

Does Motivation, Resistance to Change, Training and Competencies Still Affecting Employee Performance?

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ABSTRACT: This study aims to see the relationship between factors that are considered to play a role in employee performance. These factors are as follows: motivation, resistance to change, and training still play an important role in employee performance. In addition to these factors, this study also looks at competence as a mediator. The approach to this research is quantitative, and the respondents involved in this study are employees who work in a state-owned company that focuses on insurance. This study uses a quantitative approach with survey data collection, on employees who work in one of the state-owned companies that focus on insurance services in Indonesia, this research applied PLS-SEM approach. From the results of the data analysis test, it is proven that all hypotheses are proven. The implication of this study is that companies can encourage employees to have performance by providing motivation and encouraging employees to follow changes and conduct training.

Keywords: Motivation, Resistance to Change, Training, Competencies, Employee Performance



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INTRODUCTION

Human Resources are critical channels for influencing the trajectories and success of any firm. In navigating the nowadays business challenge, companies must become more adaptable and grow their business acumen. However, in accordance with business acumen, means getting a situation right and acting promptly to realize favorable benefits, and a run well business acumen companies are those capable of developing and launching fresh ideas into business strategies. Moreover, to cope with the current situation and later, creative thinking becomes one of how firms will be able to build the business acumen needed to surmount challenges in the VUCA environment (Tamara, Maulidan, Alkatili, Musyaffa, & Husniyah, 2021), and the effort may be taken by companies to foster innovation within employees may be through training.

In the VUCA era, requires HR to adapt to rapid and unpredictable changes; uncertainty resulted from turbulence in business environment (not just competitor), will demands only the best and

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most creative approaches that may be able to cope with increasingly unpredictable competitor strategies; complexity in customer [_\(Tsani, Aroby, Rado, & Anshori, 2023\)](#), which involves increasingly diverse customer segments with complex needs; and ambiguity in company [_\(Arend, 2020\)](#), which necessitates companies to act quickly and take strategic steps to avoid unclear and ambiguous situations.

Challenges in managing HR, especially those arising from generational differences, require specific strategies to ensure that HR possesses competencies aligned with the development of the digital era [_\(Ajayi-Nifise, et al., 2024\)](#). This serves as a foundation for enhancing both individual and organizational performance to achieve sustainable competitive advantages.

Previous studies have provided important insights into the factors influencing competence and performance in the context of VUCA. Study highlights how job satisfaction and the need for achievement relate to the tendency for resistance to change among lecturers [\(Prihatsanti, 2010\)](#). However, the study indicated that job satisfaction can influence the extent to which individuals experience resistance to change, with significant implications for managing change in academic environments.

Competent and adaptive human resources (HR) are increasingly vital to companies that must survive in such a dynamic and complex business environment. In what is called the VUCA era, Company must manage change very well, especially in letting welfare changes due to globalization and digitalization [_\(Bennett, 2014\)](#). Employee competence and resistance to change may well become remarkable barriers for companies in a position to adapt to technological changes and changing regulatory environments. As a result, training and motivation are the important facilitators that support corporate success in mastering Volatility, Uncertainty, Complexity, Ambiguity (VUCA). Changes in this complex and dynamic business environment require companies to adapt effectively not only to globalization but also to digitalization. In one study it is stated that employee development is an activity to prepare employees for future progress [\(Schuler & Jackson, 1997\)](#). Study proposed employees need ten essential competencies to thrive in a VUCA world, including cognitive, cross-cultural, analytical, and personal effectiveness skills, to thrive in an unpredictable and rapidly changing environment [_\(Shet, 2024\)](#).

This research was conducted at PT Taspen Persero, which is a state-owned enterprise. Studies involving PT Taspen Persero are actually quite numerous from time to time, such as in Muhaling, [Palandeng and Sumarauw \(2021\)](#) which raises the issue of implementing standard operating procedures for service in this company; the role of job satisfaction, competence and organizational commitment can influence loyalty [_\(Hamisah & Nawawi, 2023\)](#); Performance at PT Taspen can be influenced by transformational leadership and employee engagement [_\(Cahyandani, 2021\)](#); employee performance can be influenced by organizational support, organizational commitment and organizational citizenship behavior [_\(Tampi, Trang, & Saerang, 2023\)](#). Therefore it still an open wide opportunity to explore about factors related to employee performance, and considering training, motivation, and resistance to change on competence and performance in addressing challenges in PT. Taspen Persero. PT. Taspen Persero carries out a number of training for its employees,

such as in 2023, in collaboration with vendors for the implementation of training activities (Soralearning, 2023).

Hypothesis Development

To improve employee's competence, company may decide sending their employees to join employee development program in example training, and if it would be managed by the company, then the company is advised to design training programs that focus on improving knowledge and skills and ensure that training indicators are appropriate, as it was found by [\(Neelima, Aruna, & Prakash, 2024\)](#), and employees are also expected to focus on training in order to improve their performance, and the influence of this variable has been studied by several studies [\(Saraswati \(2015\), Hendra \(2020\)\)](#) which shows that the training variable has a significant effect on employee competence. One study found, learning and development interventions can help employee develop the necessary competencies to thrive in a VUCA environment, contributing to personal and organizational success [\(Shet, 2024\)](#).

Hypothesis 1: Training affect employee competence positively

Study illustrates motivation significantly affecting employee's competency [\(Oktarini, 2021\)](#). However, the study also present tips on how to improve employee competence, is through paying attention to self-development, therefore the management level must be able to foster a sense of security, then giving awards to employees who performs well. Moreover, this study also showed the fact that motivation affects competence may also done through learning, management can spur a person's motivation by adjusting personal abilities and giving responsibility according to employee abilities. The influence of this variable has been studied by several studies [\(Rohida, 2018\)](#), [\(Rosmaini, 2019\)](#), [\(Ainanur, 2018\)](#) which shows that motivation has a significant effect on employee competence. Optimizing corporate culture through motivation, ability, and external normative constraints can enhance employee behavior, cohesion and core competitiveness in the VUCA era [\(Zhao & Brychko, 2023\)](#).

Hypothesis 2: Motivation affect employee competence positively

With the increasingly complex influence of business, as well as social and environmental constraints, suboptimal utilization of resources can make it difficult for companies to face the digital era. HR is faced with increasingly complex technology and demands for better competencies in order to maximize technology utilization. Resistance to change affects employee competency, where the dimensions or indicators of resistance to change are comfort, security, and being able to face change. The influence of this variable has been studied by previous research [\(Worung, 2019\)](#), [\(Prihatsanti, 2010\)](#) which shows that the resistance to change variable has a significant effect on employee competency. The VUCA environment significantly impacts the digital competence, and requiring employees to be able to adapt and think flexibly to various problems [\(Nowacka & Rzemieniak, 2022\)](#).

Hypothesis 3: Resistance To Change affect employee competency positively

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Training has a significant effect on employee performance, as highlighted by [Safitri \(2019\)](#) and [Yuliantu \(2015\)](#), and is primarily designed to enhance employee performance. When training focuses on soft skill acquisition and incorporates time-spaced learning, it becomes a strong predictor of improved employee performance, as noted by [Ibrahim, Boerhannoeddin, and Bakare \(2017\)](#). Organizations need continuous learning and training to adapt to VUCA environments and improve employee resilience and adaptability, especially during external disruptions [_\(Minciu, Veith, Dobrea, & Ionescu, 2025\)](#).

Hypothesis 4: Training affect employee performance positively

Motivation significantly affects employee performance as noted by [Riyanto, Endri & Herlisha \(2021\)](#), with [Kuswati \(2020\)](#) further emphasizing its positive impact on performance outcomes. Work motivation, whether intrinsic or extrinsic, plays a crucial role in influencing employee performance, and both types of motivation can simultaneously contribute to enhancing performance, as highlighted by [Fachriana and Sopiah \(2022\)](#). Employees need essential competencies to thrive in the VUCA era, it will include both soft and hard skills [_\(Shet, 2024\)](#).

Hypothesis 5: Motivation affect employee performance positively

Resistance to change significantly impacts employee performance, and effectively managing this resistance is essential to fostering positive performance outcomes, as emphasized by [Anastassiu and Santos \(2021\)](#). The influence of resistance to change on employee performance is significant [\(Rohida \(2018\); Lumbantoruan \(2021\)\)](#). In the era VUCA, there is a need of holistic approach to effectively manage an unpredictable and challenging environment [_\(Millar, Groth, & Mahon, 2018\)](#).

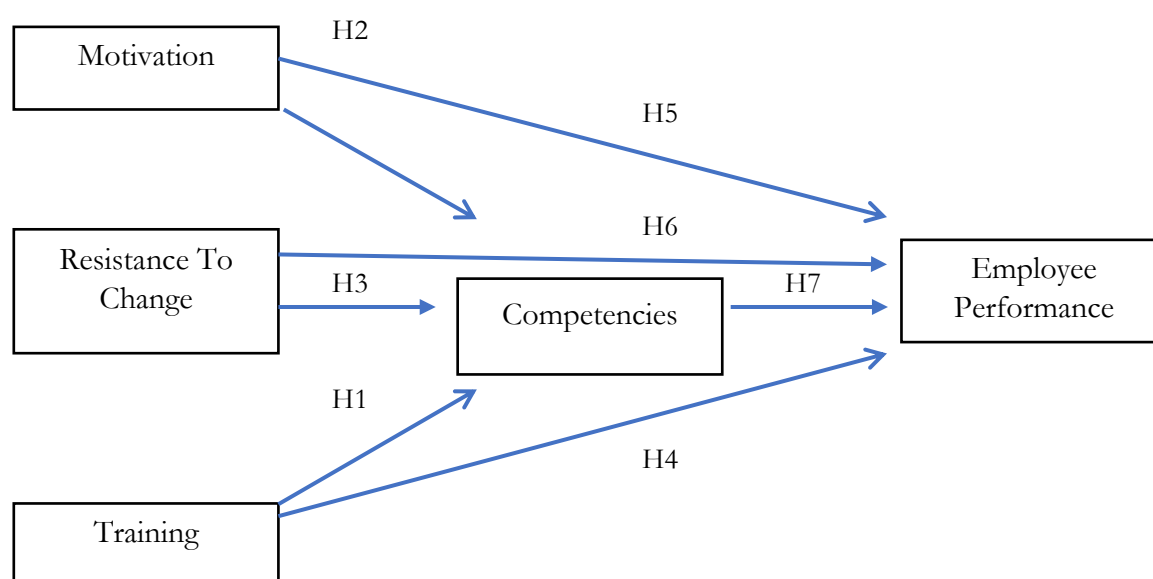
Hypothesis 6: Resistance To Change affect performance positively

Competence has role in bringing work results better [_\(Rismawati, 2021\)](#). From numbers of previous research conclusions and opinions from experts, competence has a very large influence on employee performance. Competence shows a person's ability to conduct work activities and responsibilities based on abilities and knowledge. Previous research showed competency have a significant effect on employee performance [\(Ainanur \(2018\); Heryanto \(2023\)\)](#). Employee competency, including understanding business needs is crucial for success in the volatile and unpredictable VUCA world [_\(Nikonenko, 2019\)](#).

Hypothesis 7: Employee competency affect employee performance positively

Research model as follow

Figure 1. Research Model (Source: as visualized from hypothesis)



METHOD

This study was designed to use quantitative approach. This research was conducted at PT. Taspen (Persero). Employees of PT. Taspen (Persero) consist of 854 employees aged 21-30 years, 313 employees aged 31-40 years, 40 employees aged 41-50 years, 280 employees aged 51-57 years spread across 57 Branch Offices throughout Indonesia. Based on data from PT. Taspen (Persero) as of September 2024, there were 1414 employees which is the population in this study. Information collection using questionnaires. The nature of this research is to explain and describe (descriptive explanatory) related to the position of one variable and its relationship to other variables.

To operationalize the variables, we adopt from sources as follow. To measure training, we adopt it as the learning activities that organizations use for a systematic design of the learning process to improve employees' job-related skills and knowledge [\(Noel, 2003\)](#). Then to measure motivation we adopt it as the forces either within or surrounding the individual that result in the initiation, direction, intensity, and persistence of his or her work behavior [\(Dunn, 2020\)](#). Then to measure resistance to Change we adopt it as an employee's tendency to oppose modifications that threaten workplace equilibrium [\(Oreg, 2006\)](#). Then to measure competence we adopt it as the skills needed by employees to carry out a job competently, comprising both technical and soft skills [\(Lyle M. Spencer, 2006\)](#). Last is performance, we adopt it as the outputs of work by employees assessed against standards set by the organization [\(Armstrong, 2023\)](#).

The data pertaining to this study is analyzed quantitatively with a descriptive-explanatory research design. Primary data were collected through a survey with questionnaires using ponds development

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Likert scale which was given to 100 staff employees of PT Taspen (Persero). The analysis of data was carried out through two steps of assessment, first was measurement model assessment and second was structural model assessment. For both assessments, we utilize Partial Least Square-Structural Equation Modeling method using Smart-PLS application software.

RESULT AND DISCUSSION

Data was collected from 10 September 2024 to 30 September 2024 or 20 days. However, within 20 days, resulted in 100 responses. All of respondents agreed to finalize the form voluntarily, and however, we proceed to the first step of analysis, the measurement model, as follow.

Measurement Model Assessment

Table 1. Construct Reliability

Variables	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	AVE
	<i>(accepted if > 0,7)</i>		<i>(accepted if > 0,5)</i>
Training	0.934	0.944	0.628
Competencies	0.952	0.958	0.653
Resistance To Change	0.952	0.957	0.615
Employee Performance	0.958	0.963	0.666
Motivation	0.958	0.963	0.648

Source: data analysis

Following the test for convergent validity, the subsequent process in discriminant validity utilizes cross-loading values. A condition indicating that an indicator has fulfilled the requirements is when the number representing the cross-loading is higher than in other variables representing other different variables. Discriminant validity testing will be conducted using cross-loading. The results of cross-loading testing are all meet the required parameters ($>0,7$).

Table 2. R-Square

Variable	<i>R Square</i>	<i>R Square Adjusted</i>	
Employee Performance	0.975	0.973	Strong

Based on Table 2, above, this model may represent the phenomena related to employee performance by 97.5 %, and there are still opportunities to expand the exploration although if we rely to this number will only need 2,5 % but in social sciences we believe dynamics unable to be patented solely based on number.

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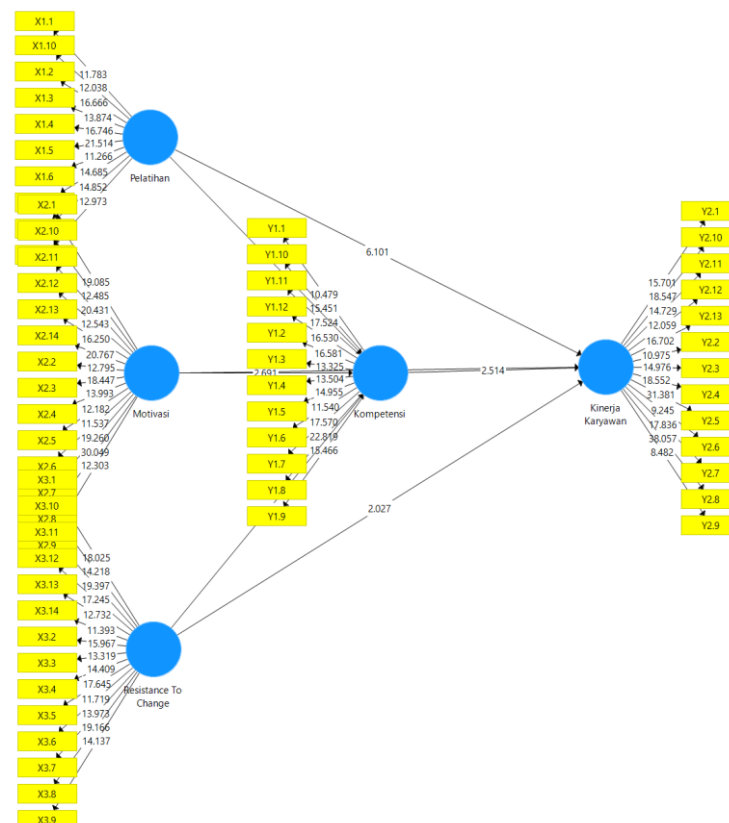
Table 3. Bootstrapping

Hypothesis				<i>Original Sample (O)</i>	<i>T-Statistics</i>	<i>P-Value</i>
H1	Training	>	Employee Performance	0.341	6.101	0.000
H2	Motivation	>	Employee Performance	0.225	2.011	0.045
H3	Resistance To Change	>	Employee Performance	0.200	2.027	0.043
H4	Training > Competencies			0.238	3.574	0.000
H5	Motivation	>	Competencies	0.345	2.691	0.007
H6	Resistance To Change	>	Competencies	0.417	3.763	0.000
H7	Competencies	>	Employee Performance	0.243	2.514	0.012

According to Table 3, above, all P-Values indicates all hypothesis are all supported ($<0,05$), and significant ($> 1,96$). Therefore we may then move on to the next phase, that will be the visualization of the bootstrapping, below.

The visualization as follow.

Figure 2. Structural model assessment result



The Influence of Training on Employee Performance

Training designed to improve employee's performance in carrying out responsibilities in certain jobs or tasks related to their jobs, so that they can be done more effectively. Training is usually carried out to address the gap between current employee knowledge and abilities and those required by the company. Training programs are designed based on the priority of individual employee needs and adjusted to the available budget. For training to have maximum impact, its implementation must be well programmed, so that it can improve various soft skills that are important for employees. The results of this study was in line with previous research [_\(Fahrozi, Sabaruddin, Ferdinand, & El Hasan, 2022\)](#).

Training is very important in improving employee competence, motivation, and performance, especially in facing challenges in a dynamic environment such as the VUCA era. Appropriate training that is in accordance with employee needs not only helps them to remain relevant and adaptive, but also encourages maximum contribution to the organization. Conversely, without adequate training, employees can feel left behind, lose motivation, and are less than optimal in giving their best performance.

Training has a crucial role in improving the quality of human resources to support the progress of the company. As one of the main factors in facing competition, both domestically and internationally, training is an important need for companies to adapt to the rapid development of science and technology. Companies must balance this with the development of human resources who are able to manage and run company operations effectively. Adjusting employee abilities to carry out tasks according to new standards, technologies, and procedures is the main reason for the need for training. Training provides an ideal medium for transferring the latest knowledge, skills, and technology, so that employees can better cope with change. With a structured and balanced training approach, companies can ensure that any new developments in the work environment can be implemented optimally [_\(Fahrozi, Sabaruddin, Ferdinand, & El Hasan, 2022\)](#).

The Influence of Motivation on Employee Performance

Employees who have high work motivation will be meaningful in supporting company productivity, since their employee performance might increase. Motivation is valuable to encourage employee enthusiasm and enthusiasm in completing their tasks. One of the indicators of motivation, that was belief, may have the role to increase the possibility of strong relationship with employee performance. In this context, motivation functions as the main driver to increase the level of productivity produced by employees. To achieve personal and professional goals, a person needs to demonstrate optimal performance and high productivity [_\(Jintar, 2023\)](#).

Motivation may also contribute to improving employee performance. Motivation functions as an internal drive that drives employees to achieve the goals set by the company. Employees who are motivated at work tend to show more optimal performance results. Therefore, motivation can be understood as an internal force that directs individuals to take certain actions, which are often influenced by the fulfillment of employee needs by the company.

In addition, another factor that can drive employee performance is the performance evaluation process towards the end of the employment contract. This assessment is an important indicator used to determine whether the employee's employment contract will be extended, or even terminated. Thus, evaluation at the end of the employment contract plays an important role as a benchmark for performance and becomes additional motivation for employees to continue to improve the quality of their work during the contract period [_\(Jintar, 2023\)](#).

The Influence of Resistance to Change on Employee Performance

Resistance to change may affect employee behavior, especially in efforts to learn something that is unusual, for instance new technological skills. However, the presence of resistance to change may hinder employee's ability to accept training programs designed to meet the needs of change and help them adapt to these dynamics.

Naturally, every action will lead to reaction. Therefore, change often triggers resistance that may affect employee satisfaction levels, which ultimately has an impact on their performance. To overcome resistance to change, the company may assign senior management to take a proactive approach by implementing steps that may help reduce resistance. These steps might include providing clear direction, encouraging employee participation, and showing the company's trust in them during the change process. In addition, changes should be implemented gradually, accompanied by adequate support, so that employees have time and resources to adapt to the new situation effectively [_\(Jedi, 2024\)](#).

The Influence of Training on Competence

Training is a comprehensive process that aims to provide, improve, and develop competence, attitudes, and work ethic according to job needs and job qualifications. Basically, training is designed to overcome various challenges in the company, such as low motivation, lack of competence, and declining performance. Companies that view human resources as valuable assets will always strive to improve the quality of their employees through various necessary changes. High-quality human resources are an important element for an organization's competitive advantage and can make a significant contribution to business growth. Training also functions as a medium for transferring knowledge, skills, and work attitudes that support the implementation of tasks directly or indirectly [_\(Khoirurrahman, Rosa, & Haryana, 2022\)](#).

Training is closely related to competency development. Through effective and relevant training, companies may help employees improve and develop the skills needed in the workplace. This training provides various benefits, especially in the following aspects: 1) improving knowledge and skills. More than that, motivation also provides opportunities for employees to gain new insights and improve the abilities needed to support their work. For example, technical training and problem-solving skills can strengthen employees' technical expertise and analytical skills. 2) Developing leadership skills: In addition to technical skills, training is also designed to hone leadership skills. Employees who take leadership training can improve their capacity to lead teams,

resolve conflicts, and make decisions effectively. 3) Increase efficiency and productivity: Trained employees tend to be more efficient in carrying out their tasks, so that companies can increase overall productivity. With adequate skills, employees can complete work faster and more accurately. 4) Adapt to change: In a dynamic business environment, the ability to adapt is very important. Training allows employees to learn how to deal with change, both in the work environment and in the ever-growing technological developments. [_\(Masyrroh, 2023\)](#) By prioritizing training, companies can create a more competent, productive workforce that is ready to face the challenges of an ever-growing business.

The Influence of Motivation on Competence

Motivation is the energy that drives individuals to act and mobilize all their abilities. The motivation embedded in employees should be able to spur them to continue to strive to optimize their skills and competencies. Strong motivation is a guide for employees in achieving the goals that have been set in the work process. In addition, competence also functions as a differentiating factor that can provide a competitive advantage. Competence has five main characteristics, namely ability (skill), knowledge (knowledge), self-concept (attitude, value, self-image), traits (traits) and motives (motives) [_\(Andhayany & Mulyanti, 2022\)](#).

Motivation can be interpreted as an urge that arises from within a person to act with the aim of achieving certain results or targets. Motivation also refers to the process that influences individuals in choosing various desired activities. Factors that influence a person's ability or capacity to carry out work, including employee competence, include the level of work motivation, the need for work, interests, and personal characteristics. These four factors complement each other and appear in employees, encouraging them to work with enthusiasm so that they can meet their needs and achieve the expected goals. Overall, motivation is a psychological drive that triggers a person to carry out an action or activity [_\(Herlissha, Putra, Fitari, Samsuddin, & Aryansyah, 2023\)](#).

The Influence of Resistance to Change on Competence

Intentional readiness refers to an individual's potential to respond to stimuli requiring action, which, in the context of employees, can manifest as resistance to changes in company policies. This response is mediated by attitudes toward the object of change and is categorized into three main types: cognitive, affective, and conative responses. These responses are evident in employee resistance to change, which encompasses factors such as work habits, economic concerns, self-doubt, perceptions of information, interpersonal relationships, personal values, job security, and organizational loyalty. As such, anticipatory readiness can be understood as a fundamental tendency that drives individuals to respond in specific ways when confronted with situations demanding action. Resistance to change reflects an attitude or behavior characterized by a lack of support or willingness to accept change, often stemming from the fear of losing familiar and valued elements replaced by the unknown. This resistance can manifest subtly or overtly, aiming to delay or halt the change process, and may arise as a reaction to established routines. In relation to employee competence, resistance to change is more common among employees accustomed to a specific work culture. Long-term experience in a consistent environment enhances their

professionalism and expertise, making change a challenge as it threatens the competency levels they have achieved (Nazmah, 2022).

The Influence of Competence on Employee Performance

Improving work competence is important in an organization. Employees who have good work competence tend to be able to carry out tasks effectively and have the skills to complete work according to the targets set by the company. This can encourage employee enthusiasm to continue to develop and improve the company's overall performance. Conversely, employees with low competence tend to have difficulty completing tasks. The absence of adequate skills can hinder the achievement of work targets, even though the employee has knowledge of the job. This imbalance between knowledge and skills has the potential to result in less than optimal performance and less than optimal results for the company (Soetrisno & Gilang, 2018).

Competence is a crucial aspect in supporting employee performance. Without adequate competence, employee performance will not run effectively according to expectations. Good competence can have a significant positive impact on improving performance, so that maximum work quality can be achieved. Conversely, if employees do not have adequate competence, achieving organizational goals will be more difficult. Competence plays a major role in influencing employee performance. Employees who have good abilities and skills in completing tasks given by superiors will make it easier for all parties to produce more optimal performance. This can be achieved if supported by adequate facilities, means, and infrastructure and utilized optimally. Every employee is expected to be able to achieve organizational goals so that all tasks and activities can be directed at the targets that have been set (Heri & Andayani, 2020).

CONCLUSION

Based on the results of the research that has been conducted and as a strategic step to improve employee competence and performance in facing the challenges of VUCA, the following suggestions can be used as input. For the Company, in this case PT Taspen Persero, it is necessary to focus on providing training on developing employee independence and adaptability so that they are better prepared to face the challenges of a dynamic and complex work environment. Increase the strengthening of technical competence and soft skills through real practice-based training. Regarding motivation, it can be increased through activities that encourage engagement such as soft competency, gathering, formal recognition (rewards), and promotions based on meritocracy. The company can provide clear guidance on work responsibilities, so that employees feel more appreciated and have a clear work direction. Implement effective communication in the organizational change process to reduce resistance. Involve employees in the change planning process so that they feel they have an important contribution. Further researchers are expected to expand the sample area to include other work units at PT Taspen (Persero) or even other companies to obtain broader generalization of the results. Consider adding other relevant variables such as leadership style, organizational communication, work ethic, work environment, and organizational commitment, which can provide deeper insight into the factors that influence

employee performance. Further researchers can also use mixed methods to obtain complementary quantitative and qualitative data, to provide a more holistic picture.

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