

THE EFFECT OF TRAINING AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE IN PT. PERKEBUNAN NUSANTARA IV REGIONAL II CITY OF MEDAN

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Abstract

The formulation of the problem in this study is whether there is an influence of training on employee performance, whether there is an influence of work motivation on employee performance, whether there is an influence of training and work motivation on employee performance at PT. Perkebunan Nusantara IV Regional II Medan City, this study aims to determine and analyze the influence of training on employee performance, to determine and analyze the influence of work motivation on employee performance, to determine and analyze the influence of training and work motivation on employee performance at PT. Perkebunan Nusantara IV Regional II Medan City. The methods used in this study are validity test, reliability test, classical assumption test, linear regression, and hypothesis test. Data were measured or processed using SPSS, with samples using questionnaires distributed to 40 employees at PT. Perkebunan Nusantara IV Regional II Medan City. The results of this study indicate that the training variable has a positive and significant effect on employee performance. The work motivation variable has a positive and significant effect on employee performance. The training and work motivation variables have a positive and significant effect on employee performance. Keywords: Training, Work Motivation, Employee Performance.

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INTRODUCTION

PT. Perkebunan Nusantara IV Regional II Medan City which is engaged in palm oil, tea and cocoa plantations which is one of the State-Owned Enterprises (BUMN) which is the locomotive of economic progress in Indonesia, especially in the agribusiness sector, must continuously and sustainably carry out training and motivate employees so that employee skills, abilities, and attitudes increase so that every job will be easier to complete on time and on target which will ultimately improve employee performance within a company. The level of employee work motivation training at PT. Perkebunan Nusantara IV Regional II Medan City can affect the company's ability to improve its performance. This training and motivation are values that must be internalized to all employees so that employees realize that they are skilled workers needed for the company's progress. As a strategic agribusiness company, its success depends heavily on the quality of its human resources. Therefore, training and work motivation are crucial elements in improving employee skills, attitudes, and performance. Employee training aims to enhance knowledge and skills so that each individual can optimally carry out their duties and responsibilities. Appropriate and ongoing training will help employees develop their competencies in their respective fields of work, thereby supporting the achievement of overall company goals. Besides training, work motivation also plays a crucial role in improving employee performance. Motivated employees tend to work more effectively and exhibit strong loyalty to the company. Good motivation can minimize work burnout and increase enthusiasm and commitment to assigned tasks. Good employee performance is crucial to the long-term success of an organization. Performance assessments are a crucial indicator of the impact of training and motivation on work outcomes. Therefore, management needs to continuously evaluate and refine its HR development strategy. Based on field observations, several obstacles remain in the implementation of tasks and adherence to work procedures. This indicates that training and motivation are not yet fully optimized.

Therefore, research is essential to analyze the effect of training and motivation on employee performance at PT. Perkebunan Nusantara IV Regional II, Medan City.

THEORITICAL REVIEW

Performance is the behavior of each individual, reflecting the work achievements produced by employees according to their role within the company. Employee performance is crucial to a company's efforts to achieve its goals. Employee performance encompasses the act of successfully performing something, utilizing knowledge, as distinct from simply possessing it. According to Erwin et.al, (2020:88) performance is the achievement of work achievements by an individual when carrying out the obligations given to him based on skills, experience, seriousness and time. Training for employees is very important to be carried out continuously so that the company can obtain qualified employees and be able to carry out work well in order to achieve company goals and a process to obtain skills regarding work, through a series of systematic procedures or carried out by an expert who aims to improve skills and knowledge to employees. Training is a vehicle carried out by a company to build reliable human resources towards the era of globalization which is full of challenges and competition, therefore training activities cannot be ignored, especially in entering the era of increasingly tight and sharp competition in this century, so that companies realize that training is a fundamental part for employees, even though this effort is expensive and takes a lot of time, but it will reduce labor turnover and make employees more productive. The term motivation comes from the Latin word "movere," meaning to push or move. In organizations, motivation is essential as a means to achieve established goals. Motivation is a crucial aspect in determining a person's behavior, including work behavior. To effectively motivate someone, an understanding of how motivation develops in employees is essential. According to Mangkunegara (2016:56), motivation is very important to improve employee morale in completing the assigned work well. To obtain the human resources expected by the organization to contribute positively to all agency activities. To achieve their goals, every employee is expected to have high work motivation so that it will increase high performance.

RESEARCH METHODOLOGY

This research was conducted at PT. Perkebunan Nusantara IV Regional II with an office address at Jalan Letjend Suprpto No. 2, Hamdan, Medan Maimun District, Medan City, North Sumatra, 20212. The objects of this research were employees of PT. Perkebunan Nusantara IV Regional II Medan City with the variables studied being training (X1), work motivation (X2), performance (Y).

DATA ANALYSIS TECHNIQUES

t-test (Partial)

A partial test (T-test) is conducted to examine the partial influence of all independent variables on the dependent variable. This statistical test is formulated as follows:

$$t_{hitung} = \frac{r\sqrt{(n-2)}}{\sqrt{1-r^2}}$$

Information:

t : correlation test statistic (thitung)

r : correlation coefficient

n : number of samples

r²: coefficient of determination

The basis for decision making is:

- If t count > t table then H₀ rejected and H₁ accepted means variable independent variables partially have an influence on the dependent variable
- On the other hand, the independent variable partially does not have a significant effect on the dependent variable.

F Test (Simultaneous)

The F-test is used to determine whether the dependent variables simultaneously have a significant effect on the dependent variable. The confidence interval used is 5%. If the calculated F-value is greater than the F-value in the

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table, the alternative hypothesis is that all independent variables simultaneously have a significant effect on the dependent variable.

Where :

R² : Coefficient of determination

N : Number of samples

k : Number of independent variables

The basis for decision making is:

- If the probability (significant) > 0.05 (α) or F count < F table means the hypothesis is not proven, then H₀ is accepted, H_a is rejected if carried out simultaneously.
- If the probability (significant) < 0.05 (α) or F count > F table means the hypothesis is proven, then H₀ is rejected, H_a is accepted if carried out simultaneously.
-

Coefficient of Determination Test

The coefficient of determination aims to measure the extent to which a model is able to explain variations in the dependent variable. According to Sugiyono (2012:257), the formulation for the R² test is as follows:

$$D = R^2 \times 100\%$$

Where :

D : Determination

R² : Coefficient of determination

100% : Contribution Percentage

The above test was carried out with the help of the SPSS (Statistical Packages for the Social Science) data processing program.

RESULTS AND DISCUSSION

The population in this study were 40 employees at PT. Perkebunan Nusantara IV Regional II Medan City. The sample size in this study was 100% of the total population, which was 40 people. Below is a tabulation of the employee population of PT. Perkebunan Nusantara IV Regional II Medan City.

DATA NORMALITY TEST RESULTS

The normality test for research data is used to test whether the research variables are normally distributed or not in the statistical model. A high regression model has a normal or near-normal distribution. To test whether the data distribution is normal or not, one method is to use the normal drawing method. Probability plots are used to conclude whether the analysis model meets the normal assumption. With the distribution of data around the diagonal line and following the direction of the diagonal line, the data meets the normal assumption in the analysis model, as can be seen in the image below:

Table 4 Normality Test Using the Method One-Sample Kolmogorov-Smirnov Test

		Unstandardize dResidual ed
N		40
Mean		0E-7
Normal Parameters ^{a,b}	Std.	1.72580999
Deviation		
Most Extreme	Absolute	.059
Differences		.054
	Positive	-.059
	Negative	
Kolmogorov-Smirnov Z		.373
Asymp. Sig. (2-tailed)		.004

a. Test distribution is Normal.

b. Calculated from data.

Source: Research Data Processing Results, 2025

Based on Table 5.10 above, the Asym. Sig. (2-tailed) value is 0.004. This significance value is smaller than 0.05, so it can be concluded that the tested data is normally distributed.

Multicollinearity Test Results

Multicollinearity means a strong relationship between some or all of the independent variables in a regression model. If multicollinearity is present, the regression coefficients become uncertain, the error rate becomes very large, and are usually characterized by a very large coefficient of determination. However, in partial testing of the regression coefficients, there are none, or if there are very few, significant regression coefficients. In this study, the Variance Inflation Factors (VIF) value is used as an indicator of the presence or absence of multicollinearity among the independent variables.

Table 5 The Effect of Training and Work Motivation on Performance Coefficient

Variables	Collinearity Statistics	
	Tolerance	VIF
Training	0.161	6,230
Work motivation	0.740	1,351

a. Dependent Variable: Employee Performance

Source: Research Data Processing Results, 2025

Based on the VIF value obtained as seen in table 5.11 above, it is 6,230, 1,351 where the VIF value of the two independent variables is less than 10 and the Tolerance value is 0.161, 0.740 where the Tolerance value of the two independent variables is greater than 1 so it can be concluded that there is no multicollinearity between the two independent variables in this study.

Results of Multiple Linear Regression Calculation Test Coefficients^a

This multiple linear regression analysis was used to estimate the effect of training and work motivation on employee performance at PT. Perkebunan Nusantara IV Regional II, Medan City. Based on the data processing, the following results were obtained:

Table 6 Multiple Linear Regression Analysis Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,344	3,050		2,408	.000
	Training	.152	.246	.476	5,212	.000
	Work motivation	.311	.117	.365	5,657	.000

- Dependent Variable: Employee Performance
 - Source: Research Data Processing Results, 2025
- Based on Table 6 above, the multiple linear regression equation is as follows:

$$Y = 4.344 + 0.152X_1 + 0.311X_2$$

Based on this multiple linear regression equation, the meaning of the equation above can be explained:

- The constant value is 4.344, this states that if the training and work motivation factors are ignored, the employee performance value at PT. Perkebunan Nusantara IV Regional II Medan City is 4.344.
- The regression coefficient for the training variable is 0.152, this indicates that every 1% increase in the training factor will increase employee performance at PT. Perkebunan Nusantara IV Regional II Medan City by 15.2%.
- The regression coefficient for the work motivation variable is 0.311, this indicates that every 1% increase in the work motivation factor will increase employee performance at PT. Perkebunan Nusantara IV Regional II Medan City by 31.1%

t-Test Results

Partial tests are conducted to determine the partial influence between independent variables on the following dependent variables:

Table 7 t-Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,344	3,050		2,408	.000
	Training	.152	.246	.476	5,212	.000
	Work motivation	.311	.117	.365	5,657	.000

- The correlation coefficient between the work environment and employee performance is 0.476 or 47.6%. The correlation coefficient is positive (+), meaning that the better the work environment, the higher the employee performance. The t-value for the work environment variable is 5.212 > 1.686 with a significance level of 0.000 < 0.05, so H₀ is rejected and H_a is accepted. Thus, partially, the work environment variable has a significant influence on employee performance.
- The correlation coefficient between work motivation and employee performance is 0.365 or 36.5%. The correlation coefficient is positive (+), which means that the better the work motivation, the higher the employee performance. The t-value for work motivation is 5.657 > 1.686 with a significance level of 0.000 < 0.05, so H₀ is rejected and H_a is accepted. Thus, partially, the work motivation variable has a significant influence on employee performance.

f Test Results

Table 8 Anovaa
The Influence of Training and Work Motivation on Employee Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	40,626	2	13,542	10,653	.000b
	Residual	48,517	37	1,565		
	Total	89,143	39			

- Predictors: (Constant), Training and Work Motivation
- Dependent Variable: Employee Performance Source: Research Data Processing Results, 2025
-

From Table 8 above, the F value is obtainedcalculated as 10,653. This study uses a significance level (α ; 0.05) and Degrees of Freedom (DK) with the numerator provisions: number of variables - 1 or 4 - 1 = 3, and number of samples - 3 or 40 - 3 = 37. With these provisions, the Ftable value is 3.25. With the following hypothesis criteria:

If $F_{count} > F_{table}$, then H_0 is rejected and H_a is accepted. If $F_{count} < F_{table}$, then H_0 is accepted and H_a is rejected.

From the calculation results, the F value is obtainedcount > Ftable ($10.653 > 3.25$) and significance value $0.000 < 0.05$, so H_0 is rejected and H_a is accepted. This means that the training and work motivation variables have a positive and significant effect on the performance of employees of PT. Perkebunan Nusantara IV Regional II Medan City. Thus, this regression model is feasible and correct, and it can be concluded that the training and work motivation variables have an effect on the performance of employees of PT. Perkebunan Nusantara IV Regional II Medan City.

R2 Determination Test Results

To see the influence of training and work motivation on employee performance at PT. Perkebunan Nusantara IV Regional II Medan City simultaneously, it can be seen from the calculation results in the summary model, especially the RSquare figures below:

Table 9 Model summaryb
The Influence of Training and Work Motivation on Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675a	.456	.403	1.25103

- Predictors: (Constant), Training and Work Motivation
- Dependent Variable: Employee Performance Source: Research Data Processing Results, 2025

From Table 9 above, the R value is obtainedSquare (R²) is 0.456. This value means that the influence of training and work motivation on employee performance at PT. Perkebunan Nusantara IV Regional II Medan City is 45.6% while the remaining 54.4% (100% - 45.6%) is influenced by other factors not studied. In other words, employee performance variables can be explained by training and work motivation variables by 45.6%, while the remaining 54.4% is caused by other variables outside this model.

CONCLUSION

Based on the analysis and evaluation of data in the previous chapter, the following conclusions can be drawn:

- The training variable has a positive and significant effect on employee performance at PT. Perkebunan Nusantara IV Regional II Medan City.
- The work motivation variable has a positive and significant effect on employee performance at PT. Perkebunan Nusantara IV Regional II Medan City.
- The training and work motivation variables have a positive and significant effect on employee performance at PT. Perkebunan Nusantara IV Regional II, Medan City.

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