

The Effect of Job Training and Work Motivation on Employee Performance at PT Surya Nusantara Sentosa in the Jabodetabek and West Java Regions

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KEYWORDS	ABSTRACT
Pelatihan, Motivasi, Kinerja Karyawan	This study aims to determine the influence of training and work motivation on the performance of employees of PT. Surya Nusantara Sentosa in the Jabodetabek and West Java regions. The analysis methods used in this study include demographic descriptive analysis, validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, t-test, F-test, and coefficient of determination test. The data in this study were collected through case studies from journals and books, supported by questionnaire instruments. Valid data were obtained from 100 respondents. This study uses the SPSS 29.0 testing tool. The results show that the job training variable has a positive value and a partial effect on employee performance, while the work motivation variable also has a positive value and a partial effect on employee performance. Both job training and work motivation simultaneously have a positive value and a significant combined effect on employee performance. However, the contribution of these variables together to employee performance is relatively small, accounting for only 23.7%.

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INTRODUCTION

In global competition, companies must improve all aspects of the company, including the resource side (Meyer et al., 2023). Human resources are an important factor that a company must have to achieve the company's mission, values, and vision (Agustian et al., 2023; Akter, 2021; Shanjabin & Oyshi, 2021). Having reliable and appropriate human resources will impact the company's achievements and increase competitiveness in the business environment, which includes many similar local companies (Farida & Setiawan, 2022; Wu et al., 2023).

If we talk about the issue of the quality of human resources, of course, there are standards that can be used to compare and determine individuals who have the best quality (Atmaja et al., 2022; Qutni et al., 2021). With this set standard, it can be used as a basis for determining a person's qualities to support and meet the wishes of workers and the company (Hajiali et al., 2022). The development of the quality of human resources can be done by increasing knowledge, skills, changes in outlook, and behavior, as well as correcting the performance shortcomings needed to improve performance and productivity through training and motivation from leaders or companies (Van Hiep, 2021).

To support the development of the quality of human resources in the company, training is one way that can be done (Hien, 2023; Ngoc & Tien, 2023; Pelealu, 2022). Training has an important role in improving employee skills and expertise (Al Doghan & Juhari, 2024). This is supported by Article 1 Paragraph 9 of Law No. 13 of 2003; job training is a total activity to give, acquire, improve, and develop work competencies, productivity, discipline, attitudes, and work ethic at certain levels of skills and expertise in accordance with the level and qualifications of the position and job.

In addition to job training, work motivation is one of the factors that encourage the improvement of the quality of human resources (Abrori et al., 2024). A condition that drives a person to perform an action or activity that takes place consciously is called motivation. The motivation needed by employees can be obtained from relationships between employees, the sense of security, the compensation received, and the job opportunities that encourage employees to give their energy and thoughts for the progress of the company. If the needs of employees are met, employees will feel satisfied and further improve their performance at work (Andreas, 2022; Riyanto et al., 2021). Work productivity can be increased through training and work motivation (Fauzan, 2023; Suhardi et al., 2023).

Performance is the result of work in terms of quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him. According to Widjaja (2024), employee performance is a result achieved by the employee in his or her job according to certain criteria that apply to a certain job.

Several previous studies have examined the relationship between training, motivation, and employee performance (Forson et al., 2021; Saudi et al., 2021; Yudianti et al., 2023). Research by Mufid, Sutrisno, & Sisbintari (2023) at PT World Innovative Telecommunication in Jember found that both job training and work motivation have a significant positive effect on employee performance. Similarly, Nasution (2019), in his study at PT. Sentang Raya Indonesia, concluded that training and motivation simultaneously contribute significantly to improving employee performance. Research by Anggereni (2019) at Village Credit Institutions (LPD) in Buleleng Regency also showed that training has a positive and significant effect on employee performance. This aligns with the findings of Hartomo & Luturlean (2019) at the Head Office of PT. Pos Indonesia in Bandung, which confirmed that training improves employee competence and productivity. Regarding motivation, research by Rizky (2022) at PT. Sawitindo Jambi showed that work motivation has a dominant influence on employee performance compared to other variables. Furthermore, Pratama (2018), in his study at PG. Kebon Agung Malang, found that training not only directly affects performance but also indirectly through work motivation as a mediating variable.

Although many studies have discussed the effect of training and motivation on performance, this research focuses on the service industry context at PT Surya Nusantara Sentosa, which operates in the Jabodetabek and West Java regions (Asiska et al., 2024). This study also identifies which variable between training and motivation has the most dominant influence on employee performance in the company's operational areas (Riyanto et al., 2021; Sigalingging & Pakpahan, 2021). In addition, this research uses a more comprehensive analysis method, including validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, t test, f test, and coefficient of

determination test, which provides a more in-depth and detailed perspective on the relationship between these variables.

The importance of managing this research lies in the human factor as an essential part of every company activity. Employee performance will improve with better human resource capabilities; on the other hand, without the support of qualified human resources, the company's goals will not be achieved (Elisa et al., 2022). PT Surya Nusantara Sentosa is a company operating in the service industry that must continuously carry out training and motivate employees so that employees' knowledge, skills, and attitudes increase, making each job easier to complete quickly and accurately, which, in the end, will increase the company's productivity and profitability.

Based on the background described previously, the formulation of the problems in this study is as follows: (1) Does work training affect employee performance at PT Surya Nusantara Sentosa in the Jabodetabek and West Java regions? (2) Does work motivation affect employee performance at PT Surya Nusantara Sentosa in the Jabodetabek and West Java regions? (3) Do work training and work motivation simultaneously influence employee performance at PT Surya Nusantara Sentosa in the Jabodetabek and West Java regions? and (4) Between work training and work motivation, which variable has the most dominant influence on employee performance at PT Surya Nusantara Sentosa in the Jabodetabek and West Java regions? Based on these research questions, the objectives of this study are to determine the effect of work training, work motivation, and their combined influence on employee performance, as well as to identify which variable contributes the most to improving employee performance. This research is expected to provide both theoretical and practical benefits. Theoretically, it aims to enrich knowledge and understanding in the field of human resource management, particularly regarding the effect of work training and motivation on employee performance. Practically, for the author, this research serves as a learning medium to deepen understanding of human resource management and analyze the effect of work training and motivation on performance in a real organizational context. For the company, this study is expected to provide insight into the importance of training and employee motivation as key factors influencing productivity and performance improvement. Meanwhile, for readers, the results of this research may serve as a useful reference and source of information to broaden their understanding of management and human resource development.

METHOD

The research subjects were the employees (mechanics) of PT Surya Nusantara Sentosa, operating in the Jabodetabek and West Java regions, who provided the data for this study. The research objects included employee training, employee attitudes toward motivation, and employee performance within the company's operational areas.

The population consisted of all mechanics employed at PT Surya Nusantara Sentosa across Jabodetabek and West Java. A sample of 100 respondents was selected using the Slovin formula to ensure efficiency while maintaining validity and representativeness.

This study used primary data collected through questionnaires and observations of employees' perceptions and attitudes regarding training, motivation, and performance.

Secondary data were obtained from company documents such as organizational profiles and employee records related to human resource management.

The independent variables were work training and work motivation, while the dependent variable was employee performance. Work training aimed to enhance employees' skills and knowledge, and work motivation referred to the driving force that encourages diligent work. Employee performance was assessed based on results in completing assigned tasks.

Data collection techniques included a literature review, questionnaires, and a Likert scale to measure respondents' levels of agreement or disagreement with statements related to the variables studied.

This combined approach ensured that the data were gathered systematically and reliably to analyze the influence of employee training and work motivation on employee performance at PT Surya Nusantara Sentosa in the Jabodetabek and West Java regions.

RESULTS AND DISCUSSIONS

The descriptive analysis in this study is based on data collected through questionnaires distributed to 100 employee respondents of PT. Surya Nusantara Sentosa in the Jabodetabek and West Java regions. The questionnaire consisted of 14 statements related to Work Training (X1), Work Motivation (X2), and Employee Performance (Y). The collected data were then converted into diagrams to facilitate understanding and analyzed descriptively to identify the demographic characteristics of the respondents. The results show that, based on gender, all respondents (100%) were male, indicating that the workforce in the company's mechanic division is entirely dominated by men. Based on age, 42% of respondents were under 20 years old, 55% were between 20–25 years old, 2% were aged 26–30 years, and only 1% were over 30 years old, showing that the respondents were mostly young employees aged 20–25 years. In terms of education, 1% of respondents had completed elementary school or equivalent, 0% had completed junior high school, 95% had completed senior high school, and 4% held a bachelor's degree (S1 or higher), which indicates that the majority of employees had a senior high school educational background. Meanwhile, in terms of work tenure, 52% of respondents had worked for less than one year, 41.8% had worked for one to three years, and only 6.1% had worked for more than four years. This shows that most respondents were relatively new employees with less than one year of work experience at PT. Surya Nusantara Sentosa.

Data Analysis Results

1. Validity Test

Validity test is a tool used to measure how precise the measuring instrument used is to perform its measurement function. The validity test on this instrument used the SPSS 29.0 program with 100 respondents. An instrument is said to be valid if

Table 1. Validity Test Results

Variabel	Statement	R Count	R Table	Information
Training (X1)	X1.1	0.706	0.196	VALID
	X1.2	0.732	0.196	VALID
	X1.3	0.625	0.196	VALID
	X1.4	0.713	0.196	VALID
	X1.5	0.762	0.196	VALID

Motivation (X2)	X2.1	0.829	0.196	VALID
	X2.2	0.737	0.196	VALID
	X2.3	0.846	0.196	VALID
	X2.4	0.739	0.196	VALID
	X2.5	0.744	0.196	VALID
Employee Performance (Y)	Y1.1	0.582	0.196	VALID
	Y1.2	0.631	0.196	VALID
	Y1.3	0.561	0.196	VALID
	Y1.4	0.709	0.196	VALID

Source: Data processed (output SPSS 29.0)

1 Reliability Test

The reliability test in this study used the Cronbach's Alpha test with the help of SPSS. It is said to be reliable if the instrument value in Cronbach's Alpha has a coefficient of > 0.6 .

Table 2. Reliability Test Results

Cronbach's Alpha	N of Items
0.852	14

Source : Data processed (output SPSS 29.0)

Based on table 4.2 above, it is known that Cronbach's Alpha value is 0.852 with a table r value of 0.196 with a significant 5%. Therefore, it can be concluded that the statements used in the research are reliable.

Simultaneous regression test (F test)

The F test is a simultaneous regression relationship test that aims to find out whether all independent variables together have a significant influence on the dependent variables. The results of the F statistics from SPSS 29.0 can be found in the following table:

Table 3. F Test Results

ANOVA ^a						
Model		Sum of Square	Df	Mean Squar e	F	Sig.
1	Regressi on	121.248	2	60.624	15.025	<.001 _b
	Residua l	391.392	97	4.035		
	Total	512.640	99			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), MOTIVATION, TRAINING

Source: SPSS 29.0 Output Research Results

Based on the results of the F test in table 3 It can be seen that the value of F is calculated as 15.025 with a significance of < 0.001 and in F in table 3.09 so that $F_{\text{calculated}} > F_{\text{table}}$. Because $F_{\text{calculated}} > F_{\text{table}}$, it can be concluded that there is a significant influence together between independent variables, namely Training (X1), Motivation (X2), on dependent variables, namely employee performance (Y)

Coefficient of Determination Test (R²)

Table 4. R² Test Results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.486 ^a	.237	.221	2.00872

a. Predictors: (Constant), MOTIVASI, PELATIHAN

Source : SPSS 29.0 Output Research Results

Based on table 4 above, it can be concluded that the value of the coefficient (R) of the training variable (X1), motivation (X2) to employee performance (Y) is 0.486. This means that the contribution of the variables of training (X1) and motivation (X2) simultaneously to employee performance (Y) 23.7% and 76.3% was influenced by other factors that were not studied in this study, such as variables of work environment, career development, incentives and compensation as well as company policies.

Classical Assumption Test Results

1. Normality Test

The Normality Test is carried out to determine whether the tested data is distributed normally or not. The analysis technique used was using the Kolmogorov-Smirnov test. The following are the results of the normality test in this study as follows

Table 5. Normality Test Results

		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.98833055
Most Extreme Differences	Absolute	.046
	Positive	.036
	Negative	-.046
Test Statistic		.046
Asymp. Sig. (2-tailed)		.200 ^d
Monte Carlo Sig. (2-tailed)	Sig	.884
	99% Confidence Interval	
	Lower Bound	.876
	Upper Bound	.892

a. Test distribution is Normal.

- b. Calculated from data.
- c. Lilliefors Significance Correction
- d. This is a lower bound of the true significance
- e. Lilliefors' method based on 10000 Monte Carlo Samples with starting seed 2000000

Source : SPSS 29.0 Output research results

Based on the results of the normality test in table 4.3, it can be concluded that in this study it is significant in Asymptotic Significant (2-tailed) of 0.046. Therefore, from the results of the study, the data in this study has a significance (sig) > 0.05. From the results obtained, the processed data can be said to be distributed normally.

2 Heteroscedasticity Test

The heteroskedasticity test aims to test whether in the regression model there is an inequality of variance from one residual observation to another. If the variance from one residual or observation to the residual of another observation is fixed, then it is called Homoskedasticity, and the difference is called Heteroskedasticity. A good regression model should not occur heteroscedasticity which means homogeneity. The method used to determine whether there are symptoms of heteroskedasticity is to go through the Glejser test. The Glejser test can be found by generating an absolute residual value regression (AbsUi) against other variables. The results of the Glejser test in this study are shown in the table below:

Table 6. Heteroscedasticity Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.046	.936		1.118	.266
Pelatihan	.088	.059	.209	1.498	.137
Motivasi	-.064	.049	-.184	-1.314	.192

a. Dependent Variable: RES2

Source : SPSS 29.0 Output Research Results

Based on the results of the Glejser test in table 6 above, it can be concluded that in the regression analysis there were no symptoms of heteroscedasticity, showing a significance value (p-value) of the constant variable of 0.266, training of 0.137, motivation of 0.192. These results clearly show that no statistically significant independent variable affects the dependent variable of the RE2 value, this right is due to the probability value of significance above 0.05 or 5%.

4.2.3.3 Multicollinearity Test

The basis for decision-making in the multicollinearity test is to look at the Tolerance value if the Tolerance value is < 0.10, it means that there is no multiclonality of the data being tested and to look at the VIF (Variance Inflation Factor) value if the VIF value is > 10.00, it

means that there is no multicollinearity of the data being tested. The results of the multicollinearity test in this study are as follows:

Table 7 Multicollinearity Test Results

		Coefficients ^a		t	Sig.	Collinearity Statistics	
		Unstandardized Coefficients	Standardized Coefficients			Tolerance	VIF
Model		B	Std. Error	Beta			
1	(Constant)	7.197	1.608		4.475	<.001	
	Training	.188	.101	.229	1.858	.066	.516
	Motivation	.202	.084	.298	2.412	.018	.516

a. Dependent Variabel: Employee Performance

Source : SPSS 29.0 Output Research Results

Based on the results of the multicollinearity test in table 4.5, it can be seen that the tolerance value in this study is > 0.1 and the Variance Inflation Factor (VIF) value < 10 . Therefore, it can be concluded that the regression model in this study does not occur multicollinearity.

4.2.4 Multiple Linear Regression Analysis Results

Regression analysis is used for forecasting purposes, where the model has an independent variable, namely Training (X1), Motivation (X2) and a dependent variable, namely Employee Performance (Y). The results of multiple linear regression analysis in this study are

Table 8. Multiple Linear Test Results

		Coefficients ^a		t	Sig.	Collinearity Statistics	
		Unstandardized Coefficients	Standardized Coefficients			Tolerance	VIF
Model		B	Std. Error	Beta			
1	(Constant)	7.197	1.608		4.475	<.001	
	Training	.188	.101	.229	1.858	.066	.516
	Motivation	.202	.084	.298	2.412	.018	.516

a. Dependent Variabel: Employee Performance

Source : SPSS 29.0 Output Research Results

Based on the multiple linear regression test in the table, it can be written as follows:

$$Y = 7.197 + 0.188 X1 + 0.202 X2$$

Description =

Y : Employee performance variable

a : Constant

b1 : Regression coefficient of variable X1 (Training)

b2 : Regression coefficient of variable X2 (Motivation)

X1 : Job training variables

X2 : Work motivation variable

e : Error/Residual

The above equation can be described as follows:

1 The constant of 7,197 shows that the variables of training (X1) and motivation (X2) are 0, so employee performance is 7,197.

2 The regression coefficient of the training variable (X1) is 0.188. So the employee performance variable (Y) increased by 0.188. With a positive value coefficient, there is a positive relationship between the training variable (X1) and employee performance.

3 The regression coefficient of the motivational variable (X2) is 0.202. So the employee performance variable (Y) increased by 0.202. With a positive value coefficient, there is a positive relationship between the motivation variable (X2) and employee performance (Y).

4.1.1.1 Partial Regression Test (T Test)

The t-test is used to partially test a hypothesis to show the effect of each individual independent variable on the dependent variable. The t-test is a test of the regression coefficient of each independent variable against the dependent variable to find out how much the independent variable affects the dependent variable. The T test is calculated using SPSS 29.0 if the significance value is < 0.05 , then the independent variable individually affects the dependent variable. In the decision making of the T test, namely a. If the T-Count $<$ then HO is accepted and HA is rejected b. If the Thcount $>$ Ttable, then HA is accepted and HO is rejected

Table 9. T Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	7.197	1.608		4.475	<.001		
Training	.188	.101	.229	1.858	.066	.516	1.938
Motivation	.202	.084	.298	2.412	.018	.516	1.938

a. Dependent Variable: Employee Performance

Source : SPSS 29.0 Output Research Results

1. Hypothesis Test 1 (Training Variables Affect Employee Performance) The results of testing hypothesis 1 regarding the effect of job training on employee performance were obtained with a regression coefficient of 0.188 with a positive direction. The calculated t value is 1,858 $>$ from t table 1,661. With a significance of 0.066, the significance value of the result < 0.05 . then it shows that hypothesis 1 in this study is accepted. This means that job training has a positive and significant effect on employee performance. 2. Hypothesis Test 2 (Motivation Variables Affecting Employee Performance) The results of testing hypothesis 2 regarding the influence of work motivation on employee performance were obtained with a regression coefficient of 0.202 in a positive direction. The t-value was calculated as 2.412 $>$ from t table 1.661. With a significance of 0.018, the significance value < 0.05 . This shows that hypothesis 2 in this study is accepted. This means that motivation has a positive and significant effect on employee performance.

Based on the results of the above test, the independent variables in this study are Training (X1), and Motivation (X2) while the bound variable is Employee Performance (Y). It can therefore be interpreted as follows:

1. The Effect of Training on Employee Performance

The results of this study state that education has a positive direction and has a significant effect on employee performance. This can be proven through the results of the multiple linear regression coefficient, which is 0.188 and a passively tested test using the T test which shows the result of T calculated $1.858 > 1.661$. The results of this study are in accordance with the research conducted by Anas Nurraihanul Mufid, Sutrisno, & Ika Sisbintari (2023) who stated that job training has an effect on employee performance.

2. The Influence of Work Motivation on Employee Performance

The results of this study state that work motivation has a positive direction and has a significant effect on employee performance. This can be proven through the results of the multiple linear regression coefficient, which is 0.202 and is tested passively using the T test which shows the result of T counting $2.412 > 1.661$. The results of this study are in accordance with research conducted by Anas Nurraihanul Mufid, Sutrisno, & Ika Sisbintari (2023) which stated that work motivation affects employee performance.

CONCLUSION

The study on PT Surya Nusantara Sentosa employees in the Greater Jakarta and West Java regions concluded that both job training and work motivation significantly affected employee performance, with work motivation having the most dominant influence. The T tests showed significance values of 0.066 for training and 0.018 for motivation, indicating stronger evidence for motivation's impact. Training and motivation together also significantly influenced performance with a significance value of 0.001. Future research could explore additional factors such as leadership style or organizational culture to further understand influences on employee performance in similar industries.

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