The Effect of Training, Work Motivation and Innovation on Employee Performance

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ABSTRACT

The purpose of this research is to analyze the influence of training, motivation and innovation on employee performance. The method used in this research is quantitative data, namely research data in the form of numbers and analysis using statistics, Irwan (2019). And qualitative data, data in the form or description and not in the form of numbers. There was a population of 133 from all employees at the Agriculture and Fisheries Service of Baucau Municipality, Timor-Leste with a total sample of 60 employees. Meanwhile, the data collection technique uses a questionnaire consisting of statement items regarding Training, Motivation and Work Innovation on employee performance. The results of validity testing state that all indicators are valid and the results of reliability testing state that each variable is reliable. Apart from that, the data analysis technique used is multiple linear regression, because it tests more than one independent variable. The results of this research are that there is an influence of Training, Motivation and Innovation on employee performance; All of them have a significant influence on training, work motivation and work innovation on employee performance.

KEYWORDS: Training, work motivation and work innovation on employee performance

I. INTRODUCTION

The quality of human resources is one of the factors that supports employee improvement. Human resource aspects receive considerable attention in development strategies. The era of globalization is marked by environmental changes indicated by increasingly rapid technological advances, many challenges and competition will be faced by every organization/agency, thus requiring them to be able to compete in facing the challenges of today's modern era. An organization/agency must have a good system because if not, the continuity of activities or work within the organization/agency will be hampered. Human resources play an important role in carrying out organizational/agency activities compared to other assets, because human resources are the main pillar

driving the organization's wheels in achieving success. Understanding the importance of the existence of human resources in the current global era, one of the efforts that must be achieved by an organization/agency is to improve the quality of human resources.

The aspect that supports employee success in achieving organizational/agency success is through employee development, namely through education and training. The goal of development is for the success of the organization by creating professional employees who can carry out the assigned tasks well. Education, training and innovation are related things that have a big influence on improving performance. Training is an environmental forum for employees, where they acquire or learn specific attitudes, abilities, skills, knowledge and behavior related to work. Training includes many activities that inform employees about policies, procedures for the future progress of the organization. Training is designed to improve a person's skills. Development and innovation in organizations are things that need to exist to make organizations better in achieving goals and targets effectively and efficiently. The progress of an organization/agency also depends on the creativity possessed by human resources. Employees who have competence can create innovative thinking. Competency is the knowledge that exists within a person in the form of skills, expertise and attitudes that create new ideas. The key to overcoming these changes is the existence of innovation or innovative thinking that is owned by each agency which plays a very important role in the progress of the organization. The Influence of Education, Training and Innovation on the Performance of Employees of Food Extension and Security Implementation Agencies (RJ Kumaat., LOH Dotulong. 2015)

The results of this research show that training has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Meanwhile, the variables training and work motivation have a positive and significant effect on the performance of heavy equipment operator employees at CV Haragon Surabaya. The influence of training and work motivation on employee performance at CV Haragon Surabaya (Leonando Agusta and Eddy Madiono Sutant AGORA Vol. 1, No. 3, 2013).

PeRapid change after change in the world of work requires the readiness of government and private institutions to adapt at any time. Human resources play an important role in helping government institutions to achieve these goals. From the Baucau Municipal Agriculture Service, Timor-Leste is entering a very competitive period with high competitiveness. This is due to the large number of ministries in Timor-Leste and the start of the establishment of government institutions based on fintech (Financial Technology). The Baucau Municipal Agriculture Service is one of the strategic sectors in increasing the quality of work in almost every country in the world.

Currently, the Baucau Municipal Agriculture Service has even overcome the poor quality of work and this ministry is starting to adapt by providing the best service to its people with ease in accessing ministry products such as recruiting new employees and new departments, and other service products. The world of the Ministry of Agriculture from year to year experiences many changes, for example currently, it is very easy to change the cabinet just by having a majority in the Timor-Leste parliament.

This intense competition has encouraged the performance of each ministry to be further improved, especially in the agricultural department of Baucau Municipality, Timor-Leste. The success of a government or private institution is largely determined by the performance of its employees in doing something that requires them to do it as optimally as possible so that the government institution can achieve its goals. Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Mangkunegara (2014:67). The results of the preliminary study conducted showed that employee performance still appeared to be less than the employee's performance targets as indicated by the failure to achieve the given targets. Heryatno (2013).

Sethe number of employees is also still reluctant to work well and optimally, which causes the quality of work produced to not be in accordance with performance standards. This results in the performance set by the ministry not being achieved, both in terms of quantity and quality of work. Preliminary studies also inform us that there are employees who are less sensitive to work and tend to be relaxed at work. (This must be obtained from an initial survey at the location) The factor in not achieving this target is due to a lack of training, motivation and innovation for employees. Training is a process that includes: a series of actions carried out in the form of providing assistance to employees by professional staff which aims to improve work abilities and competencies in the field of work to increase effectiveness and productivity. Training is the process of teaching new or existing employees the basic skills they need to perform their jobs. Training is one effort to improve human resources in the world of work. According to Gary Dessler (2015:284).

With training activities, employees have the opportunity to absorb new knowledge or new values, so that with this knowledge employees can improve their abilities in carrying out the tasks assigned to them. The results of observations state that training can significantly positively improve employee performance. A number of observations also show that the training provided can improve employee performance.

The demand for employees to work at a high level of performance requires motivation to stimulate employees to be more productive and develop for the progress of the ministry. Motivation is the provision of driving force that creates enthusiasm for someone's work, so that they want to work together, work effectively and be integrated to achieve satisfaction. Motivation is really needed by employees to be able to do their work more actively. Employees who are motivated tend to do their work more diligently so they can improve performance. Research conducted for postgraduate studies for the first time at this location. States that work motivation has a positive and significant effect on employee performance. Hasibuan (2016:97). Apart from training and motivation, to be able to work better, employees need innovation in their work. Innovation is all new things that originate from science, and can provide benefits in human life, especially at work. Innovation is also defined as developing practical applications of new scientific values and contexts, or new ways to apply existing science and technology to work processes. A number of studies state that innovation can improve employee performance.

II. LITERATURE REVIEW

Professional employees seem to be the dream of every company, where employees are a factor that plays an important role in the company. Through training, it is hoped that employees can meet the ideal standards determined by the company with the potential that an employee has in terms of skills, knowledge and attitudes that can be improved during training. According to Andrew E. Sikula. (1981:227)

PeTraining is a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills for a limited purpose. According to Presidential Instruction no. 15 of 1974 in Training is part of education involving the learning process to acquire and improve skills outside the applicable education system, in a relatively short time and with methods that prioritize practice over theory. Sedarmayanti (2013:164)

Training IndicatorBerBased on the definition of training expressed by Sedarmayanti (2013:164) and Andrew E. Sikula in Mangkunegara (2011:44), the training indicators are as follows: Education is an effort to prepare students through teaching guidance activities, and training for their role in the future. will come. Edy Sutrisno (2009:63), Systematic Procedures How to work (carry out) in an orderly and good manner. Big Indonesian Dictionary (2012:667-804), Technical skills The ability to complete tasks technically (knowledge and ability to make something that pleases with skills). Big Indonesian Dictionary (2012: 868-854), Studying knowledge Studying knowledge (knowledge about a field which is arranged systematically according to certain methods). Big Indonesian Dictionary (2012:650), Prioritizes practice rather than theory on how to do what is stated in the opinion expressed as a description of an event. Big Indonesian Dictionary (2012:651-867). Training Indicators Training indicators according to Anwar Prabu Mangkunegara (2013:62). The definition of motivation is encouragement, driving force or force that causes an action or deed. Motivation in English is motivation which means giving motives, generating motives, or things that give rise to encouragement or circumstances that give rise to encouragement. Literally motivation means giving a motive. The basic motive of a person is the person's need for pride and honor and perhaps material abundance.

Indicators of Work Motivation According to Maslow, quoted by Hasibuan (2008: 105), employee work motivation is influenced by physical needs, the need for security and safety, social needs, the need for self-esteem, and the need for self-realization. Then these need factors are reduced to indicators to determine the level of work motivation in employees, namely: Physical needs, indicated by: salary provision, bonuses, food allowance, transport allowance, housing facilities, etc., The need for security and safety, demonstrated by: work security and safety facilities, including social security for workers, pension funds, health benefits, accident insurance and work safety equipment, social needs, demonstrated by: interacting with other people, including being accepted into the group and needs to love and be loved, the need for esteem, shown by: recognition and appreciation based on ability, namely the need to be respected and appreciated by other employees and leaders for work performance, the need for self-realization, shown by the interesting and challenging nature of the work, where the employee

will mobilize their abilities, abilities, skills and potential. Companies can fulfill this need by providing education and training. Motivation Indicators According to Sondang P. Siagian (2008:138). Based on this, the goal to be achieved is employee work performance. Ravianto, as a measure of employee work motivation in increasing work productivity can be done using indicators, namely: 1. Remuneration, 2. Company Policy, 3. Supervision, 4. Human relations, 5. Sense of security.

Pengertian InnovationIThe term innovation is always interpreted differently by various experts. According to Trott (2008) innovation is the heart or center of activity of every company because innovation plays an important role in the continuity of the company, as well as the management of all activities, including the idea formation process, technology development, manufacturing processes, and marketing of new or developed products.

According to Drucker (2012), innovation is a specific tool for companies, where innovation can export or take advantage of changes that occur as an opportunity to run a different business. This can be presented as a discipline, learning, and practice.

Definition and Understanding Innovation is the process of realizing a new idea, which is different from the previous one, by means of production or by making it real, where innovation includes the generation of evaluation, new concepts and implementation. Where the use of new and different methods and technology to improve quality or lower costs, to meet or exceed company targets.

Penunderstanding employee performanceIThe term performance comes from the words Job Performance or Actual Performance (work performance or actual achievements achieved by someone). According to Mangkunegara (2015), performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance Indicators According to Mangkunegara (2015), stated that performance can be assessed or measured using several indicators including the following: Quality of Work, Quantity of Work, Implementation of Tasks.

III. RESEARCH HYPOTHESIS

SThis study includes training as a driving force that conditions employee resources in achieving final targets through developing the role of motivation and innovation which can actively play a role through regulations and financial assistance to build strengthening of agricultural services in realizing employee performance. Mangkunegara (2006) states that employee performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. To measure performance, the most important issue is determining the criteria. The criteria for good performance are reliable, realistic, representative and predictive (As'ad, 1995). Rauch & Behling (1984) in Gorda (2006) quote that leadership is the process of influencing the activities of an organized group towards achieving goals. Whether an organization will succeed or fail is largely determined by its leader and leadership. It is the leader who is responsible for the success and failure of carrying out a job as stated by Day and Lord (1999) in Siagian (2004)

who state that the success or failure experienced by most organizations is determined by the quality of leadership possessed by the people who are entrusted with the task of leading the organization. .
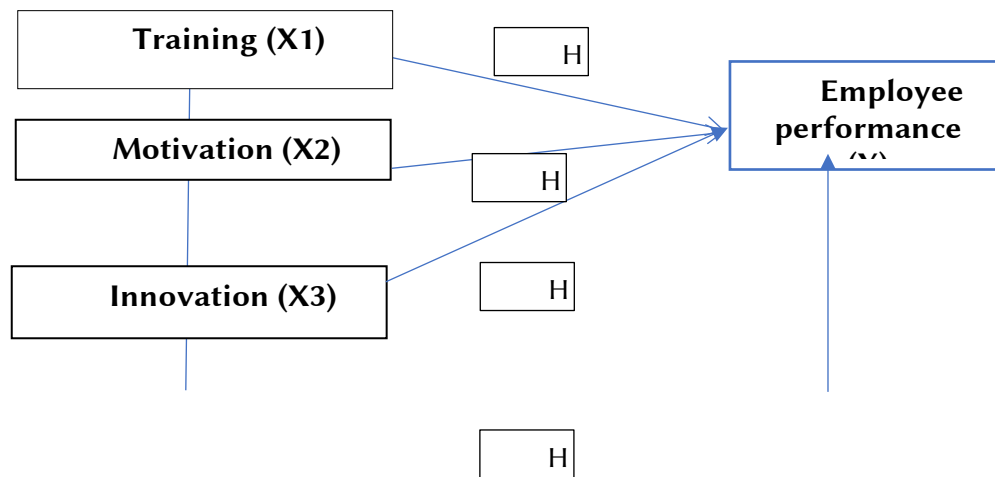
BeBased on the theoretical description in the previous chapter, a conceptual framework is presented below which functions as a guide to make it easier to understand the flow of thinking in this research.

To see the various influences between variables as described above, a research conceptual framework was built regarding the role of the influence of work motivation and innovation on employee performance, as shown in this figure.

Varia	Definition	Indicator	Skal
Peexe rcise**(X1)**	PeTraining is the process of pursuing the skills new employees need to do their jobs. According to Garry Dessler (2011:5)	1. Education 2. Systematic procedures 3. Technician skills 4. Study knowledge 5. Prioritize practice over theory.	Liker t

mmotivation (X2)	Motivation is energy within oneself or a person's personality which is characterized by the emergence of feelings and reactions to achieve goals. According to Hamalik (2017:173)	1. Physical needs 2, The need for security and safety 3, Social needs 4. The need for appreciation 5. The need for self-realization.	Likert
Innovation (X3)	Innovation is a specific tool for companies, where innovation can export or take advantage of changes that occur as an opportunity to run a different business. According to Drucker (2012),	1. Drive for high achievement 2. Work hard 3. Be responsible 4. Technology	Likert
Kemployee performance (Y)	Performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Mangkunegara (2015)	1. Quality of work 2. Working quantity 3. Punctuality	Likert

The Effect of Training on employee work performance   According to Andrew E. Sikula. (1981:227) in Mangkunegara (2011:44) states that: Training is a short-term educational process using a systematic and organized procedure by which non-managerial personal learn technical knowledge and skills for a definite purpose. Training is part of education involving the learning process to acquire and improve skills outside the applicable education system, in a relatively short time and with methods that prioritize practice over theory.

H1; Training has a positive and significant effect on employee work performance

The influence of work motivation on employee work performance. Motivation is often interpreted as a driving factor in a person's behavior, and this driving factor is none other than a person's need and desire to carry out an activity. According to Robert Kreitner and Angelo Kinicki (2001:205) in Wibowo (2013:378) state that: Motivation is a psychological process that generates and directs behavior towards achieving goals or goal-directed behavior. Motivation questions how to direct the power and potential of subordinates so that they want to working together productively to successfully achieve and realize the specified goals. According to Hasibuan

SP (2017:141), Motivational energy within oneself or a person's personality is characterized by the emergence of feelings and reactions to achieve goals. According to Hamalik (2017: 173) Motivation is a stimulus or energy source that a person or group of people has who is willing to act and cooperate optimally in carrying out something that has been planned to achieve the goals that have been set. From the description above, it can be concluded that motivation is encouragement or management support for employees to want to work diligently so that the desired goals are optimally successful. According to Azwar (2017:73).

Motivation is a stimulus or energy source that a person or group of people has who is willing to act and cooperate optimally in carrying out something that has been planned to achieve the goals that have been set. From the description above, it can be concluded that motivation is encouragement or management support for employees to want to work diligently so that the desired goals are optimally successful. According to Azwar (2017:73)

H2; Work motivation has a positive and significant effect on employee work performance. The influence of work innovation on employee work performance

IThe term innovation is always interpreted differently by various experts. According to Trott (2008) innovation is the heart or center of activity of every company because innovation plays an important role in the continuity of the company, as well as the management of all activities, including the idea formation process, technology development, manufacturing processes, and marketing of new or developed products. According to Drucker (2012), innovation is a specific tool for companies, where innovation can export or take advantage of changes that occur as an opportunity to run a different business. This can be presented as a discipline, learning, and practice.

According to Ellitian and Anatan (2009), innovation is briefly defined as "changes made within an organization which include creativity in creating new products, services, ideas, or processes either existing within the organization or developing from outside the organization. Innovation is born from a new idea. Meanwhile, the ability to give birth and generate useful new ideas is known as creativity. Innovation without creativity cannot work, because innovation and creativity are inseparable units and are usually used interchangeably. Innovation is a combination of creativity and commercialization (Stamm, 2008). Companies need a process, procedure and structure that allows timely and effective implementation of projects so that the resulting products are highly innovative. According to Gupta (2007), creativity is a requirement for innovation and organizational transformation, because without creativity, innovation is meaningless, the transformation will be more or less the same as before. The process of creativity to give birth to innovation itself is formed through the stages of search, collision. , decide (decision), and try (trial)" (Zuhal, 2010, p. 77) Innovation in the narrow sense is an effort to bring an invention (discovery) to be useful, used by users. Innovation can also cover a wide scope beyond formal activities, including continuous improvements in product quality and design, changes in management practices and organizational forms, creativity in marketing and modifications of production processes that can

reduce prices, increase efficiency and guarantee environmental sustainability (Setiarso, 2006 in Firmaiansyah, 2014).

H3; Work innovation has a positive and significant effect on employee work performance

The influence of training, work motivation and innovation on employee work performance

According to Andrew E. Sikula. (1981:227) in Mangkunegara (2011:44) states that training is a short-term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills for limited purposes. According to Robert Kreitner and Angelo Kinicki (2001:205) in Wibowo (2013:378) state that: Motivation is a psychological process that generates and directs behavior towards achieving goals or goal-directed behavior. According to Trott (2008) innovation is the heart or center of activity of every company because innovation plays an important role in the continuity of the company, as well as the management of all activities, including the idea formation process, technology development, manufacturing processes, and marketing of new or developed products.

MenAccording to Mangkunegara (2015), performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. while Performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance can also be interpreted as work achievement or work results. Performance is a work result that a person achieves in carrying out the tasks given to him.

The work motivation training variable, work innovation, has been described as having a strong influence on employee work performance. Thus, if these variables are linked together to employee work performance, a higher impact will be obtained. Where if there is work motivation training, work innovation will improve employee work performance.

H4; Training, work motivation and work innovation have a positive and significant effect on employee work performance.

IV. RESEARCH METHODS

The research design is the entire process of thinking about the things that will be done in the research. This research design is classified as explanatory studies, namely a correlational research that predicts something from Yusuf's research results (2014; 64). Explanatory research is research that provides explanations and reasons in the form of cause-effect relationships between exogenous variables and endogenous variables in Morissan's research model (2014; 38). This type of research is designed with a quantitative approach. This research was carried out to find answers to research problems regarding the influence of exogenous variables, namely Training, Motivation

and Innovation on employee performance. Therefore, the scope of this research focuses on Training, Motivation and Innovation and employee performance at the Agriculture Service in Baucau Municipality, Timor-Leste. Data was collected through distributing questionnaires, then the data was tabulated, processed using descriptive and inferential statistical analysis techniques.

A. Population and Research Sample

1) Research population

PThis research population is a combination of all elements, events, things or people who have similar characteristics and are the center of attention of a researcher, therefore it is seen as a research universe Ferdinand (2007).

PThe population in this research were all agricultural employees in Baucau Municipality, Timor-Leste, totaling 133 people. This research uses the proportional random sampling method as referred to by Greener (2011); Emory (2008). The proportional method guarantees that the sample taken has a better level of representation Kothari (2010).

Table 4.4.1 Distribution of Research Population Employees of the Agriculture and Fisheries Service of Baucau Municipality, Timor-Leste

No	Directors	Ppopulation
1	Serbisu municipality Extensaun	41
2	Serbisu municipality Administração e Financa	16
3	Serbisu municipality Pekuaria no veterenaria	15
4	Serbisu municipality Irigasaun	10
5	Serbisu municipality Mekanizasaun	27
6	Serbisu municipality Agro-Comercio	8
7	Serbisu municipality of Peskas	5
8	Serbisu municipality Seguranca Alimentar	4
9	Serbisu municipality Florestal no plantas	7
Jumlah		133

From the table above, it is clear that from each work division as follows, there are 41 people in the municipal extensaun, 14 people in the administration and financial services, 15 people in the Animal Husbandry and Veterinary municipal division, 10 people in the Irrigation municipal service, 10 people in the Mechanization municipal service. as many as 27 people, serbisu municipal Agro-commercial as many as 8 people, serbisu municipal fisheries as many as 5 people, serbisu municipal food security as many as 4 people, serbisu municipal forestry and industrial plants as many as 7 people from the total population of the agricultural department of the municipality of Baucau, Timor-Leste,

2) *Sampel Research*

SaThe sample of this study is part of the population that can represent Yusuf's research (2014, 144). According to Rahyuda 2016 (129), the size of a representative research sample represents the population, depending on the desired level of precision. It is explained that the higher the desired precision, the smaller the error rate that must be found. The sample size in this study was determined based on the Slovin Yusuf (2014; 170) formula with a precision of 10% where this precision is used as follows:

The population is 133

Margin 10%

$$n = \frac{N}{N.(R)^2+1}$$

$$n = \frac{133}{133(10)^2+1}$$

$$n = \frac{133}{133(0,01)+1}$$

$$n = \frac{133}{1.33+1}$$

$$n = \frac{133}{2.3}$$

n= 57.82

n= 58 Samples

Information:

n = sample size

N = population size

e = error sampling error rate of 10%

Tabell 4.4.2. Distribution of Research Samples for Employees of the Agriculture and Fisheries Service of the Baucau Municipality of Timor-Leste

No.	Directors	Populationi	Sampel
1	Serbisu municipality Extensaun	41	25
2	Serbisu municipalityAdministration and Financa	16	5

3	Serbisu municipality Pekuaria no veterenaria	15	5
4	Serbisu municipality Irigasaun	10	5
5	Serbisu municipality Mekanizasaun	27	5
6	Serbisu municipality Agro-Comercio	8	5
7	Serbisu municipality of Peskas	5	3
8	Serbisu municipality Seguranca Alimentar	4	2
9	Serbisu municipality Florestal no plantas	7	5
	Amount	133	60

The table above explains that of the total population of 133 people taken as samples, 58 people from the sample are in accordance with the Slovin formula with a precision of 10%, but logically the involvement in terms of female gender is very minimal so that the sample can be increased from 58 people to 60 people for the participation of women from these respondents. Thus the samples taken from each division are as follows: Serbisu Municipal Extensaun from 41 people, the sample population is 25 people, Serbisu Municipal Administration and Finance from 16 people, the sample population is 5 people, Serbisu Municipal Animal Husbandry and Veterinary from 15 people, the sample population is 5 people , Serbisu municipal Irrigation of 10 people, sample population of 5 people, Serbisu municipal Mechanization of 27 people, sample population of 5 people, Serbisu municipal Agro-commerce of 8 people, sample population of 5 people, Serbisu municipal Fisheries of 5 people, sample population of 3 people, Serbisu municipal resilience food from 4 people, a sample population of 2 people, serbisu municipal forestry and industrial plants from 7 people, a sample population of 5 people so that the total sample is 60 people from a total population of 133 people randomly.

B. Data Collection Techniques and Procedures

The data collection technique in this research was carried out using a questionnaire distribution technique. A questionnaire is a set of questions systematically and logically related to the research problem posed by the researcher. In this case the respondents in question are all of the Baucau Municipal Agriculture Service, Timor-Leste. The scale used in preparing the questionnaire is the Likert scale. The Likert scale is used to measure the attitudes, opinions and perceptions of a person or a certain group of people about social phenomena. With a Likert scale, the variables to be measured are translated into indicator variables which are used as a starting point for compiling instrument items which can be in the form of statements/questions. The answer to each instrument item on a Likert scale has a gradation from very positive to very negative. This research's Likert scale measurements include:

1) Interview

Interviewa is one way of collecting information data which is done by asking several questions to respondents.

2) Myfiller

Quizioner is a list of written questions used to obtain primary data and respondents. The questionnaire contains questions from which respondents must answer the alternative answers provided, starting from strongly agree (SS = 5); Agree (S = 4); Neutral (N = 3); Disagree (TS = 2) and Strongly Disagree (STS = 1).

C. Operational Definition of Variables

Table 4.6: Operational Variables

Variable	Definition	Indicator	Skala
Peexercise(**X1**)	PeTraining is the process of pursuing the skills new employees need to do their jobs. According to Garry Dessler (2011:5)	1. Education 2. Systematic procedures 3. Technician skills 4. Study knowledge	Likert
mmotivation(**X2**)	Motivation is energy within oneself or a person's personality which is characterized by the emergence of feelings and reactions to achieve goals. According to Hamalik (2017:173)	1. Physical needs 2, The need for security and safety 3, Social needs 4. The need for appreciation	Likert
Innovation (X3)	Innovation is a specific tool for companies, where innovation can export or take advantage of changes that occur as an opportunity to run a different business. According to Drucker (2012),	1. Drive for high achievement 2. Work hard 3. Be responsible 4. Technology	Likert

Kemployee performance (Y)	Performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Mangkunegara (2015)	1. Quality of work 2. Working quantity 3. Punctuality	Likert

D. Research Instrument Test

1) Validity test

This research tool is a tool used to obtain research data. In quantitative research, in general the research tools used by researchers are developed based on descriptions of research variables, these variables are developed based on theory and will be tested through research activities carried out. Before collecting research instruments that were developed to collect data from real objects (respondents), the validity and reliability of the instruments were first tested. Researchers' understanding of validity and reliability (Hariyati 2017). The validity test is used to measure whether a questionnaire is valid or not. The validity test was carried out with criteria using an r table at the 0.05 level. If r count > r table then the item is declared valid, otherwise if r count < r table then the item is declared invalid.

2) Reliability Test

The technique used to test the reliability of the questionnaire in this research is to look at the Cronbach Alpha value. Cronbach Alpha number> 0.6 means acceptable.

E. Data Analysis Techniques

Data analysis is an activity after data from all respondents or other data sources has been collected. Activities in data analysis are grouping data based on variables and type of respondent, tabulating data based on the variables studied, carrying out calculations to answer the problem formulation, and carrying out calculations to test the hypotheses that have been proposed. For research that does not formulate a hypothesis, the final step is not carried out. Based on the background of this quantitative research, the data analysis technique used with the help of the SPSS program aims to test whether or not there is a significant influence on leadership and the work environment on employee performance with work motivation as an intervening variable. In this research, the data analysis techniques used are:

1) Descriptive Statistical Analysis

Statisticsk This research description is used to provide a more detailed description of a symptom (phenomenon). Descriptive statistics are statistics used to analyze data by describing the data that has been collected (Sugiyono 2017).

2) Multiple Linear Regression Analysis

MethodThe analysis used to explain the phenomenon of this research is multiple linear analysis. According to Sugiyono (2010) Multiple linear analysis is a study of the dependence of a dependent variable with one or more average values of the dependent variable based on the known value of the dependent variable. In this study, to test the research hypothesis, multiple linear regression analysis can be used, namely by looking at the influence of work motivation training and innovation on employee performance at the Baucau Municipal Agriculture Service, Timor-Leste. The multiple linear formula is as follows:

$Y = a + B1X1 + B2X2 + B3X3$

Wherea :

Y = Employee performance a = constant

1= Training

2= Work motivation

3= Work innovation

1,2, 3= regression coefficient

e = error

Multiple linear analysis includes the coefficient of determination test (R^2), used to see the effective contribution of training, work motivation and work innovation to employee performance, the F test is used to see the simultaneous influence of providing work motivation training and work innovation on employee performance.

F. Classic assumption test

For the classical assumption test, three types of tests are carried out, namely the normality test, heteroscedasticity test and multicollinearity test. The prerequisites that must be met in a regression model are that it has a normal data distribution, does not have heteroscedasticity, and does not have multicollinearity.

1) *Normality test*

Normality test to test whether the standardized residuals in the regression model are normally distributed or not. Normality testing uses the non-parametric Kolmogorov-Smimov (KS) statistical test. A good regression model must have residual values that are normally distributed, and can be declared normal if the value is asymp. sig > 0.05.

2) *Heteroscedasticity Test*

The heteroscedasticity test aims to find out and show whether in the regression model there is an inequality in the variance of the residuals from one observation to another. The heteroscedasticity test in this research's regression model uses the White method. A good regression model must be free from symptoms of heteroscedasticity, which means that the variance of the residuals must be hypothesis tested.

3) *Multicollinearity Test*

Multicollinearity test to test whether the regression model formed has a high or perfect correlation between the independent variables or not. The method for detecting the presence or absence of multicollinearity in the regression model can be seen from the TOL (Tolerance) and VIF (Variance Inflation Factor) values. In multiple regression, a regression model must be free from symptoms of multicollinearity by seeing that if the VIF value is <10 and the tolerance value is> 0.1, then the regression model can be declared free from symptoms of multicollinearity.

4) *Kcoefficient of determination*

Coeffisen determination is used to determine the percentage change in the dependent variable caused by the independent variable. The greater R2, the higher the percentage change in the dependent variable caused by the independent variable. Meanwhile, if R2 is smaller, the percentage change in the dependent variable caused by the independent variable will be lower.

G. t test

Inuse it to determine the contribution of each independent variable partially to the dependent variable, using a test for each independent variable's regression coefficient whether it has a significant influence or not on the dependent variable (Career 2020). The formula used is: $\sqrt{} n - 2$ which determines the creative value with a level of significance = 5% if tcount ≤ ttable then H1 is accepted Ho is rejected, that means there is no significant influence by variables X and Y, if tcount ≥ ttable then Ho is rejected and H1 is accepted, it means there is a significant influence by variables X and Y.

To answer objectives 1-3, a partial test analytical tool (t test) is used. The t test is used to partially test the independent (free) variable against the dependent (dependent) variable. In this research, the t test is used to determine the effect of the variables Training (X1) Motivation (X2) Innovation X3 on Employee Performance (Y).

1) **4.11. f test (Simultaneous Test)**

Inuse it to find out whether the coefficient of the independent variable simultaneously has a real influence on the dependent variable or not (Manoppo 2021).

Keteranbro:

R^2 = Coefficient of determination

K = Number of variables

N = number of samples

$$F_{count} = \frac{R^2(k-1)}{(1-R^2)/(N-K)}$$

F_{tabel} = Fa; numberratoor, denominator

= F0, 05;k1,n

Indigoi is critical of the F distribution with a significance level of 5% if: Fcount ≤ Ftable then H1 is accepted and H0 is rejected, this emans there is no simultanoeus influence by variable X and Y, if Fcount ≥ Ftable then H1 is accepted and H0 is rejected this means there is no simultaneous influence by variables X and Y.

V. RESEARCH RESULTS AND DISCUSSION

KaThe characteristics of respondents in this study are based on gender, age group, marital status, education level, years of service. Questions regarding the characteristics of respondents are important in this research because they can explain or provide an overview of the identity of the respondents in the research, because by describing the identities of the respondents in the research, the composition and position of the respondents in this research will be known, which in the end can be analyzed to draw a conclusion. to support this research.

Table Frequencies

Statistics		Gender	Age	Status	Education	Group	Years of service	Wages
N	Valid	60	60	60	60	60	60	60
	Missing	0	0	0	0	0	0	0
Mean		1.10	5.35	1.00	3.52	4.87	3.43	2.52
Median		1.00	5.00	1.00	3.00	5.00	4.00	2.00
Minimum		1	3	1	1	2	1	1
Maximum		2	6	1	6	7	5	6
Sum		66	321	60	211	292	206	151

From the table above, the characteristics of respondents based on age group, gender, status, education, mass of work, class and salary of employees, are valid for the total number of respondents.

A. Validity and Reliability Test

1) 5.3.1 Validity Test

Validity test is used to assess whether a questionnaire is valid or not. If the questionnaire is able to achieve something that has been measured by the questionnaire, then the data is said to be valid. If Rcount > Rtable then the statement is said to be valid. If the instrument used to measure the data is valid then the resulting instrument is also valid. The validity standard used in this research is to determine a standard > 0.213 so that the statement has Rcount > Rtable so that the question item is considered valid. The validity test carried out in this research was carried out by 60 respondents.

Table 5.3.1. Validity test

N°.	Variable	Item	Rcount	Table	Tot
1	Training (X1)	X1.1	0.411	0.254	Valid
		X1.2	0.353	0.254	Valid
		X1.3	0.515	0.254	Valid
		X1.4	0.356	0.254	Valid
		X1.5	0.496	0.254	Valid
2.	Work motivation (X2) k999Work	X2.1	0.416	0.254	Valid
		X2.2	0.498	0.254	Valid
		X2.3	0.434	0.254	Valid
		X2.4	0.451	0.254	Valid
		X2.5	0.326	0.254	Valid
3.	Innovation(X3)	X3.1	0.245	0.254	Valid
		X3.2	0.642	0.254	Valid
		X3.3	0.661	0.254	Valid
		X3.4	0.568	0.254	Valid
4	PerformanceEmployees (Y) ((Y)	Y.1	0.564	0.254	Valid
		Y.2	0.157	0.254	Valid
		Y.3	0.443	0.254	Valid

Sourcer : data processed using SPSS 2023

The validity test results for the Training variable have 5 items, Work Motivation there are 5 items and Work Innovation there are 4 items. Regarding Employee Performance there are 3 items. The statement can be concluded that all items are declared valid because the Pearson correlation is Rcount > Rtable, in other words the Pearson correlation is above 0.254.

2) Reliability Test

In this research, the author used a questionnaire as a measuring tool for the influence of employee performance in the Baucau Municipal Agriculture and Fisheries Service. Reliability test is a reliability test which aims to find out how far the measuring instrument can be trusted. A questionnaire is said to be reliable or reliable if a person's answers to questions are constant or stable over time.

PenThe influence of construct reliability in the research will use the Cronbach's alpha value produced through SPSS 20 data processing. If Cronbach's alpha is > 0.254 then it is said to be reliable.

Qable 5.3.2. Reliability Test

NO	Research variable	Croanbach'sAlpha	Tot
1	Training	0.411	Reliabell
2	Work motivation	0.416	Reliable
3	Innovasi Work	0.245	Reliabell
4	Employee performance	0.564	Reliabell

Sourcer : SPSS output processed in 2023

BerBased on the SPSS test results, the results of testing the reliability of the variables Training, Work Motivation and Work Innovation on Employee Performance, it can be concluded that from each statement item on the Training variable in this study shows a Cronbach's alpha value of 0.411 which is greater than 0.60 and 5 variable statement items Work motivation 0.416 work innovation in this research shows that the Cronbach's alpha value is 0.245 which is greater than 0.60. As for the 4 statement items on the employee performance variable, the results of the research show that the Cronbach's alpha value is 0.564. which is greater than 0.060. Based on the provisions above, the results of this research, namely the training, motivation and work innovation variables on employee performance, are declared reliable.

5.3.3. Hypothesis testing

5.3.3.1 Multiple Linear Regression Analysis

In multiple linear regression analysis, the aim is to predict what the condition will be (up and down) of the dependent variable (criterium), if two or more independent variables as prediator factors are manipulated (increasing and decreasing their values).

Table 5.3.3. Results of Multiple Linear Regression Analysis

Coefficients				
Model	Unstandardized Coefficients	Standardized Coefficients		

		B	Std. Error	Beta	t	Sig.
1	(Constant)	,164	2,154		,076	,940
	Training	,201	,095	,240	2,116	,039
	Motivation	,172	,072	,267	2,394	,020
	Innovation	,194	,064	,340	3,015	,004
Dependent Variable: Employee performance						

Based on the results in the table above, a multiple linear equation can be obtained as follows:

Y= a+X1+X2+X3

Y=0.164+0.201X1+0.172X2+0.194X3

From the results of the multiple linear regression equation it can be explained that:

Indigoi constant (a) is 164. This means that if the agency does not provide training, does not provide motivation and does not innovate, the employee's performance is still positive. It could be because employees are used to existing work soups.

Indigoi coefficient (b1) is 0.201, meaning that with every increase in the training value, employee performance will increase, assuming the competency variable is constant, meaning that if training activities are increased, employee performance will also increase, assuming the motivation and innovation variables are constant.

Indigoi coefficient (b2) is 0.172, meaning that if work motivation is increased then performance will also increase assuming constant training and innovation.

Indigoi coefficient (b3) is 0.194, meaning that if innovation is increased then performance will also increase provided that the training and motivation variables are constant.

B. Determination Test (R2)

PenThis test is carried out to find out how much the independent variable explains the dependent variable which can be seen through R square.

Qable 5.4. Determination Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.607a	,368	,334	,726
a. Predictors: (Constant), Innovation, Motivation, Training				

Based on the table above, it is known that the R square value is 0.607, indicating that the training, work motivation and innovation regression model is able to explain its contribution to the dependent variable of employee performance by 60.7%, and the remaining 39.3% is influenced by other variables.

C. Hypothesis Testing

1) *5.5.1 Partial Test (t Test)*

T Test to partially test the regression coefficient is significant or not. The significance level is 5% with the criteria for a value of tcount > ttable, then the independent variable has an effect on the dependent variable, if vice versa then the independent has no effect on the dependent variable.

Qable 5.5.1. Persial Test (t Test)

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	Q	Sig.
1	(Constant)	,164	2,154		,076	,940
	Training	,201	,095	,240	2,116	,039
	Motivation	,172	,072	,267	2,394	,020
	Innovation	,194	,064	,340	3,015	,004
Dependent Variable: Employee performance						

Based on the table above it can be explained that:

Training has a significant effect on performance because the significance level value is less than 0.05, namely 0.039

Motivation has a significant effect on performance because the significance level value is less than 0.05, namely 0.020

Innovation has a significant effect on performance because the significance level value is less than 0.05, namely 0.004

2) Simultaneous Test (f Test)

F test is used to see the significant level of the two independent variables which together have an effect on the dependent variable.

Table 5.5.2. simultaneous test (F test)

ANOVAa						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17,197	3	5,732	10,868	0,000
	Residual	29,536	56	,527		
	Total	46,733	59			
a. Dependent Variable: Performance						
Predictors: (Constant), Innovation, Motivation, TrainingBerBased on the table above, it can be seen that the Fcount test shows that the Fcount value is 10,868 with a significance level of 0.000.CurryFrom the F test the significance level is 0.000, it can be explained that Training, Work Motivation and Innovation simultaneously influence employee performance.						

D. Discussion of Research Results

PaIn this sub-sub section, an interpretation of the research results presented in the previous sub-chapter is presented. Interpretation of the results of hypothesis testing summarizes several aspects, namely; relationships between constructs or variables based on theory, outer model test results, inner model test results, contribution of the characteristics of the research object and the magnitude of the loading factor of each indicator on the dimensions as well as making comparisons with the results of previous research and discussion of the constructs linked to the practical implications of the confirmation results in the field. Discussion of research results as follows:

1. Pen the effect of training on employee performance

From testing the data, it was found that training as an exogenous variable had a significant positive influence on employee performance. This identifies that training means that good training will provide a good work atmosphere so that it can improve employee performance. Based on the description of training variables previously explained (Table5.5.1.) that the average score for Training is 0.039 which shows that respondents agree

with the statement items submitted related to the training concept. Employees who are respondents feel that so far they can manage employee training and have the opportunity to absorb new knowledge or new values, so that with this knowledge employees can improve their abilities in carrying out the tasks assigned to them. The research results state that training can significantly positively improve employee performance. A number of studies also show that the training provided can improve employee performance.

Yes training is positive and significant on employee performance, proving that can improve employee performance. This can prove that employees at the Baucau Municipal Agriculture and Fisheries Service access training well and consistently in physical and non-physical working conditions.

Based on previous research Training is a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills for a limited purpose. According to Presidential Instruction no. 15 of 1974 in Training is part of education involving the learning process to acquire and improve skills outside the applicable education system, in a relatively short time and with methods that prioritize practice over theory. Sedarmayanti (2013:164)

Based on this explanation, in general it can be said that this research confirms previous research that employees really participated in previous training.

2. The influence of work motivation on employee performance

From testing the data, work motivation as an exogenous variable has a significant positive influence on employee performance. This identifies that motivation means that good work motivation will provide a good work atmosphere so that it can improve employee performance. Based on the description of work motivation variables previously explained (Table5.5.1.) that the average score for work motivation is 0.020, which shows that respondents agree with the statement items submitted related to the concept of work motivation. Employees who are respondents feel that so far they can manage work motivation is the drive, driving force or force that causes an action or deed. The research results state that work motivation can significantly positively improve employee performance. A number of studies also show that the work motivation provided can improve employee performance. Positive and significant work motivation on employee performance proves that it can improve employee performance. This can prove that employees at the Baucau Municipal Agriculture and Fisheries Service access motivations well and consistently in both physical and non-physical working conditions. States that work motivation has a positive and significant effect on employee performance. Hasibuan (2016:97).

BeBased on this explanation, in general it can be said that this research confirms previous research that employees are very receptive to the motivations of existing superiors.

3. The Effect of Work Innovation on Employee Performance

From testing the data, it was found that work innovation as an exogenous variable had a significant positive influence on employee performance. This identifies that work innovation means that good work innovation will provide a good work atmosphere so that it can improve employee performance. Based on the description of work

innovation variables previously explained (Table5.5.1.) that the average score for work innovation is 0.04, which shows that respondents agree with the statement items submitted related to the concept of work innovation. . Employees who are respondents feel that so far they can manage work Innovation is the heart or center of activity of every company because innovation plays an important role in the continuity of the company, as well as the management of all activities including the idea formation process, technology development, manufacturing processes, and marketing of new products. or product being developed. The research results state that work innovation can significantly positively improve employee performance. A number of studies also show that the work innovation provided can improve employee performance. Positive and significant work innovation on employee performance proves that it can improve employee performance. This can prove that employees at the Baucau Municipal Agriculture and Fisheries Service access new innovations well and consistently in both physical and non-physical working conditions. IInnovation can also cover a wide scope beyond formal activities, including continuous improvements in product quality and design, changes in management practices and organizational forms, creativity in marketing and modifications of production processes that can reduce prices, increase efficiency and guarantee environmental sustainability (Setiarso, 2006 in Firmaiansyah, 2014).

4. Influence of Training, Work Motivation and Work Innovation significant impact on employee performance at the Agriculture and Fisheries Service of Baucau Municipality, Timor-Leste because all the variables are X1,X2,X3Training, work motivation and innovation influence variable Y employee performance.

VI. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the analysis and discussion as stated in chapter V, a number of conclusions and suggestions can be put forward as follows:

A. 6.1. Conclusion

1. Training has a significant positive effect on employee performance at the Ministerio Agricultura e Pescas, meaning that training is a short-term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills for limited purposes. Training is part of education involving the learning process to acquire and improve skills outside the applicable education system, in a relatively short time and with methods that prioritize practice over theory. Employees at the Baucau Municipal Agriculture Service, Timor-Leste really need training in order to succeed in their duties and responsibilities for the nation and people of Timor-Leste (especially the people of Baucau Municipality).

2. Work motivation has a significant positive effect on employee engagement at the Agriculture and Fisheries Service of the Municipality of Baucau, Timor-Leste, meaning that motivation is a stimulus of encouragement or energy generation possessed by a person or group of people who are willing to act and cooperate optimally in carrying out something that has been planned for achieve the set goals. From the description above, it can be concluded that motivation is encouragement or management support for employees to want to work diligently so that the desired goals are optimally successful.

3. Innovation has a significant positive effect on employee performance at the Department of Agriculture and Fisheries in the municipality of Baucau, Timor-Leste. In short, innovation is defined as "changes made in an organization that include creativity in creating new products, services, ideas or good processes that already exist within the organization or developing from outside the organization. Innovation

born from a new idea. Meanwhile, the ability to give birth and generate useful new ideas is known as creativity. Innovation without creativity cannot work, because innovation and creativity are inseparable units and are usually used interchangeably.

4. Training, work motivation and innovation influence employee performance at the Agriculture and Fisheries Service of Baucau Municipality, Timor-Leste because all variables X1,

6.2. Recommendations

Based on the results of the research that has been carried out, this research can put forward several suggestions as follows:

1. The information in this research is used as a reference source for further research that has the same topic and theme.

2. Feed it to the leadership of the Agriculture and Fisheries Service from the Ministry of Agriculture and Fisheries (MAP RDTL), so that they can create it.

3. Quality training, both technical and management and education.

4. Good work motivation for employees (physical needs, security and safety needs, social needs, esteem needs and self-realization needs) in order to succeed in the quality and quantity of work and also employees get the opportunity to learn or increase knowledge, ideas or information and technology aso that every employee can feel maximum satisfaction and can facilitate the success of the vision and mission of the Department of Agriculture and Fisheries.

5.   Work innovation for employees (encouragement of high achievement, hard work, responsibility and technology)

6.   Employee performance (work quality, work quantity and timeliness).

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