

# The Influence of Training and Motivation on Employee Performance of PT. Perkebunan Nusantara V Kebun Air Molek 1

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## ABSTRACT

This research aims to determine the effect of training and motivation on employee performance of PT. Perkebunan Nusantara V Kebun Air Molek 1. Data was collected using a questionnaire distributed online. A total of 48 respondents participated in this research, the results of this research have passed the validity and reliability tests. The next analysis uses the multiple linear regression method in SPSS version 21. The research found that training had a positive but not significant effect, while motivation had a positive and significant effect on performance. Simultaneously training and motivation influence employee performance. Training and motivation had an influence of 75.3% while the remaining 24.7% was influenced by other variables not studied.

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## INTRODUCTION

In the current era of globalization, every organization or company competes with each other to show the superiority of their respective companies. Competition that continues to grow today requires companies to be able to survive in the existing competition, as well as develop all quality human resources. There are several factors that can affect a company's performance. These include the ability of management to cope with change, the nature and effectiveness of processes, economic shifts, social norms, technological developments, talent pool changes, laws and regulations, work processes, team/group relationships, business culture, policy image, employee motivation, organizational support, customer loyalty, smart adoption of technology, commitment to employee training, social responsibility, job satisfaction, employee engagement, training and development, the right tools for the job, and company culture and work environment (indeed.com, 2023; Bunteng, 2022; readytraining.com, cmoe.com). These factors are interdependent and should be implemented simultaneously to ensure constant growth and increasing performance.

One of the companies operating in the palm oil plantation sector is PT Perkebunan Nusantara V or usually shortened to PTPN V. This company was previously a subsidiary of PTPN III which was engaged in the palm oil and rubber agro-industry sector. PTPN V is headquartered in Pekanbaru, Riau. At the end of 2023, this company was officially merged into PTPN IV. PTPN V recorded a significant increase in performance with audited net profit reaching IDR 1.52 trillion throughout 2022, or an increase from the previous period of IDR 1.3 trillion. The company's solid performance is supported by increased operational performance, starting from increasing fresh fruit bunch (FFB) production which reached 2.65 million tons, crude palm oil (CPO) production of 578,910 tons with CPO productivity of 5.6 tons per hectare (ha ), and FFB productivity of 24.05 tons per ha (Sudoyo, 2023).

According to Mangkunegara (2013) performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Research conducted by Agusta (2013) shows that training and motivation have a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, training and work motivation have a positive and significant effect together on employee performance. Meanwhile, research conducted by Widijanto (2017) stated that job training has a positive effect on employee performance, work motivation does not have a positive effect on employee performance, job training has a greater influence than work motivation on employee performance.

In every organization it can be said that one of the important resources is people. Without human resources, other resources become meaningless. Efforts to increase the abilities and skills of quality employees can be carried out by companies by providing training programs and providing motivation to achieve good performance, and which must continue to be developed because it will greatly determine the development and

success of a company. One way to develop the performance of employees in a company is to hold a training program where the program implemented is made according to the needs of the company. Training means giving new or current employees the skills that they need to perform their jobs (Dessler, 2020). Meanwhile, according to Fajar (2013), training is a learning process aimed at employees so that their work can be carried out satisfactorily. Training could encompass various methods such as the incumbent elucidating the responsibilities to the newcomer, participation in extended classroom sessions, or online courses. In a specific year, companies allocated approximately \$1,300 per staff member for training purposes, underscoring its significance. Adequate training is crucial because individuals, even those with great potential, may resort to improvisation or remain unproductive without a clear understanding of their tasks. Moreover, dissatisfactory training can prompt high-achieving employees to seek alternative opportunities. Employers recognize that training plays a pivotal role in fostering engagement among their workforce (Dessler, 2020).

Another factor that influences performance is motivation. According to Hasibuan (2017), motivation comes from the Latin word *movere* which means encouragement or movement. Motivation in management is only aimed at human resources in general and subordinates in particular. Motivation questions how to direct the power and potential of subordinates so that they are willing to work together productively to successfully achieve and realize the specified goals. With this phenomenon occurring, researchers want to know how training and motivation influence employee performance, especially for employees at PTPN V Kebun Air Molek 1.

Employee performance is very important in human resource management, therefore employee performance must be improved in order to provide maximum results for the company (Raharjo & Dewi, 2016). In simple terms, employee performance can be defined as a result or achievement obtained by an employee within a certain period of time on the work he or she does, and the employee has good performance, and can support the company in achieving the targets or objectives the company wants to achieve. Apart from that, to get good performance, an employee must have the ability and knowledge of the field of work carried out in accordance with the job they have (Widijanto, 2017). Factors that influence performance Kaswan (2013) include: employee characteristics, including employee knowledge, skills, abilities, motivation, attitudes and personality; input, refers to instructions that tell employees what, how, and when to carry out; output, referring to performance standards; consequences, which are incentives they receive for good performance; feedback, is information that employees receive while they work.

Training is a process to improve employee work skills which will help achieve company goals (Bangun, 2012). Niazi, (2011) defined training as formal and constant learning activities in an organization that aim to improve employee performance. Indicators for training are required materials, methods used, training instructor ability, learning tools or principles, training participants, and training evaluation. According to

Hasibuan, training is an effort to improve employees' technical, theoretical, conceptual and moral abilities in accordance with job requirements. According to Rivai, training is a systematic process that can change employee behavior, abilities and skills in carrying out work in accordance with organizational goals. Training is a short-term educational process utilizing systematic and organized procedures in which non-managerial personnel learn technical knowledge and skills for a specific purpose.

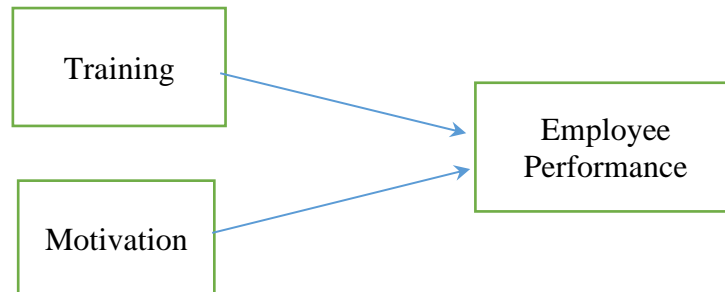
Sunyoto (2012) stated that the objectives of holding the training itself are improving performance, where training is needed to fill gaps in actual performance and predicted performance of employees; updating employee skills, where with training employees can effectively use new technologies; reducing learning time, where when employee selection is not perfect, training is often needed to fill the gap between predicted employee performance and actual performance; solving operational problems, where training is provided to assist employees in solving organizational problems and carrying out work effectively; employee promotion, by motivating employees through systematic career development programs; employee orientation towards the organization, by making joint efforts to ensure employee orientation towards the organization and work; meeting personal growth needs, where training and development play a dual role by providing activities that produce greater organizational effectiveness and enhance personal growth for all employees. The indicators for measuring training according to Rivai (2013) are quality of training materials, quality of training methods, quality of training instructors, quality of training facilities and infrastructure, and quality of training participants.

Fahmi (2016) defines motivation as a mental state and human mental attitude that provides energy, encourages activities and moves and directs or channels behavior towards achieving needs that provide satisfaction or reduce imbalance. Meanwhile Nurmansyah (2010) says that motivation is an effort made by a manager to mobilize and raise the work enthusiasm of subordinates so that they are willing to take the necessary actions to achieve organizational or company goals. Motivation according to Mathis & Jackson (2012) is a desire within a person that causes that person to take action for something to achieve a goal. Therefore, motivation is a driving force that leads to goals and it rarely appears in vain. Kaswan (2013) the objectives of motivation itself are increasing employee morale and job satisfaction; increasing employee work productivity; maintaining employee stability; increasing employee discipline; making employee procurement more effective; increasing employee loyalty, creativity and participation; increasing the level of employee welfare; increasing employees' sense of responsibility for their duties; increasing the efficiency of using tools and raw materials.

One well-known motivation theory is Maslow's hierarchy of needs theory, which divides human needs into five levels, namely physiological needs, the most basic needs in human life, including the need for food, drink, shelter and rest; security needs, the need for safety and protection against physical harm; social needs, including affection, a sense of belonging, being accepted in a particular group and friendship; self-esteem needs, regarding self-esteem, autonomy, achievement; the need for self-actualization, which is

an encouragement to become someone who is in line with one's ambitions which include growth, achieving potential and fulfilling one's needs (Bangun, 2012).

## Research Model



**Figure 1. Research Model**

## Hypothesis

The hypotheses in this research are:

- H1: There is an influence between the Training variable (X1) on Employee Performance (Y)
- H2: There is an influence between the Motivation variable (X2) on Employee Performance (Y)
- H3: There is an influence between the variables Training (X1) and Motivation (X2) on Employee Performance (Y)

## METHODOLOGY

This research was conducted at PTPN V Kebun Air Molek 1. The research time was approximately 2 months, starting from September-October 2023. The population in this study were all employees of PTPN V Kebun Air Molek 1. The number of samples in this study was 48 respondents. The data collection technique used in this research used a questionnaire technique via Google Form. A questionnaire is a data collection technique that is carried out using a list of questions related to research that is asked to the employee of PTPN V Kebun Air Molek 1. In this study, researchers used quantitative data. As mentioned by Sugiyono (2016), quantitative data is data that is expressed in the form of numbers. Therefore, quantitative data tends to be analyzed using statistical methods or techniques. This data can be in the form of numbers or score values, and is usually collected through data collection tools that produce responses in the form of score ranges or questions with certain weights.

## RESULTS AND DISCUSSION

### Analysis of Respondent Characteristics

Based on the results of the questionnaire distributed, data was obtained on the characteristics of respondents based on gender and age. Below we will discuss the conditions of each demographic classification of respondents.

**Table 1. Respondents Identity**

| Category     | Number of Respondents | Percentage  |
|--------------|-----------------------|-------------|
| Gender       |                       |             |
| Male         | 31                    | 64,6%       |
| Female       | 17                    | 35,4%       |
| Age          |                       |             |
| 17-27        | 12                    | 44%         |
| 28-38        | 4                     | 12,6%       |
| 39-49        | 8                     | 21%         |
| > 50         | 10                    | 22,4%       |
| <b>Total</b> | <b>48</b>             | <b>100%</b> |

### Validity test

The validity test is used to measure whether a questionnaire is valid or not according to Ghazali (2013). A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that the questionnaire will measure. The validity test is carried out by comparing the calculated  $r$  value with the  $r$  table. If the calculated  $r$  value  $>$  table  $r$  and is positive then the question is said to be valid. The results of the validity test can be seen in Table 2. Based on table 2, it can be seen that the validity test results show that the  $r$ -count has a value greater than the  $r$ -table, which means all questions are valid. So that all these statements can be used as measuring tools in subsequent analysis.

**Table.2 Validity Test**

| Variable             | Question Items | r count | r table | Information |
|----------------------|----------------|---------|---------|-------------|
| Training             | X1.1           | 0,510   | 0,2845  | Valid       |
|                      | X1.2           | 0,817   | 0,2845  | Valid       |
|                      | X1.3           | 0,797   | 0,2845  | Valid       |
|                      | X1.4           | 0,787   | 0,2845  | Valid       |
|                      | X1.5           | 0,687   | 0,2845  | Valid       |
|                      | X1.6           | 0,800   | 0,2845  | Valid       |
| Motivation           | X2.1           | 0,757   | 0,2845  | Valid       |
|                      | X2.2           | 0,747   | 0,2845  | Valid       |
|                      | X2.3           | 0,768   | 0,2845  | Valid       |
|                      | X2.4           | 0,745   | 0,2845  | Valid       |
|                      | X2.5           | 0,834   | 0,2845  | Valid       |
|                      | X2.6           | 0,834   | 0,2845  | Valid       |
| Employee Performance | X2.7           | 0,782   | 0,2845  | Valid       |
|                      | Y1.1           | 0,788   | 0,2845  | Valid       |
|                      | Y1.2           | 0,879   | 0,2845  | Valid       |
|                      | Y1.3           | 0,759   | 0,2845  | Valid       |
|                      | Y1.4           | 0,852   | 0,2845  | Valid       |
|                      | Y1.5           | 0,875   | 0,2845  | Valid       |
|                      | Y1.6           | 0,822   | 0,2845  | Valid       |
|                      | Y1.7           | 0,782   | 0,2845  | Valid       |

### Reliability Test

Reliability Test is a statistical procedure used to assess the extent to which a questionnaire or test can be relied on in measuring the variable in question. In the context of research, reliability is an indicator of the extent to which the questionnaire can provide consistent results if repeated on the same subjects or under similar conditions. The method used is Cronbach's Alpha, which is to calculate the reliability of a test that measures attitudes or behavior. Cronbach's Alpha is greater than 0.60, whereas if Cronbach's Alpha is less than 0.60, then the index used for that variable is not reliable.

**Table. 3 Reliability Test Results.**

| Variable    | Number Item | Cronbach's Alpha | Information |
|-------------|-------------|------------------|-------------|
| Training    | 6           | 0,818            | Reliable    |
| Motivation  | 7           | 0,888            | Reliable    |
| Performance | 7           | 0,917            | Reliable    |

From the reliability test results in table 3, it is known that the alpha value of each variable is  $\geq 0.60$ . This means that the measuring instruments used in this research are reliable or trustworthy.

### **Classic assumption test**

#### **Normality test**

Normality test is a test carried out to test whether data is normally distributed or not. The normality test aims to test whether the independent and dependent variables or both have a normal distribution or not in the regression model. In this research, to find out whether data is normally distributed or not, it can be done using the Kolmogorov-Smirnow test. Data can be said to be normally distributed if the significance value is  $> 0.05$ . Following are the results of the Kolmogorov-Smirnov test:

**Table. 4 Normality Test Results**  
**One-Sample Kolmogorov-Smirnov Test**

|                                     |                   | Unstanda<br>rdized<br>Residual |
|-------------------------------------|-------------------|--------------------------------|
| N                                   |                   | 48                             |
| Normal<br>Parameters <sup>a,b</sup> | Mean              | .0000000                       |
|                                     | Std.<br>Deviation | 1.5516066                      |
|                                     | Absolute          | 0                              |
| Most Extreme<br>Differences         | Positive          | .186                           |
|                                     | Negative          | .122                           |
| Kolmogorov-Smirnov Z                |                   | -.186                          |
| Asymp. Sig. (2-tailed)              |                   | 1.292                          |
|                                     |                   | .071                           |

a. Test distribution is Normal.

b. Calculated from data.

Based on the results of the normality test using the Kolmogorov Smirnov method. It is known that the significance value is  $0.071 > 0.05$ . Thus it can be concluded that the data is normally distributed.

#### **Multicollinearity Test**

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables. To test multicollinearity, you can do it in two ways, namely by using VIF (variance inflation factor) and paying attention to the tolerance value. If the tolerance value is  $> 0.1$  then multicollinearity does not occur. If the VIF value  $< 10$  then multicollinearity does not occur. The following are the results of the multicollinearity test as follows:



**Table. 5 Test Results Multicollinearity**

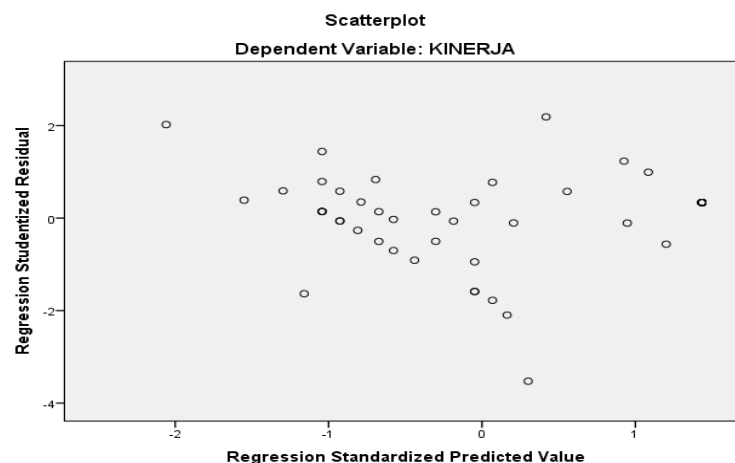
| <b>Coefficients<sup>a</sup></b> |                             |            |                            |       |      |                         |       |
|---------------------------------|-----------------------------|------------|----------------------------|-------|------|-------------------------|-------|
| Model                           | Unstandardized Coefficients |            | Standardize d Coefficients | t     | Sig. | Collinearity Statistics |       |
|                                 | B                           | Std. Error | Beta                       |       |      | Tol                     | VIF   |
| (Constant)                      | .674                        | 2.110      |                            | .319  | .751 |                         |       |
| 1 Training                      | .315                        | .168       | .235                       | 1.876 | .067 | .351                    | 2.849 |
| Motivation                      | .687                        | .129       | .667                       | 5.332 | .000 | .351                    | 2.849 |

a. Dependent Variable: Employee Performance

Based on Table 5, the tolerance and VIF values for each variable are obtained. The tolerance and VIF values for the training variable are 0.351 and 2.849 respectively as well as for the motivation variable. In this way, it can be concluded that there is no multicollinearity in the regression model because the tolerance value is  $> 0.1$  and  $VIF < 10$ .

### Heteroscedasticity Test

The heteroscedasticity test is used to show whether there are residual similarities in all observation data. In this observation, a statistical test was used to determine the homogeneity of the data by looking at the scatterplot. If the distribution of data in a scatterplot is regular and forms a certain pattern (increases, decreases, clusters) heteroscedasticity occurs. If the scatterplot data distribution is not uniform and does not form a grouping pattern, it can be concluded that there are no symptoms of heteroscedasticity. The following are the results of the heteroscedasticity test in this study:

**Table. 6 Test Results Heteroscedasticity**

Based on the image above, the scatterplot graph shows whether the points are spread randomly or not to form a certain clear pattern and spread both upwards and downwards, so it can be concluded that in the regression model there is no

heteroscedasticity, which means the regression model is suitable for predicting dependent variable based on the independent variable.

## **Hypothesis test**

### **Partial Test (t Test)**

The t test is used to find out how much influence the independent variable partially has on the dependent variable. The t test can be proven by comparing the tcount value with the ttable value with a significant value  $< 0.05$ . The formula for taking a t table with a significant value of 5% is as follows:

$$T \text{ tabel} = t(a / 2 ; n - k - 1)$$

$$T \text{ tabel} = 0.05 / 2 ; 48-2-1$$

$$T \text{ table} = 0.025; 45$$

$$T \text{ table} = 2.014$$

Information:

n = number of samples

k = number of independent variables

1 = constant

Following are the results of hypothesis testing in this research, t = statistics as follows:  
Based on table 7 above, it can be seen that:

1. Training is known to have a calculated t value of  $1.876 < t \text{ table of } 2.014$  and sig  $0.067 > 0.05$ , so  $H_a$  is rejected and  $H_o$  is accepted, meaning that the training variable partially has a positive but not significant effect on employee performance.
2. Motivation is known to have a calculated t value of  $5.332 > t \text{ table of } 2.014$  and sig  $0.000 < 0.05$ , so  $H_o$  is rejected and  $H_a$  is accepted, meaning that the motivation variable partially has a positive and significant effect on employee performance.

### **Simultaneous Test (F Test)**

The f test will be tested jointly to find out whether the joint influence of the independent variable (X) on the dependent variable (Y) is significant. To see the effect of food quality and location on customer loyalty together or simultaneously by looking at the ANOVA table. To find out the relationship between these variables, it can be formulated using the following conditions:

1.  $H_a$  is accepted if  $F(\text{calculated}) > F(\text{table})$ , meaning there is a significant relationship between variable X and variable Y and the P value  $< 0.05$ .
2.  $H_o$  is accepted if  $F(\text{calculated}) < F(\text{table})$  means there is no significant relationship between variable X and variable Y and the P value is  $> 0.05$ . Based on the regression

test carried out, the calculated F value is obtained as follows:

F table =  $n - 1 ; k$

F table =  $48 - 1 ; 2$

F table = 47; 2

F table = 3.195

**Table. 8 Simultaneous Test (F Test)**

**ANOVA<sup>a</sup>**

| Model        | Sum of Squares | Df | Mean Square | F      | Sig.              |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 344.327        | 2  | 172.164     | 68.469 | .000 <sup>b</sup> |
| Residual     | 113.152        | 45 | 2.514       |        |                   |
| Total        | 457.479        | 47 |             |        |                   |

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), MOTIVATION, TRAINING

Based on Table 8, it is known that the calculated F value is  $68.469 > F \text{ table} > 3.195$  with sig.  $(0.000) < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted, meaning that the influence of training and motivation simultaneously has a significant effect on employee performance.

### **Coefficient of Determination**

Coefficient of determination ( $R^2$ ) is used to find out how much the independent variable can explain the dependent variable. The coefficient of determination values are zero (0) and one (1). A value close to one means that one independent variable provides almost all the information used to predict the dependent variable.

**Table 9. Coefficient of determination test**

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .868 <sup>a</sup> | .753     | .742              | 1.58571                    |

a. Predictors: (Constant), Motivation, Training

Based on Table 9, it can be seen that the R Square value is 0.753, which shows that the influence of training and motivation has an influence of 75.3% on employee

performance variables, while the remaining 24.7% is influenced by other variables not examined in this research.

## **DISCUSSION**

### **The Effect of Training on Employee Performance**

Based on the results of research that has been carried out, training has a t-count of  $1.876 < t\text{-table of } 2,014$  and  $\text{sig } 0.067 > 0.05$  so it shows a positive number. Thus, the training variable has a positive but not significant effect on Performance of Employees of PT Perkebunan Nusantara V Kebun Air Molek 1. Then the results of this research were strengthened from the results of training research researched by W. Wahyudi (2021). The results of this research show that training has an insignificant relationship with employee performance. This is because employees still find it difficult to do their work even though they have attended training. Employees feel that the theory given in training is inversely proportional to conditions in the field (actual conditions).

### **The Influence of Motivation on Employee Performance**

Based on the results of research that has been carried out, motivation has a t-count of  $5.332 > t\text{-table of } 2,014$  and  $\text{sig } 0.000 < 0.05$  so it shows a positive number. Thus, the motivation variable has a positive and significant effect on the employee performance of PT Perkebunan Nusantara V Kebun Air Molek 1. Then the results of this research are strengthened by the research results Work motivation which was examined by Rosiana Women's Graduation Praise Astuti (2022). So it can be concluded that work motivation has a significant effect on employee performance.

### **The Influence of Training and Motivation on Employee Performance**

Based on the results of the F test, a value of 68.469 was obtained, while the F table was 3,195. So it can be seen that the calculated F value is  $68,469 > F\text{ table } 3,195$  with  $\text{sig } 0.000 < 0.05$ . It can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, meaning that the influence of training and motivation simultaneously or together has a significant influence on the employee.

It is known that the R value is 0.868 so it can be concluded that there is a moderate relationship between the independent variable and the dependent variable. While the R Square value is 0.753, the contribution of the independent variable (Influence of Training and Motivation) to the dependent variable (Employee Performance) is 75.3% and the remaining 24.7% is influenced by variables not examined in this research.

## CONCLUSION

This research aims to determine the effect of training and motivation on the performance of employees of PT Perkebunan Nusantara V Kebun Air Molek 1. Based on the research results explained in the previous chapter, the following conclusions can be drawn. This research states that the training variable partially has a positive but not significant effect on the performance of PT Perkebunan Nusantara V Kebun Air Molek 1 employees. The higher the training provided, the higher the employee performance will not necessarily improve. Furthermore, the results of the research state that motivation partially has a positive and significant effect on the performance of employees of PT Perkebunan Nusantara V Kebun Air Molek 1. This means that the higher the motivation, the higher the performance of the employees of PT Perkebunan Nusantara V Kebun Air Molek 1. Finally, the results obtained state that in general Simultaneously the Training and Motivation variables are significant on the performance of PT Perkebunan Nusantara V Kebun Air Molek 1 employees.

Based on respondents' answers regarding training, researchers suggest that companies need to design a training program that is needed by employees, so that later the training held can lead to increased employee performance, which ultimately can achieve organizational goals optimally. Based on respondents' answers regarding motivation, researchers suggest that leaders can maximize their efforts in providing motivation to their employees and are expected to be able to review and carefully consider the characteristics of work motivation as a whole, including the remuneration that the company must provide to employees. With this, of course, it will bring positive results for the company, namely in the form of a more positive and better attitude from employees towards employee work motivation, which in the end will further improve employee performance.

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