

The Influence of Managerial Competence and Work Motivation on Employee Productivity with Training Experience as a Mediating Variable at PT Ray Chain Shoes Indonesia

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ABSTRACT

Objective: This study aims to analyze the influence of managerial competence and work motivation on employee productivity with training experience as a mediating variable at PT Ray Chain Shoes Indonesia. **Method:** This study uses a quantitative approach with an explanatory survey method. The data used are primary data obtained through direct questionnaire distribution to 60 employees selected using a purposive sampling technique. The data analysis technique uses Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with the help of SmartPLS software. **Results:** The results of the study indicate that managerial competence and work motivation have a positive and significant effect on employee productivity. In addition, managerial competence and work motivation also have a positive and significant effect on training experience. The R-Square value indicates that the research model has a strong ability to explain the dependent variable. **Novelty:** Training experience is proven to have a positive and significant effect on employee productivity and is able to mediate the influence of managerial competence and work motivation on employee productivity. This study provides implications that increasing employee productivity can be done through strengthening managerial competence, increasing work motivation, and implementing effective training programs. Therefore, companies are advised to develop integrated human resource management policies to improve employee performance and productivity sustainably.

INTRODUCTION

The manufacturing industry in Indonesia continues to experience significant development in line with increasing global competition and the increasing demands for operational efficiency. One of the subsectors that has a strategic role in the national economy is the footwear industry, which contributes greatly to the value of exports and labor absorption. The labor-intensive characteristics of the footwear industry require companies to be able to manage human resources effectively so that productivity remains high and business sustainability can be maintained. In addition, technological developments, international market trends, and increasingly high product quality demands add to the complexity of employee management, so companies need to ensure that the workforce has adequate competencies and is supported by strong motivation [1],[2],[3]. Employee productivity levels are influenced by various factors, including the quality of human resources, managerial competence of leaders, employee work motivation, and training experience provided by the company. Therefore, efforts to improve the effectiveness and efficiency of employees' work are an important issue for the development of the manufacturing industry in Indonesia, especially in the face of

global competition and the need to meet international quality standards, while maintaining the sustainability of the company's operations and growth [4],[5],[3].

Managerial competence and work motivation are two variables that play a major role in the management accounting function, especially in planning, controlling, and evaluating organizational performance. Managerial competence reflects the ability of leaders to design work systems, allocate resources efficiently, and control operational activities to align with company targets. With good competence, managers can make optimal use of cost and performance information for strategic and operational decision-making, so that productivity and work efficiency can be improved [6],[2]. Meanwhile, work motivation is related to the internal drive of employees in carrying out their duties and responsibilities. Motivated employees tend to work more disciplined, take responsibility, and show initiative in getting the job done. High motivation helps management achieve productivity and cost efficiency targets in a sustainable manner. In addition, managerial competence also plays a role in creating a conducive work climate and supporting employee performance. A well-managed work environment increases employee satisfaction, loyalty, and commitment to the organization, so that the company's goals can be achieved more effectively. The synergy between managerial competence and work motivation is key in building an effective management control system, which not only improves individual performance, but also the productivity of the team and the organization as a whole [7],[8],[9],[10]., the work environment, and work safety as independent variables that will measure worker productivity.

This research is based on Human Capital Theory which states that human resources are strategic assets of organizations that can increase productivity through investment in competence, motivation, and training. In this context, the managerial competence of the leader plays an important role in managing and developing the ability of employees to work effectively and efficiently, while work motivation encourages employees to optimize their potential in achieving work targets. In addition, the training experience is seen as a form of corporate investment in human capital development that is able to improve employees' knowledge, skills, and job readiness. Thus, improving the quality of human capital through managerial competence, work motivation, and training experience is believed to have a positive impact on employee productivity.

Work motivation is an internal drive that affects employees' attitudes, behaviors, and enthusiasm in carrying out their duties and responsibilities in the work environment. Employees who have high work motivation tend to show discipline, commitment, and seriousness in completing work according to the company's targets, and this has been proven by various empirical studies related to the relationship between motivation and work productivity and effectiveness [11],[12],[13]. In the manufacturing sector and other organizations, work motivation also plays an important role in reducing turnover intention and increasing employee attachment to the organization. Research shows that work motivation is closely related to reduced intention to leave work as well as increased employee loyalty [14],[15]. Therefore, it is important for companies to design effective

motivation systems to strengthen employee attachment to the work environment and encourage increased overall workforce retention. Motivated employees tend to have a desire to thrive and make their best contribution to the organization, which further supports the continuous improvement of employee performance and productivity [11],[14].

Employee productivity shows how effectively employees are able to produce work results in accordance with quality, quantity, and time standards that have been determined by the company. Productivity serves as an important indicator of a company's success in managing human resources appropriately and efficiently, as it shows how well their working time, skills, and resources are being utilized. Employee productivity is a key performance variable commonly used in management accounting to measure how effectively and efficiently the workforce is used. Productivity is a picture of the ratio between the results achieved and the inputs used, making it the basis for cost analysis as well as evaluation of operational performance. In the context of manufacturing companies, employee productivity has a direct relationship with production costs, product quality, and the achievement of profit targets. Management accounting utilizes productivity information to conduct variance analysis, efficiency assessments, and continuous improvement of work processes [2]. Research shows that training and work motivation are important factors that affect employee work productivity in the context of the manufacturing and service industry, where training can improve technical competence and employee work behavior so that it has an impact on work outcomes [2],[4],[16]. In addition, another study found that the combination of training and motivation had a positive effect on employee work productivity in manufacturing companies with a representative sample size, suggesting that training strengthens employee job readiness and motivation in the face of daily tasks [4],[4]. It is also recommended that job training and competency development are effective strategies to increase work productivity in different types of industries because training improves employees' knowledge and practical skills [17]. Therefore, increasing employee productivity requires a planned and integrated approach to human resource management that includes proper training planning, increased work motivation, and ongoing competency development. Occupational safety includes safety and comfort in the work area [12]. Occupational safety is a condition in the workplace where workers can work without serious risks to their health, safety, or safety. This includes the prevention of injuries, illnesses, and accidents during work. Efforts to maintain occupational safety are essential to ensure the welfare of the workforce, productivity, and the reputation of the company [13].

Training experience is a work learning process that employees obtain through participation in training programs designed systematically and continuously by the company. The training experience is not only seen from the frequency of participation, but also from the level of material understanding, mastery of skills, and the ability to apply the results of the training in daily work; Effective training can improve employees'

technical and non-technical competencies, strengthen confidence, increase work readiness, and foster work motivation because employees feel valued and given opportunities to grow, as discussed in several previous studies [18],[19],[20],[21]. A number of empirical studies have also shown that training experience acts as a mediating variable that strengthens the relationship between managerial competence and work motivation to employee productivity, this has been confirmed by previous studies [21],[22],[4]. Thus, training experience is an important factor in bridging managerial and psychological roles to increase employee productivity in a sustainable manner.

Various previous studies have examined the influence of managerial competence, work motivation, and training on employee productivity both partially and simultaneously. The results of the study show that these three variables have a significant relationship with improving employee performance and productivity [3]. Nonetheless, most research still focuses on the direct influence between variables without examining the mechanisms that reinforce these relationships. The role of training experience as a mediating variable is still relatively limited and is discussed comprehensively, especially in the context of labor-intensive industries in Indonesia [23].

This condition indicates that there are research gaps that still need to be explored further in order to gain a more comprehensive understanding of the factors that affect employee productivity. Until now, studies that simultaneously integrate managerial competence, work motivation, and training experience in one integrated research model are still relatively limited. In fact, some empirical findings suggest that training experiences have an important role in strengthening the influence of competence and motivation on work outcomes, including employee productivity, so the testing of such integrated models is worthy of further research [24],[22],[1].

PT Ray Chain Shoes Indonesia was chosen as the subject of the research because it is a company engaged in shoe manufacturing and implements production methods that are highly dependent on labor, where the quality of human resources is very important to support the smooth operation of the company. As an entity that focuses on achieving large-scale production targets with high quality standards, PT Ray Chain Shoes Indonesia faces various challenges in management and operations, requiring good managerial skills, high employee motivation, and effective and continuous training experience. This situation makes the company relevant for research to examine the factors that affect the overall level of employee productivity. This research is expected to provide empirical insight into the relationship between managerial skills of leaders, employee motivation, and training experiences in an effort to increase employee work productivity in the shoe industry sector. In addition, the results of this study are expected to be able to make a practical contribution to company management in developing a more focused human resource management policy, especially in improving leadership competencies, increasing work morale, and designing training programs that are appropriate for the needs of employees and the company. Therefore, the objective of this study is to investigate the impact of managerial competence and work motivation on employee

productivity with training experience as an intermediate variable at PT Ray Chain Shoes Indonesia.

Based on this explanation, this study focuses on the impact of managerial ability and work motivation on employee performance, with training experience serving as an intermediate variable in the perspective of management accounting. The research questions cover how managerial abilities and work motivation contribute to improving employee performance as a benchmark of a company's operational success, as well as how training experience serves as a mediator in such relationships as an element of a management control system. The purpose of this study is to explore the impact of managerial ability and work motivation on employee performance with training experience that acts as an intermediate variable through research data analysis, in order to support the development of management control policies and strategic decision-making at PT Ray Chain Shoes Indonesia.

RESEARCH METHOD

This study uses a quantitative approach with an explanatory survey method, which aims to analyze the cause-and-effect relationship between managerial competence (X1) and work motivation (X2) on employee productivity (Y), with training experience (Z) as a mediating variable. The explanatory survey method was chosen because it allows systematic and objective testing of relationships between variables through the processing of numerical data obtained directly from respondents. The data in this study is sourced from primary data, which is collected through the distribution of questionnaires to respondents in accordance with the established research criteria. The use of primary data aims to obtain relevant and up-to-date information regarding employees' views on research elements.

The population in this study includes all workers at PT Ray Chain Shoes Indonesia with a total of 2,000 individuals according to information from the company's HRD department. The sampling method applied is purposive sampling, which is a method of selecting samples based on specific criteria related to the purpose of this study. The criteria for respondents in this study include employees who have worked for at least one year, are directly involved in the company's operational activities, and have gained work learning experience in the form of direction, coaching, and assistance from their superiors during their daily work (on-the-job learning). Based on these criteria, as many as 60 employees were qualified and willing to be research respondents. The sample number of 60 respondents was considered to have met the requirements in the Partial Least Squares-Structural Equation Modeling (PLS-SEM) analysis, which is at least ten times the number of indicators in one construct, so it is considered adequate to be used in testing the research model.

Table 1. PT Ray Chain Shoes Indonesia Internal Data

Criteria	Quantity
Total number of employees working at PT Ray Chain Shoes	2,000 people

Criteria	Quantity
Indonesia	
Employees with a tenure of < 1 year	737 people
Employees who meet the criteria (≥ 1 year)	1,263 people
Employees who are willing to be research respondents	60 people
Number of Research Samples	60 people

Source: PT Ray Chain Shoes Indonesia (HRD Internal Data, 2025)

The table above shows the process of determining research samples at PT Ray Chain Shoes Indonesia. Of the total 2,000 employees, as many as 737 employees did not meet the research criteria because they had a working period of less than 1 year. Thus, the number of employees who meet the research criteria is 1,263 people and is considered an affordable population. Furthermore, based on the purposive sampling method and considering the availability and willingness of respondents, as many as 60 employees were obtained who were used as samples in this study.

This study uses primary data obtained through the distribution of questionnaires directly (offline) in the form of paper sheets to respondents. The process of disseminating the questionnaire is carried out directly (offline) to employees in the company environment while still paying attention to research ethics. Documentation of the activities of disseminating and filling out the questionnaire is presented in the attachment as evidence of the implementation of field research. This method was chosen by considering the characteristics of the respondents, most of whom were easier to understand and fill out the questionnaire in writing. Filling out the questionnaire is carried out directly by employees in the company environment with the assistance of researchers if necessary to ensure that each statement is well understood. The data collection technique was carried out through a closed questionnaire which was compiled based on the indicators of each research variable and measured using a Likert scale of 1-5.

Each statement item is measured using a five-level Likert scale, namely:

- 1 = strongly disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Table 2. Research Indicators

Variable	Indicator	Questionnaire Items	Scale	Source
Managerial Competence (X1)	Planning	X1.1	Likert 1–5	Mulyani & Rozak (2022)
	Organizing	X1.2	Likert 1–5	Mulyani & Rozak (2022)
	Decision Making	X1.3	Likert 1–5	Pramono et al. (2025)
	Leadership	X1.4	Likert 1–5	Pramono et al. (2025)
	Control	X1.5	Likert 1–5	Mulyani & Rozak (2022)
Work Motivation (X2)	Needs to Excel.	X2.1	Likert 1–5	Caissar et al. (2022)
	Penalties and Awards	X2.2	Likert 1–5	Sons (2022)
	Responsibilities	X2.3	Likert 1–5	Mulyani & Pratama (2023)
	Self-Development	X2.4	Likert 1–5	Caissar et al. (2022)
	Working Conditions	X2.5	Likert 1–5	Mulyani & Pratama (2023)
Training Experience (Z)	Training Frequency	Z1	Likert 1–5	Rukhmana (2024)
	Material Suitability	Z2	Likert 1–5	Zamri & Suwarsi (2023)
	Quality of Instructors	Z3	Likert 1–5	Rina et al. (2023)
	Application of Training Results	Z4	Likert 1–5	Rukhmana (2024)
	Training Evaluation	Z5	Likert 1–5	Zamri & Suwarsi (2023)
Employee Productivity (Y)	Quality of Work	Y1	Likert 1–5	Wulandari & Kusjono (2024)
	Working Quantity	Y2	Likert 1–5	Azizah et al. (2020)

Variable	Indicator	Questionnaire Items	Scale	Source
	Punctuality	Y3	Likert 1-5	Wulandari & Kusjono (2024)
	Work Efficiency	Y4	Likert 1-5	Noble (2025)
	Work Discipline	Y5	Likert 1-5	Sons (2022)

Source: Data processed, 2026

This table is used as a basis for measuring research variables as well as a reference in validity and reliability tests before hypothesis testing. The research indicators were compiled based on previous research and relevant literature, used in questionnaires to respondents. This study examines the influence of managerial competence and work motivation on employee productivity, with training experience as a mediating variable. Managerial competence and work motivation are estimated to have a direct effect on productivity, as well as indirectly through the training experience obtained by employees. Conceptually, good managerial competence is expected to be able to create a work environment that supports employee learning and development. On the other hand, high work motivation encourages employees to be more active in absorbing the training experience, which ultimately increases employee productivity overall.

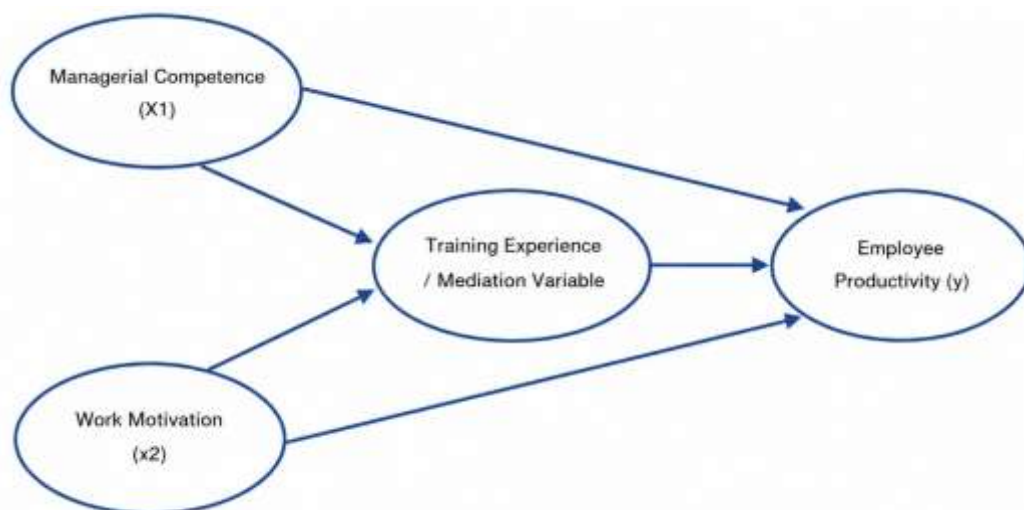


Figure 1. Conceptual Framework

Description :

1. X1 – Managerial Competence: the ability of leaders to plan, organize, direct, and control work activities.
2. X2 – Work Motivation: internal and external drives that affect employee morale.
3. Z – Training Experience: the on-the-job learning experience that employees gain while performing tasks.

4. Y – Employee Productivity: the ability of employees to produce work outputs effectively, efficiently, and on target.

Research Hypothesis:

1. H1: Managerial competence (X1) has a positive effect on employee productivity (Y).
2. H2: Work motivation (X2) has a positive effect on employee productivity (Y).
3. H3: Training experience (Z) mediates the influence of managerial competence (X1) on employee productivity (Y).
4. H4: Training experience (Z) mediates the effect of work motivation (X2) on employee productivity (Y).

The data analysis in this study uses the Structural Equation Modeling method based on Partial Least Squares (SEM-PLS) with the help of SmartPLS software. The analysis was carried out through two stages, namely the analysis of the measurement model (outer model) and the analysis of the structural model (inner model).

The analysis of the outer model aims to test the validity and reliability of the research construct. The validity test is conducted through convergent validity and discriminant validity, while the reliability test is conducted by looking at Cronbach's Alpha and Composite Reliability values.

Structural model analysis (inner model) aims to test the causal relationship between latent variables according to the research hypothesis. The internal model evaluation was carried out by paying attention to the R-Square value (R^2) to determine the ability of independent variables to explain dependent variables, as well as the path coefficient value to see the direction and strength of the relationship between variables. The relationship between variables in this study is formulated in the following structural equations:

1. Equation of the Influence of Managerial Competence and Work Motivation on Employee Productivity

$$Y = \beta_1 X_1 + \beta_2 X_2 + \varepsilon_1$$

Description:

Y = Employee Productivity

X_1 = Managerial Competence

X_2 = Work Motivation

β_1, β_2 = Path coefficient

ε_1 = Residual error

This equation is used to test the direct influence of managerial competence and work motivation on employee productivity.

2. Similarity of the Influence of Managerial Competency and Work Motivation on Training Experience

$$Z = \beta_3 X_1 + \beta_4 X_2 + \varepsilon_2$$

Description:

Z = Training Experience

X₁ = Managerial Competence

X₂ = Work Motivation

β₃, β₄ = Path coefficient

ε₂ = Residual error

This equation was used to test the role of training experience as a mediating variable in the relationship between managerial competence and work motivation to employee productivity.

3. The Mediation Equation of Training Experience on Employee Productivity

$$Y = \beta_5 X_1 + \beta_6 X_2 + \beta_7 Z + \varepsilon_3$$

Description:

Y = Employee Productivity

X₁ = Managerial Competence

X₂ = Work Motivation

Z = Training Experience

β₅, β₆, β₇ = Path coefficient

ε₃ = Residual error

If the author has more than one affiliation, those affiliations are listed in order. A *superscript* mark is a number followed by a parenthesis, e.g. ¹⁾, given after the author's name (see example). If all the authors are from one affiliate, this mark does not need to be given.

RESULTS AND DISCUSSION

Results

Based on the results of the distribution of questionnaires to respondents, as many as 60 employees of PT Ray Chain Shoes Indonesia were obtained who met the research criteria and were willing to become respondents. All respondents are employees who have had a minimum of one year of service, are directly involved in the company's operational activities, and have gained work learning experience in the form of direction, coaching, and assistance from their superiors during their daily duties (on-the-job learning).

The characteristics of respondents in this study reflect employees who have sufficient work experience to provide an assessment of the managerial competence of the leader, perceived work motivation, training experience obtained, and their level of work productivity. Thus, the data obtained is considered relevant and representative to test the relationship between variables in this study.

The data analysis process in this study was carried out using the Structural Equation Modeling approach based on Partial Least Squares (SEM-PLS) with the help of SmartPLS software. This method was chosen because it is able to analyze the relationships between latent variables simultaneously and is suitable for use in a relatively small number of samples.

The analysis is carried out through two main stages, namely the analysis of the measurement model (outer model) and the analysis of the structural model (inner model). The outer model analysis aims to test the validity and reliability of the research construct through convergent validity testing, discriminant validity, and reliability test by looking at Cronbach's Alpha and Composite Reliability values. Furthermore, an inner model analysis was carried out to test the causal relationship between latent variables according to the research hypothesis. The evaluation of the structural model was carried out by looking at the R-Square value (R^2) to determine the ability of independent variables to explain dependent variables, as well as the values of path coefficients, t-statistic, and p-values to determine the significance of the influence between variables.

The hypothesis test in this study was carried out using the bootstrapping technique with a significance level of 5% ($\alpha = 0.05$). The hypothesis is accepted if the t-statistic value is greater than 1.96 and the p-value is less than 0.05.

The analysis method used in this study is *Partial Least Squares* (PLS) with an *Outer Model* (Measurement Model) approach. This measurement model aims to test the relationship between the indicator and the latent variable being measured. Testing in the *outer model* analysis includes *convergent validity*, *discriminant validity*, and reliability test.

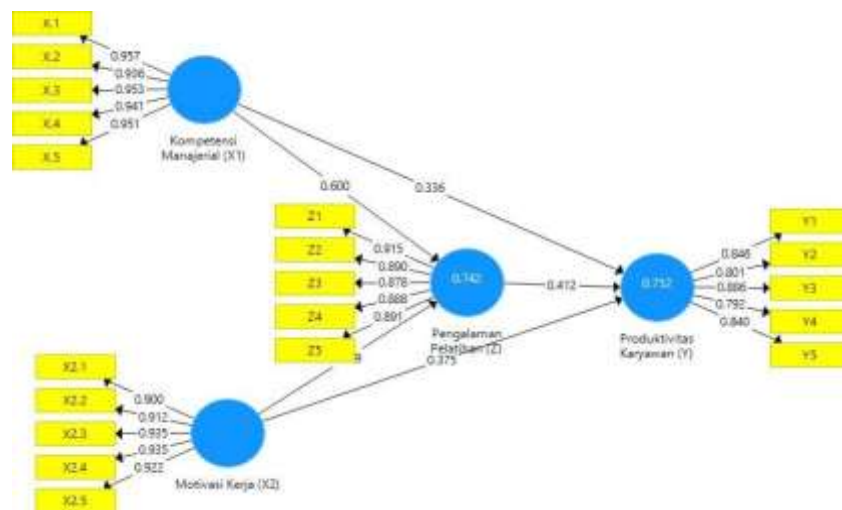


Figure 2. Bootstrapping Result
Source: Data processed SmartPLS 3, 2026

Subchapters are written in bold letters in *Sentence case* format and arranged left-hand and use a level one numbering format using a **capital letter** format starting from A. The use of subchapters should be minimized.

The manuscript can be written in Indonesian with the number of pages/words according to the decision of each study program including pictures and tables. The manuscript must be written according to this article template in a print-ready form (*Camera ready*). The article must be written with an **A4 font size (210 x 297 mm)** and with a left margin format of 25 mm, right margin 20 mm, top margin 30 mm, and bottom margin 20 mm. The manuscript must be written in **Times New Roman** typeface with a font size of 10 pt (except for article titles, author name and abstract titles), spaced one space apart, and in a single-column format. Foreign words or terms are written in italics. However, the use of foreign terms should be avoided for Indonesian articles. New paragraphs start 10 mm from the left boundary, while between paragraphs are not spaced between. All numbers are written with Arabic numerals, except at the beginning of sentences.

Tables and figures are placed in a group of text after the table or image is referenced. Images and tables are placed so that they are at the **top of the page**. Each image should be given a *Figure Caption* at the bottom of the image and numbered in Arabic numbers followed by the image title, as shown in Figure 1. Each table should be titled a table (*Table Caption*) and numbered in Arabic at the top of the table followed by the table title, as shown in Table 1. The images must be guaranteed to be **clearly printed** (font size, resolution and line size must be clearly printed). Images and tables and diagrams/schematics should be placed in the middle of the page as in example Figure 2. Tables should not contain **vertical lines**, while horizontal lines should be allowed but only for the essential ones (see example of table writing in Table 1).

In the measurement model, *the convergent validity* test is carried out based on the indicator score against the latent variable studied. In the validity test, there are several criteria used, namely *the outer loading* value and *the Average Variance Extracted (AVE)*. The *outer loading* value is stated to have a strong reflective relationship if it shows a correlation above 0.60 with the measured construct, while the indicator is considered valid if it has an *outer loading value* greater than 0.50. The following are presented the results of *the convergent validity* test which shows that the *outer loading* value has met the set criteria.

Table 3. *Outer Loading*

Indicator	Competencie s	Work Motivation (X2)	Experienc e	Productivity
	Managerial (X1)		Training (Z)	Employee (Y)
X1.1	0.957			
X1.2	0.936			
X1.3	0.953			
X1.4	0.941			
X1.5	0.951			
X2.1		0.900		
X2.2		0.912		

Indicator	Competencie s	Work Motivation (X2)	Experienc e	Productivity
X2.3		0.935		
X2.4		0.935		
X2.5		0.922		
Z1			0.915	
Z2			0.890	
Z3			0.878	
Z4			0.888	
Z5			0.891	
Y1				0.846
Y2				0.801
Y3				0.886
Y4				0.792
Y5				0.840
Y5				

Source: Data processed SmartPLS 3, 2026

Based on the table, it can be seen that each indicator in the variables of Managerial Competence, Work Motivation, Training Experience as a mediating variable, and Employee Productivity in the measurement model (outer model) has a value above 0.70. This shows that all indicators have met the validity criteria, so they are suitable for use in research on the Influence of Managerial Competence and Work Motivation on Employee Productivity with Training Experience as a Mediation Variable at PT Ray Chain Shoes Indonesia and can be analyzed further.

Table 4. Average Variance Extracted

Indicator	Average Variance Extracted (AVE)	Remarks
Managerial Competence (X1)	0.898	Valid
Work Motivation (X2)	0.848	Valid
Training Experience (Z)	0.797	Valid
Employee Productivity (Y)	0.695	Valid

Source: Data processed SmartPLS 3, 2026

Convergent validity *assessment* can also be done by looking at *the Average Variance Extracted* (AVE) value. The AVE value is declared to meet the criteria if it is greater than 0.50. Based on Table 4 above, it is known that the AVE value of each variable has a value above 0.50. Therefore, it can be concluded that the *loading factor* and *Average Variance*

Extracted (AVE) values have met the convergence validity criteria with a minimum value of 0.7 each.

Table 5. Composite and Cronbach's Alpha Reliability Test Results

Indicators	Cronbach's Alpha	Rho A	Composhite Reliability
Managerial Competence (X1)	0.972	0.973	0.978
Work Motivation (X2)	0.955	0.958	0.965
Training Experience (Z)	0.936	0.937	0.951
Employee Productivity (Y)	0.890	0.892	0.919

Source: Data processed SmartPLS 3, 2026

Based on Table 3, all latent variables analyzed in this study showed values of > 0.7. Thus, each construct has met the reliability criteria in terms of internal consistency.

2. Structural Model Testing (Inner Model) Measurement testing in the Inner Model is a structural model to predict the quality relationship between latent variables. Through the bootstrapping process, T-statistic test parameters are obtained to predict the relationship between variables. This Inner Model measurement shows the strength of estimation between latent variables or constructs.

The R-Square *value* is used to explain how much endogenous variables can be affected by exogenous variables in a structural model. The *value of R-Square* ranges from 0 to 1. In the evaluation of the structural model, a value of 0.67 indicates a strong prediction level, 0.33 indicates a moderate (moderate) prediction level, and 0.19 indicates a weak prediction level. The results of the *R-Square* test in this study are presented in the following table.

Table 6. R-Square Test Results

Indicator	R Square	R Square Adjusted
Training Experience (Z)	0.742	0.733
Employee Productivity (Y)	0.752	0.739

Source: Data processed SmartPLS 3, 2026

Based on the test results, the *R-Square* value on the Training Experience variable (Z) was 0.742 or 74.2%. This shows that the variables of Managerial Competency and Work Motivation are able to explain the Training Experience by 74.2%, while the remaining 25.8% are influenced by other variables that are not included in this study. Furthermore, the *R-Square* value in the Employee Productivity (Y) variable is 0.752 or 75.2%. This shows that Managerial Competence and Work Motivation, either directly or

through Training Experience as a mediating variable, are able to explain Employee Productivity by 75.2%, while the remaining 24.8% is influenced by other factors outside this research model.

Introduction: Introduction should be **Table 7. Path Coefficients**

Indicator	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Statistic (O/STDEV)	P Values	Hypothesis
X1 -> Y	0.336	0.333	0.103	3.258	0.001	Accepted
X2-> Y	0.375	0.371	0.103	3.642	0.000	Accepted
X1 -> Z	0.600	0.594	0.067	9.021	0.000	Accepted
X2 -> Z	0.659	0.663	0.056	11.842	0.000	Accepted
Z -> Y	0.412	0.417	0.137	3.018	0.003	Accepted

Source: Data processed SmartPLS 3, 2026

Based on the test results in Table 7 (*Path Coefficients*), it can be explained as follows:

1. The effect of Managerial Competency (X1) on Employee Productivity (Y) showed a coefficient value of 0.336 with a T-Statistic value of 3.258 which is greater than the T-table of 1.96 and a P-Value value of 0.001 which is smaller than 0.05. This shows that Managerial Competence has a positive and significant effect on Employee Productivity, so the H1 hypothesis is accepted.
2. Work Motivation (X2) to Employee Productivity (Y) has a coefficient of 0.375 with a T-Statistic value of 3.642 (>1.96) and a P-Value of 0.000 (<0.05). Thus, Work Motivation has a positive and significant effect on Employee Productivity, so the H2 hypothesis is accepted.
3. Managerial Competency (X1) to Training Experience (Z) showed a coefficient of 0.600 with a T-Statistic of 9.021 (>1.96) and a P-Value of 0.000 (<0.05). These results indicate that Managerial Competence has a positive and significant effect on the Training Experience, so the H3 hypothesis is accepted.
4. Work Motivation (X2) to Training Experience (Z) obtained a coefficient of 0.659 with a T-Statistic value of 11.842 (>1.96) and a P-Value of 0.000 (<0.05). This shows that Work Motivation has a positive and significant effect on the Training Experience, so the H4 hypothesis is accepted.
5. Training Experience (Z) on Employee Productivity (Y) has a coefficient of 0.412 with a T-Statistic value of 3.018 (>1.96) and a P-Value of 0.003 (<0.05). Thus, Training Experience has a positive and significant effect on Employee Productivity, so the H5 hypothesis is accepted.

Table 8. Indirect Effects Test Results

Indicator	Original Sample (O)	Sample (M)	Mean standard (STDEV)	T Statistic	P Values
X1 -> Z -> Y	0.247	0.246	0.084	2.948	0.003
X2 -> Z -> Y	0.272	0.277	0.097	2.795	0.005

Based on the results of *the Indirect Effects test* in Table 8, it can be explained that the mediating role of Training Experience (Z) in the relationship between independent and dependent variables shows significant results.

1. The indirect influence of Managerial Competence (X1) on Employee Productivity (Y) through Training Experience (Z) has a coefficient value of 0.247 with a T-Statistic value of 2.948 which is greater than 1.96 and a P-Value value of 0.003 which is smaller than 0.05. This shows that there is a positive and significant indirect influence. Thus, Training Experience has been proven to be able to mediate the relationship between Managerial Competence and Employee Productivity.
2. The indirect effect of Work Motivation (X2) on Employee Productivity (Y) through Training Experience (Z) obtained a coefficient value of 0.272 with a T-Statistic value of 2.795 (>1.96) and a P-Value of 0.005 (<0.05). These results show that there is a positive and significant indirect influence of Work Motivation on Employee Productivity through Training Experience. Therefore, Training Experience can be stated to play a significant role as a significant mediating variable in the relationship.

Based on these results, it can be concluded that Training Experience functions as a mediating variable that strengthens the influence of Managerial Competence and Work Motivation on Employee Productivity at PT Ray Chain Shoes Indonesia.

Discussion

Based on the results of the research, managerial competence has a positive and significant effect on employee productivity at PT Ray Chain Shoes Indonesia. This shows that the better the leader's ability to plan, organize, make decisions, lead, and control work, the higher the productivity that employees produce. These findings are in line with Human Capital Theory, which states that the quality of human resources is a strategic asset of an organization that is able to increase productivity through effective management and development of competencies. Good managerial competence allows for efficient allocation of resources and optimal work control so that it has an impact on improving work outcomes [5], [6].

In the context of manufacturing organizations, managerial effectiveness also plays a role in ensuring alignment between production targets and operational execution in the field. This is important because the production process requires high coordination

between parts to maintain consistency of output. This research is also in line with the findings of Mulyani and Rozak [6] who stated that competence has a positive influence on employee performance. In addition, Pramono et al. [22] explain that improving managerial competence is able to encourage improvement in work outcomes through a more effective management system. Thus, managerial competence is an important factor in increasing employee productivity in labor-intensive manufacturing companies such as PT Ray Chain Shoes Indonesia. This shows that managerial competence is not only administrative, but also strategic in determining the effectiveness of employees' work in the field.

Empirically, the results of this study show that managerial competence has a positive and significant effect on employee productivity with a path coefficient value of 0.336, a t-statistical value of 3.258 (>1.96), and a p-value of 0.001 (<0.05). These findings reinforce that the managerial ability of leaders plays a real role in increasing employee work productivity at PT Ray Chain Shoes Indonesia.

The results of the study show that work motivation has a positive and significant effect on employee productivity. This means that the higher the internal drive of employees to achieve, be responsible, and develop, the higher the work productivity produced. These findings are in line with Human Capital Theory which emphasizes that in addition to competence, psychological aspects such as motivation are part of human capital that determine the level of organizational productivity. High work motivation will encourage employees to work more disciplined and goal-oriented [13].

Work motivation also plays a role in maintaining the consistency of employee performance in routine and repetitive work, such as in the manufacturing industry, so that employees are still able to maintain the quality of work in the long term. This research is consistent with the results of research by Caissar et al. [9] who stated that work motivation has a significant effect on employee performance. Putra [12] also found that work motivation increases productivity through increased morale and job responsibility. Thus, work motivation is the main driving factor in increasing employee productivity at PT Ray Chain Shoes Indonesia

Empirically, work motivation showed a positive and significant influence on employee productivity with a coefficient value of 0.375, a t-statistic value of 3.642 (>1.96), and a p-value of 0.000 (<0.05), which shows that a significant increase in work motivation can increase employee productivity.

The results of the study show that training experience is able to mediate the influence of managerial competence on employee productivity. This means that managerial competence not only has a direct effect on productivity, but is also strengthened through the training experience that employees gain. This finding is in line with Human Capital Theory which states that investment in the form of training is a human capital development strategy that increases employees' ability and work readiness. Training allows for the transfer of knowledge and skills which ultimately increases work output [16], [17].

In practice, training is also a means to equalize work standards between employees so that the production process can run more consistently and controlled. This research is also in line with Loliyana Rina et al. [21] and Dewi et al. [24] who stated that training plays a role as a mediating variable in the relationship between competence and productivity/performance. Thus, training experience is an important mechanism that bridges the influence of managerial competence on increasing employee productivity.

The results of the mediation test showed an indirect effect of 0.247 with a t-statistical value of 2.948 and a p-value of 0.003 (<0.05), so that the training experience was empirically proven to mediate the relationship between managerial competence and employee productivity.

The results of the study also showed that training experience mediated the influence of work motivation on employee productivity. This means that high work motivation will be more effective in increasing productivity if supported by adequate training experience. This is in line with Human Capital Theory which emphasizes that motivation and training are forms of investment in human capital that together improve performance and productivity. Motivated employees will be more active in absorbing and applying the training results into their work [13], [16].

These findings are also supported by previous research that states that training and motivation have a mutually reinforcing relationship in increasing work productivity [4], [24]. Thus, training experience is a reinforcing factor in the relationship between work motivation and employee productivity at PT Ray Chain Shoes Indonesia.

The indirect effect of work motivation on productivity through training experience had a coefficient of 0.272 with a t-statistic value of 2.795 and a p-value of 0.005 (<0.05), which suggests that training experience plays a significant mediator.

This research has several limitations that need to be considered. First, the number of samples in this study was limited to 60 respondents, so the results of the study could not be fully generalized to all employees or similar companies. Second, this research was only conducted on one object, namely PT Ray Chain Shoes Indonesia, so the characteristics of the research results are highly dependent on the condition of the company. Third, the variables used in this study are limited to managerial competence, work motivation, and training experience, so there is still a possibility that there are other variables that affect employee productivity but have not been researched. Fourth, the data used is respondents' perception data through questionnaires, so that there is a subjectivity bias in filling in the answers.

CONCLUSION

Fundamental Finding: Managerial competence and work motivation have a positive and significant influence on employee productivity. The training experience itself has been proven to have a positive and significant effect on employee productivity. Furthermore, training experience has been shown to play a significant mediating variable in the relationship between managerial competence and work motivation to employee

productivity. **Implication:** The influence of managerial competence and work motivation on productivity will be more optimal if supported by adequate training experience. Thus, it can be concluded that the increase in employee productivity is not only directly influenced by managerial factors and work motivation, but is also strengthened through training experiences as a form of human resource development. **Limitation:** This study is limited by the use of only 60 respondents from a single company and its reliance on questionnaire-based perceptual data, which may restrict the generalizability of the findings and introduce subjective response bias. **Future Research:** Future research should involve larger samples from multiple companies, examine additional variables that may influence employee productivity, and combine questionnaires with interviews, observations, or objective performance data to obtain more comprehensive findings.

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