

# THE EFFECT OF TRAINING AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH LEADER SUPPORT AS A MODERATING VARIABLE AT PANCA BUDI COLLEGE MEDAN

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## Abstract

Achieving satisfactory performance requires professional skills, and to achieve them, several stages or conditions must be passed. Formal education is still inadequate to achieve professional skills. Therefore, employee capabilities must be empowered through training, education, and development. Assessments of high-achieving employees and awards for employee performance provide encouragement and encourage employees to continue their education to a higher level, and superiors provide reprimands if employees do not complete work on time. However, leadership support is not running well because not all employees are assessed according to their achievements and the lack of information to other employees results in some employees' work not being completed within the specified time. The purpose of this study is to determine and analyze the effect of training and work motivation partially on employee performance at Panca Budi Medan College. Knowing and analyzing the effect of leader support as a moderating variable can strengthen the influence of training and work motivation on employee performance at Panca Budi Medan College. Data collection in this study was carried out through a survey approach with a quantitative descriptive research type by distributing questionnaires to 46 people. The data analysis method used is multiple linear regression with data processing through SPSS (Statistical Package for Social Science). The results of the study indicate that simultaneously training and work motivation have a positive and significant effect on the performance of employees at Panca Budi Medan College. Partially, training has a positive and significant effect on the performance of employees at Panca Budi Medan College. Partially, work motivation has a positive and significant effect on the performance of employees at Panca Budi Medan College. The results show that training is the dominant factor influencing employee performance. Leader support is not a moderating variable that strengthens the influence of training and work motivation on employee performance. The results of the determination coefficient (adjusted R square) indicate that the ability of training and work motivation to explain variations in employee performance is quite strong, while the rest is influenced by other variables outside the variables studied, such as work discipline and compensation.

**Keywords :** *Training, Work Motivation, Leader Support and Employee Performance*

## 1. INTRODUCTION

Human resources play a crucial role in a company. Therefore, if a company wants to attract qualified human resources, it must pay greater attention to this aspect, with the hope of improving production results in terms of quality and quantity, thereby increasing company profits. This increased profit also impacts employee well-being. One factor supporting employee success at work is skills. With sufficient skills, employees are expected to be able to handle various challenges that arise in the workplace and thus complete tasks better. Quality (ability), both in knowledge and expertise, is a vital element for achieving optimal performance. Robbins (2002) states that ability directly impacts an employee's performance level and satisfaction through the match between their abilities and the work performed. To improve employee performance, companies need to understand the factors that influence that performance. Among these factors are employee training and motivation. According to Raymond, to address issues related to improving employee performance, companies can take several steps, such as through training and motivation (Raymond, 2010). Human resource development through training is an effort to improve the quality of employees. According to Mangkuprawira (2004), training is the process of imparting specific knowledge and skills, as well as developing attitudes, to help employees become more proficient and better able to perform their duties according to standards (Lumbanraja, 2011). The essence of training is to improve mastery of specific, detailed, and routine work skills and techniques. Training prepares employees to perform their current jobs. Motivation contributes positively

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to employees, both internally and externally, enabling them to operate optimally (Absah, 2015). Motivating employees or individuals serves various purposes, including: increasing employee enthusiasm and passion, improving morale and job satisfaction, boosting productivity, maintaining employee loyalty and stability, enhancing discipline and reducing absenteeism, creating a positive work environment and relationships, fostering employee creativity and participation, improving employee well-being, and strengthening employees' sense of responsibility for their tasks and work (Sunyoto, 2012). A leader plays a vital role in realizing an organization's vision and mission. A leader must be able to demonstrate leadership character to improve the organization's work flow. According to Thoha (2007), leadership is an activity aimed at influencing employees to direct them toward achieving organizational goals. Support from leaders is closely related to employees' ability to complete tasks, solve problems, and achieve organizational goals. Support from leaders can bring about changes in employees, leading them to become more proactive in achieving desired work results. A leader's success in guiding subordinates requires support from training and strong employee motivation. Performance refers to the degree to which an employee accomplishes the tasks that make up his or her job (Simamora, 2004). The performance appraisal process is the way in which an organization monitors an individual's job performance. In this appraisal, an employee's contribution to the organization is evaluated over a specific period. Performance encompasses the results of people's work within an organization, both in terms of quantity and quality. Performance can originate from individuals or work groups. This performance not only applies to employees holding functional or structural positions but also encompasses all levels of employees within the organization (Lumbanraja, 2023). According to Robbins (2002), performance is the results achieved by employees in their duties based on specific criteria established for that job.

## 2. RESEARCH METHODS

This study employed quantitative research. It was conducted at Petguruan Panca Budi Medan. The study ran from September 2014 to February 2015, with a population of 46 employees. The sampling technique used was a census or saturated sampling method.

## 3. RESULTS AND DISCUSSION

### 1) Multiple Linear Regression Equation Test Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.857	5.176		.165	.869
Pelatihan	.471	.190	.428	2.480	.017
MotivasiKerja	.490	.208	.406	2.352	.023

### 2) Determination Table ( $R^2$ )

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 <sup>a</sup>	.644	.628	3.77024

3) Moderating Test Table

Model	Unstandardized Coefficients		Std Coeff	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-16.263	17.889		-.909	.369
Pelatihan	.551	.248	.502	2.225	.032
MotivasiKerja	.124	.252	.103	.493	.625
DukunganPemimpin	1.083	.344	.757	3.145	.003
Moderating	-9.744E-5	.000	-.376	-.772	.444

**CONCLUSION**

Based on the results of the explanation above, it can be concluded that:

1. The results of the study indicate that training and work motivation simultaneously have a positive and significant effect on employee performance at Panca Budi Medan College. The coefficient of determination (adjusted R-square) is 62.8%, with the remaining 37.2% contributing to a significant effect on employee performance. The remaining 37.2% is influenced by variables other than those studied, such as work discipline and compensation.
2. The partial results of the study indicate that training has a positive and significant effect on employee performance at Panca Budi Medan College. Partially, work motivation has a positive and significant effect on employee performance at Panca Budi Medan College. The results indicate that training has a dominant influence on employee performance.
3. Leadership support is not a moderating variable that strengthens the influence of training and work motivation on employee performance.

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