



## The Effect Of Training, Wage Patterns, Occupational Health And Safety On Work Motivation Of Small And Medium Footwear Industry Clushter In Mojokerto City

Sonang Sitohang<sup>1</sup>, Sasi Agustin<sup>2</sup>, Firdaus Marsahala S<sup>3</sup>

<sup>1,2,3</sup>Indonesian College of Economics (STIESIA) Surabaya  
Jl. Menur Pungungan No.30, Menur Pungungan, Kec. Sukolilo, Kota Surabaya, Jawa Timur

### ARTICLE INFO

### ABSTRACT

#### Keywords:

*Training, Wage Patterns, Occupational Health and Safety, Employee Performance*

This paper aims to explain the effect of training, wage patterns, occupational health and safety on work motivation of small and medium-sized footwear industrial Clushter in Mojokerto. The research model with developing hypotheses is derived based on the literature. To provide empirical evidence, this study conducted a survey and data collection using a questionnaire list, and saturated sampling of 35 employees of small and medium-sized footwear industrial Clushter in the city of Mojokerto. The results showed that training had a negative and significant effect on Employee Motivation at Small and Medium Footwear Industry Clushter in Mojokerto City. This indicates that the implementation of the training is not in accordance with the needs of the training participants. This condition shows that employee work motivation has actually decreased after the implementation of the training. The implementation of training should be an effort to provide information for employees, skills and an explanation of the goals to be achieved by the company so that employees will be motivated to work more efficiently and effectively. Wage patterns have a positive and significant effect on the Work Motivation of the Employees of the SMEs Footwear Clushter in Mojokerto. Occupational Health and Safety has a negative and significant effect on Employee Work Motivation at Small and Medium Footwear Industry Clushter in Mojokerto City The availability of work facilities both in quantity and quality without optimal utilization and a high understanding of work procedures will not increase employee motivation, instead it will reduce work motivation.

#### E-mail:

[sonangsitohang\\_earning@stiesia.ac.id](mailto:sonangsitohang_earning@stiesia.ac.id)<sup>1</sup>  
[sasiagustin\\_earning@stiesia.ac.id](mailto:sasiagustin_earning@stiesia.ac.id)<sup>2</sup>  
[firdausmarsahala\\_earning@stiesia.ac.id](mailto:firdausmarsahala_earning@stiesia.ac.id)<sup>3</sup>

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### 1. Introduction

Small and Medium Industry (IKM) Footwear is one of the contributors to national economic growth, earning foreign exchange and strengthening the structure of the national industry, especially through the utilization and development of Indonesia's natural resource potential (Hubeis: 1997). However, when examined one by one where SMEs have a lot of growing a moment and a lot to be closed because it is not able to bersain g (Wijewardane et al (1995) Armstrong, J. & Robin F. 2004). Therefore the promotion and development of SMEs with scale a priority for such a wide variety of commodities such as IKM Footwear is carried out continuously until now (Depperindag, 2008), Ma'mun (2014).

One of the IMK Commodities is Footwear which has been practiced by many people both in cities and in rural areas for generations. However, the growth is still relatively slow as in the city of Mojokerto. There are various obstacles faced by footwear IKM, which are related to the low technical skills of human resources in using technology (Gati: 2019). Therefore, an effort to overcome it is the need to increase the competence of employees through training on improving technical competence in footwear production for employees so that they are motivated to work effectively (Spenser & Spenser (1993), Simamora (2004) Torrington: (1998), PP No. 101 2000. Dith thereby reducing product defects as happened in footwear production centers in Mojokerto today (Disperindag Mojokerto: 2017).

Besides the factor of technical training has not been effective implementation in this company, factor pattern of wages also not provide satisfaction for the employees at S entra this (Disperindag Mojokerto: 2017), (Sedarmayanti: 2017: 173) and by Sedarmayanti t Objective good wages with This particular pattern is to motivate and retain employees for the achievement of organizational goals. Benardin & Russel in Wekesa and Nyaroo, (2013) say that wages have a big influence on work motivation, productivity and employee turnover. The wage pattern applied to employees at the IKM Footwear Center in Mojokerto is not yet uniform and not even all of the UMR is applied. This has resulted in low work motivation of employees.

Another factor that is an obstacle for the employees in this company is related to the equipment and the implementation of health programs and Keselamatan Work (K3) (Disperindag Mojokerto: 2017). Providing welfare will create calm, morale, dedication, discipline and loyalty to employees so that the labor turnover is relatively low. This is what encourages the importance of K3 to be instilled in employees, and even punishments for employees who do not wear safety devices (such as masks, gloves, cover their mouths and noses) while working. K3 is a preventive control action that



encourages the realization of good employee maintenance. However, in fact, according to some employees, it is argued that using K3 equipment will slow down and limit the movement space for employees to carry out their work, resulting in low work motivation. Lim (2012) adds that when workers understand the rules and procedures of their work and the health and safety tools used for work, it will help them to be motivated to work effectively and efficiently resulting in better performance. Based on the background of the problems described above, the writer wants to do research with the title "The Effect of Training, Wage Patterns, Occupational Health and Safety on Employee Motivation at Small and Medium Footwear Industrial Centers in Mojokerto City.

## 2. Theoretical Basis

### 2.1 Training

Sikula in Martoyo (1996: 55), (Moekijat, 1991) stated training is a short-term educational process that uses a systematic and organized procedure whereby the non-managerial employees learn the knowledge and technical skills within a limited purpose. A similar statement was also stated by Torrington (1998: 57), Flipppo (1997: 57), training is a process to increase human resource knowledge and skills. It is also an attempt to change the behavior of human resources so that they are capable and motivated to carry out their duties efficiently and effectively. Spenser & Spenser (1993: 32), Aswathappa (2002: 88). Nawawi H., (2003) that the implementation of education and training can have a direct effect on work motivation because employees have competence and are able to work effectively (Spenser & Spenser (1993), Simamora (2004) Torrington: 1998, PP No. 101 year 2000) Aswathappa (2002), Ivancevich (2004) also pointed out that education and training can have a direct effect on the work motivation of training participants.

The results of the research by Sitohang (2008) explain that the functional training carried out has no significant effect on the competence of the training participants, namely the functional staff of the employee extension agents. The findings of this study contradict the Competency Based Training theory which states that training has an effect on competence. This is because the factors that support the implementation of the training are not as they should be but it is found that the instructors (teachers in this training, lack of mastery of the training material and lack of looking for references other than the training module, the instructor's lack of confidence, lack of punctuality when starting and ending the learning process). Less interesting teaching systems, examples and cases given by the teacher do not really resonate with what the participants want, the teacher's lack of ability to encourage training participants to be more active, the curriculum is irrelevant to the reality in the field, learning facilities and infrastructure such as LCDs are not installed properly, well, a less comfortable training room (too much light coming in).

Hypothesis 1: Training affects the Work Motivation of Small and Medium Footwear Industrial Center employees in Mojokerto City.

### 2.2 Wage Patterns

Wage patterns or systems often referred to as forms of compensation are all forms of compensation given by companies to employees for their contribution to the progress of the company (Sedarmayanti, 2017: 174) (Khan, W. and Mufti, EO, 2012). Wether said that compensation includes direct, or indirect, cash payments in the form of employee benefits, and incentives to motivate employees to work hard to achieve expected productivity. Dessler (2005: 72) Notoatmojo (2003: 254), Mathis and Jackson (2002: 118) says that the purpose of remuneration is to reward employee performance, with the provision of adequately paid employees will be motivated to work with efficiency and effective. Hasibuan (2005: 118) emphasizes that the pattern or form of wage can be divided into two, namely the direct wage pattern in the form of salaries and incentives and indirect wages in the form of insurance, leave, holiday support, holidays, sports facilities. It is important that the company takes whatever form or pattern of wages it is in accordance with the wishes of the employees. Thus, employees will be motivated to work harder and vice versa.

The results of research by M. Dilif Lailun Ni'am et al (2018) explain that wages have a positive and significant effect on the work motivation of UD employees. Pakem Sari, Sumberjambe, Jember. Therefore, it is expected that companies in providing wages to their employees have a clear and transparent pattern.

Hypothesis 2: Wage Patterns affect the Performance of Karyawan Central Small and Medium Industries on Alas Kaki in Mojokerto City.

### 2.3 Occupational Health and Safety

Occupational health and safety work is a condition in which healthy and safe work either for the job, the company and for society and the environment around the factory or work site Sedarmayati (2017: 124). (Simanjuntak: 1994), Mathis and Jackson (2002: 245), Rivai V (2011: 792) Mangkunegara (2009: 163). Rivai V (2011: 792), Sunyoto (2012: 242) states that work safety is a safety condition that is free from the risk of accidents and damage where employees work which includes building conditions, machine conditions, safety equipment, and worker conditions so that employees are motivated to work efficiently and effectively. Therefore, Rivai V (2011: 792), Mangkunegara (2009: 163), Bagyono (2005: 5), Sunyoto (2012: 242), Dwomoh, Gbriel. (2013), Hiksian Nur, 2012, Hendarman, J., (2003), Mahruzar, A., (2003). Expressed handling occupational health and safety is a part of the force protection work that aims to maintain and improve the health workforce in order to obtain the degree of health optimally both physically, mentally and socially to gain efficiency and labor productivity as high as possible.

The research result Riptono et.al (2018), Paramita, CCP and Vitello, A., (2012) and Vitello, R., (2013), describe their findings that Occupational Health and Safety has a positive and significant impact on the performance of employees. Medium Safety has a negative influence significantly to the performance of employees of PT X Di Bumi Serpong peace. Simultaneously Variable motivation, occupational health and work safety has a positive and significant influence on employee performance in PT Bumi Serpong X at peace. Rahmah, (2017) nature study explains that affect occupational safety and health performance and acquisition and significant impact on motivation of Government employees of PT. Perkebunan Nusantara III (Persero) Kebun Tanah Raja.

Hypothesis 3: Occupational health and safety affect the motivation to work of employees of small and medium-sized industrial centers of footwear in Mojokerto City.

### 2.4 Work motivation



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Work Motivation is something that creates a boost / enthusiasm for work, an impetus for work spirit (Sedarmayanti, 2017: 154, Yateno, 2020: 212). Hasibuan, (2009 : 141), Terry (2003: 130), Hamalik, (2003: 106) , Marwat, ZA, (2006), have the same opinion that motivation channels and supports human behavior so that they are willing to work hard and enthusiastically to achieve results. optimal in every implementation of their work. Hariandja (2005 : 321) , Danim, (2004: 2), Uno HB, (2007) have a similar opinion that motivation is an activity of an employee to determine the basic framework of goals and determinants of behavior to achieve goals or work motivation. Herzberg in Sutrisno (2009: 124) explains that the factors that influence work motivation consist of: Internal factors, including the desire to live, the desire to have, the desire to gain appreciation, the desire to gain recognition and the desire to power. External factors, including working conditions, adequate compensation, good supervision, job security, awards for performance, flexible regulations, status and responsibilities.

Spenser & Spenser (1993: 32), Aswathappa (2002: 88). Simamora (2004) Torrington: 1998, PP No. 101 year 2000), Ivancevich (2004), Sulistiyani AT and Rosidah., (2003) assert that work motivation is influenced by training , wage patterns and occupational health and safety in a company.

Based on the study literat ur expressed above then to explain Hubu ngan between independent variables ie, training, the pattern of wages and health and safety with the dependent variable that work motivation is shown in Fig 1.

## 2.5 Conceptual Framework

To better understand writing, make a conceptual framework as follows:

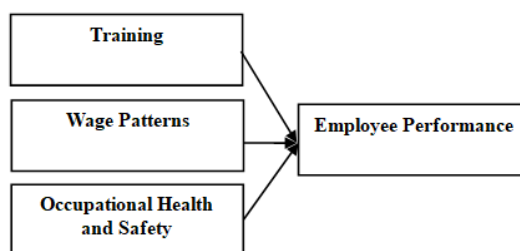


Fig 1 Conceptual Framework

## 3. Research Methods

This research is an explanatory research , which is a research that aims to determine the influence between independent variables (Training, Wage Patterns, Health and Safety at work on the dependent variable, namely Work Motivation. The population in this study were 35 employees of the IKM Footwear Center in Mojokerto City. criteria that the respondent is a person who works for a company that has an Industrial Business Permit (IU) .The research instrument uses a questionnaire with five scales from the score interval 1 to the score 5 ( 1 = indicates strongly disagree - up to a score of 5 = indicates strongly agree) Measurement of variables

The training refers to L AN No. 193 / XIII / 10/6 // 2001 and Dep p erindu g (2004) which consists of 1). Instructor Competence, 2). Curriculum, 3) Training materials, 4) Learning media, 5 ) . Training participants, 6 ) . Library Facilities, 7 ) . Administrative Services, 8 ) . Program evaluation. While the Wage Pattern variable is indicated by 4 indicators referring to Luthans, (1997: 270) which consists of, 1) Fairness , 2) Awards , 3) Performance orientation , 4) Promotion opportunities. The occupational health and safety variable is indicated by three indicators referring to Mangkunegara (2009 : 16 3 ) which consists of, 1) Ability, 2) Awareness and 3) responsibility. The work motivation variable consists of three indicators referring to Mc Callend in Robbins (2007: 61) which consist of, 1) Need for Achievement, 2) Need for Power, 3) Need for affiliation and work facilities. To test the data kualiat, instruments were analyzed by validity and re al ibilitas. The results of the validity test showed that all instruments had a product correlation moment value of  $R \geq 0.30$  so that the research instrument was declared valid. Likewise, the cron b ack alpha value was above 0.60 ( $\geq 0.60$ ) . Thus, the questionnaire as a means of collecting data was declared valid and reliable ( Sugiono, 201 6 ). Furthermore, the collected data were analyzed using multiple linear regression analysis.

Respondent profiles show as many as 32 men (91.43%) and 3 female employees (8.57%) . . Based on education, there were 4 respondents (11.4%) who graduated from elementary school, 18 people graduated from junior high school (51.4%), 13 people graduated from high school (37.2%). Respondents aged 21-25 years were 1 person (2.702%), aged 26-30 years were 7 people (18.918%), aged 31-35 years were 6 people (16.216%), aged between 36-40 years were 5 people ( 13,513%), 7 people aged 41 - 45 (18,918%), 8 people aged 46-50 (21,625%), 3 people aged 51 and over (8,108%). Respondents with a working period of 1 to 5 years were 3 people (8.5%), 10 people worked 6 to 10 years (28.5%), 9 people worked 11 to 15 years (25.7%), 7 people (20%) have worked 16 to 20 years, and 6 respondents who have worked > 21 years (17.3%)..

## 4. Results And Discussion

Description of research variables:

Tabel 1  
Research Variabel

No.	Variable	Average	Information
1	Training	4.08	High enough
2	Wage Patterns	4.02	High enough
3	Occupational Health and Safety	4.00	High enough
4	Work motivation	2.44	High



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## 4.1 Analysis of Multiple Linear Regression

Testing in this study using multiple linear regression analysis. The regression equation is done to test the Effect of P elatiha n , Pola Wages and Occupational Health and Safety to Work Motivation as shown in Table 2

**Table 2**  
**Results of Multiple Linear Regression Analysis**

	Unstandardized Coefficients		Standardized Coefficients		T	Sig.	
	B	Std. Error	Beta				
Constanta	1,580	0.216			7,299	0,000	
X <sub>1</sub>	-0,475	0.190	-0.549		-2,495	0.018	
X <sub>2</sub>	1,777	0.308	2,306		5,776	0,000	
X <sub>3</sub>	-0,665	0.244	-0.873		-2,730	0.010	
R <sup>2</sup>						0.891	

From the data in Table 2 above, the multiple linear regression equation model is obtained as follows:

$$Y = 1.580 - 0.475 X_1 + 1.777 X_2 - 0.665 X_3 + e$$

Based on the regression equation above, it can be described as follows:

1. Constant ( $\alpha$ ) = 1.580  
The constant ( $\alpha$ ) is an interpretation of Y if X<sub>1</sub>, X<sub>2</sub> and X<sub>3</sub> = 0, indicating that the dependent variable used in the research model is that constant. The constant value of 1.580 shows that if the variables of training, wage patterns and work health and safety are equal to 0, then the employee work motivation variable is 1.580.
2. Training regression coefficient = - 0.475  
Training regression coefficient of 0.475 indicates a negative correlation direction (berlaw a nan direction) with employee motivation . If the training increases by 0.475, the employee's work motivation will decrease by 0.475. These results indicate that the implemented training given to employees of SMEs Footwear Sentra in Mojokerto, then employee motivation will be me ngalami decline .
3. Wage pattern regression coefficient = 1.777  
The wage pattern regression coefficient of 1.777 indicates the direction of a positive relationship (unidirectional) with employee work motivation . If the wage pattern increases by 1.777, the employee's work motivation will increase by 1.777. These results indicate that the better the wage pattern given to employees of the IKM Footwear Center in Mojokerto City, the employee's work motivation will increase and vice versa.
4. Occupational health and safety regression coefficient = -0.665  
The regression coefficient for occupational health and safety of 0.665 indicates the direction of a negative relationship (opposite direction) with employee work motivation . If occupational health and safety increases by 0.665, the employee's work motivation will decrease by 0.665. These results indicate that the more complete the occupational health and safety equipment facilities at the Footwear IKM Center in Mojokerto City, the employee's work motivation will decrease .

## 4.2 Model Feasibility Test ( Goodness Of Fit )

### a. Statistical Test F

This test aims to test the (appropriate) model fit or not (Ghozali, 2016). The F test is carried out by looking at the significance of F in the regression output with a significance of 0.05 ( $\alpha = 5\%$ ). If the significance value is smaller than  $\alpha$  then the hypothesis is accepted, which means that the regression model is fit and vice versa.

**Table 3**  
**Statistical Test F**

		ANOVA <sup>a</sup>					
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	4,092	3	1,364	84,152	,000 <sup>b</sup>	
	Residual	,502	31	,016			
	Total	4,595	34				

a. Dependent Variable: Y

b. Predictors: (Constant), X<sub>3</sub>, X<sub>2</sub>, X<sub>1</sub>

### b. Test The coefficient of determination (R<sup>2</sup>)

The coefficient of determination (R<sup>2</sup>) essentially measures how far the model's ability to explain the dependent variable. The coefficient of determination is between zero and one. The value of R<sup>2</sup> small means the ability of independent variables in explaining the dependent variable is limited. In Table 2 , it is known that the coefficient of determination R square for multiple regression equations is 0.891, which means that the variables of training, wage patterns and occupational health and safety can explain the employee work motivation variable by 89.1% while the remaining 10.9% is explained by other variables. outside the research variables.

## 4.3 Hypothesis Test (t-test)

The t test basically shows how far the influence of one independent variable individually in explaining the dependent variable (Ghozali, 2016: 97). The t test was carried out by looking at the t significance of each variable in the regression output with a significance of 0.05 ( $\alpha = 5\%$ ). The decision making criteria is if the significance value is > 0.05 then the hypothesis is rejected (the regression coefficient is not significant) and vice versa. To test the hypothesis in the study, an estimate of p had a standardized coefficient and a p-value for each coefficient which can be seen in Table 2 . The results of hypothesis testing in Table 2 can be explained as follows:



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1. Based on the test results, there is an effect of training on employee work motivation resulting in a negative standardized coefficient value of 0.549 with a significant value of 0.018. Therefore, a significant value of  $0.018 < 0.05$ , proven training does not affect significantly towards employee motivation, thus the hypothesis is not supported in this study.
2. Based on the test results, there is an effect of wage patterns on employee motivation resulting in a positive standardized coefficient value of 2.306 with a significant value of 0.000. Therefore, a significant value of  $0.000 < 0.05$ , it is evident that wage patterns have an effect on employee motivation, thus the proposed hypothesis is supported in this study.
3. Based on the test results, there is an effect of occupational health and safety on employee work motivation resulting in a negative standardized coefficient value of 0.873 with a significant value of 0.010. Therefore, a significant value of  $0.010 < 0.05$ , it is evident that the health and safety impact is not significant to employee motivation, thus the hypothesis is not supported in this study.

## 5. Conclusion

Training has a negative and significant effect on Employee Work Motivation at the Small and Medium Footwear Industry Center in Mojokerto City. This indicates that the implementation of the training is not in accordance with the needs of the training participants. This condition is shown by the fact that employee motivation has decreased after the implementation of the training. Supposedly, the training is an effort to provide information to employees, skills and explanation of the objectives to be achieved by the company so that employees are motivated to work more efficiently and effectively.

Wage Patterns have a significant positive effect on Employee Motivation at Small and Medium Footwear Industrial Centers in Mojokerto City. A fair wage pattern for all employees will increase employee motivation because there is no favoritism.

Occupational Health and Safety has a negative and significant effect on Employee Work Motivation at Small and Medium Footwear Industry Centers in Mojokerto City. The availability of work facilities both in quantity and quality without optimal utilization and a high understanding of work procedures will not increase employee motivation.

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