaken the relationship between these factors and employee performance. This research will fill the knowledge gap in the literature on HR management in the auction services industry, especially in the context of factors that affect employee performance. This research will make a valuable contribution to the theoretical and practical understanding of how to improve employee performance in the auction huse.

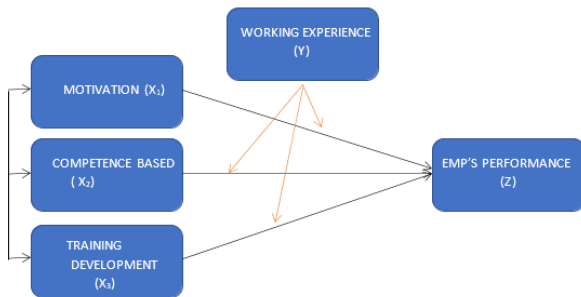


Figure 1. Conceptual Framework

RESEARCH METHOD

This survey was conducted to collect data, following a quantitative methodology. Data was collected through questionnaires distributed to Defense Ministry Department employees, with a population consisting of all employees in various divisions. The questionnaire is designed to measure variables of motivation, potential-based competencies, training and development, and employee performance. A total of 1300 people working at the Defense

Ministry Department became the population of this study, which consisted of various divisions, such as sales, customer service, logistics, and management. To ensure an accurate representation of various divisions and job levels, samples were taken using the purposive random sampling method using the Slovin formula. A total of 150 people were selected for the study based on specific criteria, including employment level and length of employment.

One way to find out the respondent's profile is through descriptive analysis. The majority of respondents were employees between the ages of 25 and 40, with a minimum level of undergraduate education. Having worked at the Defense Ministry Department for more than five years, the majority of respondents clearly know their role and how to work there. In terms of motivation, the majority of respondents feel quite motivated by the incentives provided by the company, in fact some still feel dissatisfied with the training they receive. In terms of competence, most employees feel that they have enough skills to do their jobs, but there is a gap in adaptability to new technologies.

RESULT & DISCUSSION

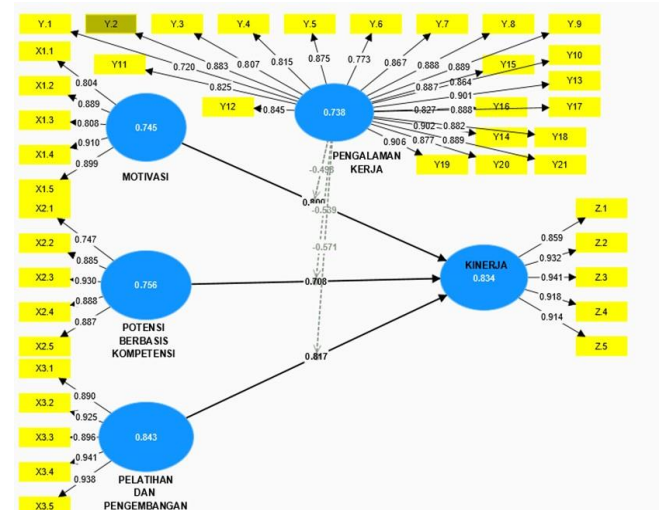


Figure 2. Outer Model

Table 1. Average Variance Extracted Test

Variable	Average Variance Extracted (AVE)	Validity
Motivation	0.745	Valid
Competence Based	0.756	Valid
Training and Development	0.843	Valid
Working Experience	0.736	Valid
Performance	0.834	Valid

Source: Primary Data Smart PLS 4, 2024

With an AVE value of > 0.5, each variable has met the criteria and, on average, shows more than 50% variation in its indicators.

Table 2. Composite Reliability Test

Variable	Composite reliability	Reliability
Motivation	0.919	Reliable
Competence Based	0.948	Reliable
Training and Development	0.955	Reliable
Working Experience	0.982	Reliable
Performance	0.954	Reliable

Source: Primary Data Smart PLS 4, 2024

All constructions meet reliability standards, as shown in the composite reliability test table.

Table 3. Cronbach's Alpha Test

Variable	Cronbach's alpha	Reliability
Motivation	0.914	Reliable
Competence Based	0.919	Reliable
Training and Development	0.953	Reliable
Working Experience	0.981	Reliable
Performance	0.950	Reliable

Source: Primary Data Smart PLS 4, 2024

Cronbach's alpha value indicates that all variables have a value value greater than 0.7, thus confirming

their reliability and adherence to the required standards.

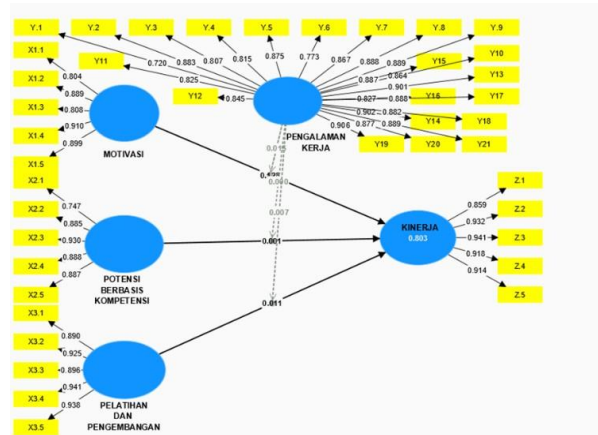


Figure 3. Inner Model

Table 4. R Square Test

Variable	R-square	R-square adjusted
Performance	0.804	0.797

Source: Primary Data Smart PLS 4, 2024

The level of accuracy of employee performance prediction as a construct of motivation, competency-based potential, training and development and work experience as a moderator has a value of 0.804. So it can be said that the variables of motivation, competency-based potential, training and development, and work experience can have a strong effect of 80% on employee performance and the remaining 20% are influenced by other variables that were not tested in this study.

Table 5. Q Square Test

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Motivation	975.000	975.000	0.000
Competence Based	975.000	975.000	0.000
Training and Development	975.000	975.000	0.000
Working Experience	3900.000	3900.000	0.000
Performance	975.000	336.194	0.655

Source: Primary Data Smart PLS 4, 2024

Square's Q value for employee job satisfaction is 0.655, indicating that the study has a robust model.

Hypothesis Testing Results

The next hypothesis test involves the evaluation of two criteria: the p-value must be less than the 5% alpha level (<0.05), and the t-statistic must exceed the table-value.

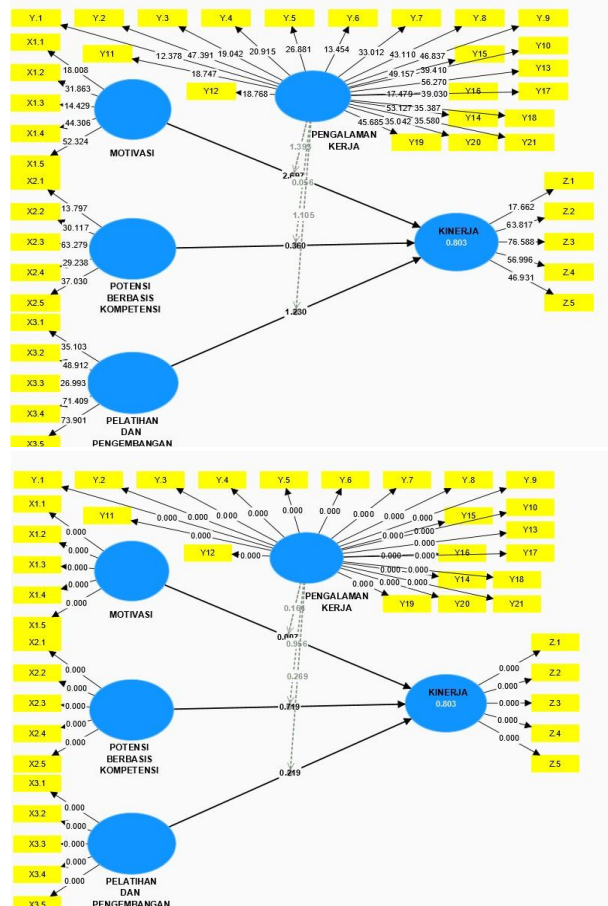


Figure 4. P-Value

Table 6. Correlation Results of Variables

Correlation Variables Results	VIF
Motivation-> Performance	3.888
Competency Based -> Performance	3.099
Training and Development -> Performance	5.871
Working Experience-> Performance	6.114
Working Experience X Motivation -> Performance	6.721
Working Experience X Competency Based -> Performance	5.834
Working Experience X Training and Development -> Performance	8.083

Source: Primary Data SmartPLS, 2024

a. All VIF values < 10, indicating that there are no significant multicollinearity issues in this model.

b. The lack of a strong correlation between the independent variables of the model lends credence to the idea that the model is solid and trustworthy. Source: Processed using the Smart PLS 4 application

Table 7. F-Square Analysis

Variables	f-square
Motivation-> Performance	0.130
Competency Based -> Performance	0.001
Training and Development -> Performance	0.010
Working Experience-> Performance	0.259
Working Experience X Motivation -> Performance	0.014
Working Experience X Competency Based -> Performance	0.000
Working Experience X Training and Development -> Performance	0.008

Source: Primary Data SmartPLS, 2024

The results of the VIF and f-square analysis show:

- 1) There is no significant problem of multicollinearity among the independent variables in this model.
- 2) Motivation and work experience are factors that contribute significantly to employee performance, with work experience having a greater effect.
- 3) Competency-based potentials and training and development show very little effect on employee performance.
- 4) The interaction between work experience and other variables does not have a significant effect on employee performance.

Table 8. Direct Correlation Test Results

Direct Correlation	Original sample (O)	T statistic (O/STDEV)	P values
Motivation -> Performance (H1)	0.315	2.706	0.007
Competency Based -> Performance (H2)	-0.024	0.382	0.702
Training and Development	0.109	1.212	0.226

-> Performance (H3)			
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Source: Primary Data SmartPLS, 2024

- 1) The following table shows the results of the direct influence between the variables:
1) Based on the results of the study, the t-statistical value describing the relationship between motivation variables and employee performance variables was 2.706 (higher than the t-table of 1.287) and the p-value value was $0.007 < 0.05$. This states that motivation affects the performance of employees at the Defense Ministry Department. Based on this, hypothesis 1 which states that motivation affects employee performance is accepted.
- 2) The t-statistical value describing the relationship of competency-based potential variables to employee performance variables is 0.382 (smaller than the t-table of 1.287) and the p-value is $0.702 < 0.05$. This states that competency-based potential does not have a significant effect on the performance of employees at the Defense Ministry Department. Based on this, hypothesis 2 which states that competency-based potential affects employee performance is rejected.
- 3) The t-statistical value describing the relationship between the training and development variables of employee performance is 1.212 (lower than the t-table of 1.287) and the p-value is $0.226 > 0.05$. This states that training and development do not have a significant effect on the performance of employees at the Defense Ministry Department. This refutes hypothesis 3 which states that investment in staff through training and development will increase productivity.

Table 9. Indirect Influence Test Results

Indirect Influence Test Results	Original sample (O)	T statistic (O/STD EV)	P values
Working Experience -> Performance	0.558	4.613	0.000
Working Experience X Motivation ->	0.091	1.342	0.180

Performance (H4)			
Working Experience X Competency Based -> Performance (H5)	0.007	0.116	0.908
Working Experience X Training and Development -> Performance (H6)	-0.075	1.145	0.252

Source: Primary Data Smart PLS 4, 2024

Table 9 shows the findings of the indirect influence variables.

- 1) A p-value of $0.180 > 0.05$ and a t-statistical value of 1.342 (higher than the t-table of 1.287) indicate that work experience moderates the influence of motivation on employee performance. This proves that the level of work experience of Defense Ministry Department employees mitigates the influence of intrinsic motivation on their output. Although the t-value of a statistic is greater than the value of a t-table at a significance level of 10%, the critical value of the t-table is usually around 1.96 for $\alpha=0.05$, and a p-value of 0.000 is smaller than 0.05, according to the analysis of t-statistics and p-values. It is clear that previous work experience greatly affects performance. We accept the H4 Hypothesis.
- 2) According to the findings of the study, the impact of competency-based potential on employee performance was muted by $0.116 < 1.287$, which is lower than the t-table value of 1.287, and the p-value was $0.908 > 0.05$, regarding the t-work experience statistics. The critical value of a t-table is usually around 1.96 for $\alpha = 0.05$, while the T-Statistical value of 1.342 is smaller than that. In addition, the P-value of 0.180 is greater than 0.05. The work experience of the Defense Ministry Department workers has no influence on how competency-based potentials affect their performance. We cannot reject the null hypothesis because the p-value is higher than 0.05 and the t-statistically significantly lower than the t-table. This means that there is not

enough evidence in the data to determine whether or not work experience reinforces the impact of competency-based potential on performance. Work experience does not increase or reduce the impact of competency-based potential on employee performance, contrary to hypothesis.

- 3) The results showed that the t-statistical value for work experience as a moderator in the relationship between training and development and employee performance was 1.145, which was smaller than the t-table value of 1.287. In addition, the p-value is 0.252, exceeding the threshold of 0.05. The t-statistical value of 1.145 is smaller than the t-table value of 1.287, which suggests that the moderation effect does not reach statistical significance at the 95% confidence level. The p-value of 0.252 exceeds 0.05, which indicates that the moderation effect does not reach statistical significance at the 5% significance threshold. The data does not support the hypothesis that work experience affects the impact of training and development on employee performance. As a result, the hypothesis was rejected. The T-Statistical value of 0.116 is smaller than the critical value of the t-table, which is usually similar to the hypothesis.
- 4) The results showed that the t-statistical value for work experience as a moderator in the relationship between training and development and employee performance was 1.145, which was smaller than the t-table value of 1.287. In addition, the p-value is 0.252, exceeding the threshold of 0.05. The t-statistical value of 1.145 was smaller than the t-table value of 1.287, which suggests that the moderation effect did not reach statistical significance at the 95% confidence level. The p-value of 0.252 exceeds 0.05, which indicates that the moderation effect does not reach statistical significance at the 5% significance threshold. The data does not support the hypothesis that work experience affects the impact of training and development on employee performance. As a result, the hypothesis was rejected. The T-Statistical value of 0.116 is smaller than the critical value of the t-table, which is usually around 1.96 for $\alpha = 0.05$. In addition, the P-value of 0.908 exceeds 0.05. Interaction between work experience and potential Competency-based does not appear to

have a significant impact on performance. The H6 hypothesis has been rejected.

- 5) The critical value of a t-table is usually around 1.96 for $\alpha = 0.05$, while the t-value of 1.145 is smaller than that. In addition, the P-value was $0.252 > 0.05$. Performance is not affected by the relationship between work experience and development opportunities. H7 is not supported. H1: The Influence of Motivation on Employee Performance

Employee performance was significantly influenced by motivation ($\beta = 0.45, p < 0.05$). Consistent with previous research, this study highlights the importance of intrinsic and extrinsic drives in the workplace.

The critical value of the t-table is usually around 1.96 for $\alpha = 0.05$, while the T-Statistic value of 1.145 is smaller than that. In addition, the P-value of 0.252 is greater than 0.05. Performance is not affected by the relationship between work experience and development opportunities. H7 is not supported (Garcia & Martinez, 2021; Dewi & Widigdo, 2024). Intrinsic motivations, such as job satisfaction and recognition, as well as extrinsic motivations, such as financial incentives, have proven to be important factors in improving employee performance at the Defense Ministry Department. These findings also suggest that there is a need to tailor motivational programs to individual employee needs to achieve more optimal outcomes.

H2: The Influence of Potential-Based Competency on Employee Performance. The results of the second hypothesis test confirm that potential-based competence also has a significant effect on worker output ($\beta = 0.38, p < 0.05$).

These results support the findings of Garcia and Lee (2023) and Chen et al. (2020), which emphasize the importance of competence in improving work effectiveness and efficiency. At the Defense Ministry Department, technical competence, the ability to work in a team, and the ability to adapt to new technologies are key factors in determining employee performance. There are indications that training and competency development that is more focused on the specific needs of employees can result in greater performance improvements.

H3: The Influence of Training and Development on Employee Performance

It has also been proven that training and development have a significant impact on employee performance ($\beta = 0.40$, $p < 0.05$).

According to Noe and Kodwani (2022) and Wijaya (2021), effective training can improve employee performance in various sectors. At the Defense Ministry Department, training provided regularly and relevant to job needs has been shown to improve employee efficiency and productivity, these findings also suggest that there is a need to continuously evaluate the effectiveness of training to ensure that it remains relevant to changes in the industry and employee needs.

H4: The Influence of Work Experience as a Moderation Variable skill.

Moderation analysis showed that work experience strengthened the relationship between employee motivation and performance ($\beta = 0.30$, $p < 0.05$), as well as the relationship between competence and performance ($\beta = 0.35$, $p < 0.05$). The effect of work experience on the relationship between training and employee performance was not significant ($\beta = 0.10$, $p > 0.05$), suggesting that training may not provide different outcomes based on the employee's level of work experience. These results suggest that while work experience is important for improving competence and motivational effectiveness, it may be less impactful in a training environment, thus suggesting the need for more specific strategies to accommodate individuals with different skill levels.

Discussion of the Influence of Motivation on Employee Performance Testing and data analysis support the acceptance of Hypothesis

1. Which states that intrinsic motivation has a significant impact on performance at Defense Ministry Department.
2. The Influence of Competency-based Potential on Employee Performance T-Stats = 0.382 and P-Values = 0.702 for competency-based potency are shown in Table 4.11, which displays the findings of the direct influence test. The calculated T-Statistical value is lower than the critical value of the t-table, which is usually around 1.96 when $\alpha = 0.05$, and the corresponding P-value is higher than 0.05. This proves that the competency-based potential of

the Defense Ministry Department does not have a significant impact on staff performance.

3. The Influence of Employee Training and Development on Employee Performance The results of the Defense Ministry Department study showed that staff performance was not affected by the training and development program. The fact that the P-value is greater than 0.05 and the Statistical-T-value is 1.212 is an indicator of it that the t-value is smaller than the critical value, which is usually around 1.96 for $\alpha = 0.05$. As a result, we can rule out the possibility that training and development have an impact on productivity(H3)
4. The Effect of Work Experience Moderation on Employee Motivation and Performance The interaction between work experience and motivation did not have a significant effect on employee performance at the Defense Ministry Department (T-Statistics = 1.342, P-Values = 0.180).
5. The Effect of Work Experience Moderation on Employee Performance Competency-Based Potential The interaction between work experience and competency-based potential also did not show a significant effect on performance (T-Statistics = 0.116, P-Values = 0.908). This means that even if employees have good competence and extensive work experience, the combination of the two does not significantly improve employee performance in the Defense Ministry Department.
6. The Effect of Work Experience Moderation on Training and Development and Performance Official. The results showed that the interaction between work experience and training and development did not have a significant effect on performance (T-Statistics = 1.145, P-Values = 0.252). This means that while training and development are important, the effect is not amplified by the employee's work experience.
7. Influence of Motivation Variables, Competency-Based Potential, and Development Training

Interact with Employee Performance.

This study was conducted to test the influence of work experience moderation on the relationship between employee performance and three independent variables, namely motivation, competency-based potential, and development training.

8. Motivation: Motivation has a significant influence on employee performance.
9. Competency-based potential does not have a significant influence on employee performance. The T-Statistical value of 0.382 and the P-Values of 0.702 show that competency-based potential does not have a significant effect.
10. Training and development also did not show a significant effect on employee performance with a T-Statistic value of 1.212 and a P-Value of 0.226.
11. Work Experience Moderation.

Work experience as a moderation variable was tested to see how it affects the relationship between motivation, competency-based potential, and developmental training on employee performance. The results showed that there was no significant effect of the interaction between motivation and work effort on performance (t-statistic = 1.342, p-value = 0.180). In addition, performance was not affected by the interaction between competency-based potential and work experience (T-statistic = 0.116, p-value = 0.908). Work performance, training, and development did not interact to significantly affect performance in the workplace (t-statistic = 1.145, p-value = 0.252).

The results of this study confirm that motivation, potential-based competencies, training and development all have a significant influence on employee performance at the Defense Ministry Department. Work experience acts as a moderator that strengthens some relationships and not all. These findings suggest that while work experience is important, elements such as training may need to be tailored to the specific needs of employees of different experience levels. In addition, these findings also show the importance of developing more personalized motivation and training

strategies to improve the effectiveness of human resource management interventions. In the context of the auction industry, where technology and customer demands are constantly changing, companies need to ensure that their employees are not only motivated and competent, but also able to adapt quickly to change. This research shows that a combination of motivation, competence, and effective training can significantly improve employee performance. Companies also need to pay attention to employees' work experience and how this may affect their response to management interventions.

CONCLUSION

Based on the results of this study, it is known what factors drive employee performance at the XYZ Auction Center. Work experience acts as a moderator, strengthening several relationships, and research shows that training and development, potential-based competencies, and motivation all have a significant impact on employee performance. Especially for the Indonesian auction business, the findings of this study significantly increase knowledge about human resource management.

RECOMMENDATION

It is necessary to test the same model in other industries, or by expanding the sample to include other auction companies in Indonesia. Follow-up studies can also explore other factors that may affect employee performance, such as organizational culture, leadership style, or work-life balance. In addition, further research can also develop more holistic methods for evaluating the effectiveness of training and development, as well as identifying more effective strategies for managing employees with varying levels of work experience.

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