

The Influence of Training and Work Motivation on Employee Performance at PT. Elang Solusindo

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ABSTRACT

This study examines the effect of training and work motivation on employee performance at PT Archipelago Calibration Synergy, both partially and simultaneously. Using a quantitative associative approach, the study involved 56 employees selected through saturated sampling. Hypothesis testing using t-tests and an F-test revealed that training and work motivation each have a positive and significant effect on employee performance. Furthermore, both variables simultaneously have a significant influence on performance. These findings indicate that improving training and motivation can enhance employee performance.

INTRODUCTION

In an organization or company, the potential of human resources essentially constitutes a form of capital and plays a crucial role in achieving organizational goals, as human resources are the primary asset that significantly influences organizational or corporate progress. To achieve these objectives, companies must manage production factors, including natural resources, human resources, capital, raw materials, machinery, and technology. Companies must continuously pay attention to the interrelationships among these production factors; therefore, they are required to manage them optimally, particularly human resources, so that employees can work more effectively and efficiently.

Human resources are directly involved in carrying out company activities and play an important role in improving organizational performance to achieve predetermined objectives. Human resources are expected to be capable of overcoming various challenges, utilizing opportunities, and meeting demands, particularly those arising from the work environment. Consequently, human resources are continuously challenged to further develop their potential. Management is defined as the science of regulating the effective utilization of human resources to achieve specific objectives, which cannot be realized without the active role of employees, regardless of how advanced the company's equipment may be. Therefore, a company's success depends not only on its technology but also on the quality of its human resources.

Improving the professional quality of human resources through education, training, and development programs aligned with advances in science and technology is essential and cannot be separated from workforce planning programs. Through such efforts, human resources are no longer perceived as a burden but as productive assets. Hasibuan (2016:11) states that organizational goals cannot be achieved without the active participation of employees, even when companies possess sophisticated equipment. Hence, organizations require potential human resources, both leaders and subordinates. Several factors influence employee performance, and companies must proactively utilize these factors to achieve optimal performance. Strong motivation, supported by effective leadership, is expected to enhance employee performance so that organizational goals can be achieved.

Management, as both a science and an art, focuses on regulating the efficient, effective, and productive utilization of resources to achieve organizational objectives. According to Haryanto (2013:28), management can be simply defined as the process of managing resources to achieve predetermined goals based on the POAC functions: planning, organizing, actuating, and controlling. From these definitions, it can be concluded that management is the science and art of managing resource utilization efficiently and effectively through planning, organizing, mobilizing, and controlling activities to achieve organizational objectives.

Additional efforts related to improving capability quality are also needed to support work productivity. Through education, training, and development programs aligned with scientific and technological progress, human resources can contribute optimally to achieving company goals. Hasibuan (2016:12) further

emphasizes that management involves the effective utilization of human resources to achieve specific goals, which cannot be realized without active employee participation.

Eagle Solusindo, widely known as a retail company specializing in building materials, is one of the leading building material retailers in Indonesia, with a vision of becoming the largest building material retail company in Asia. Employee performance plays a critical role in determining the achievement of organizational objectives. According to Wibowo (2014:3), performance is the implementation of planned activities carried out by human resources who possess the necessary abilities, competencies, motivation, and interests. Therefore, employee performance is a key element in achieving organizational success in the progress of the company. The higher the employee performance, the faster the company's objectives can be achieved. Improved employee performance enables the company to gain benefits, both in terms of employee productivity and the achievement of organizational goals.

Given the many factors that influence employee performance, companies should proactively utilize these factors to achieve optimal performance by ensuring that employees' contributions are aligned with the rewards they receive. Strong motivation, combined with leadership support, is expected to enhance employee performance so that organizational goals and expectations can be fulfilled. However, although motivation and leadership can improve performance, in reality, some companies still experience problems related to low motivation and ineffective leadership, which ultimately reduce employee performance. This situation has also occurred at Eagle Solusindo.

Based on the above background, the author is interested in conducting further research entitled **"The Effect of Motivation and Leadership on Employee Performance at Eagle Solusindo."**

LITERATURE REVIEW

Definition of Management

According to Hasibuan (2016:2), management is the science and art of regulating the process of utilizing resources efficiently, effectively, and productively to achieve organizational objectives. Haryanto (2013:28) defines management more simply as the process of managing resources to achieve predetermined goals based on the POAC functions, namely planning, organizing, actuating, and controlling. Based on these definitions, management can be concluded as the science and art of managing the utilization of resources efficiently and effectively through planning, organizing, mobilizing, and controlling activities to achieve organizational goals.

Definition of Human Resource Management

Human Resource Management (HRM) is the science and art of managing the relationships and roles of the workforce to ensure effectiveness and efficiency in achieving organizational objectives. This aspect of management, which focuses on human elements, is often referred to as personnel or staffing management and is applied within organizations to achieve desired goals.

Sedarmayanti (2016:6) states that human resource management is the art of planning, organizing, directing, and supervising human resource or employee

activities to achieve organizational objectives. Human resource management has distinctive characteristics compared to general management or the management of other resources because it deals directly with human beings; therefore, its success or failure has far-reaching implications.

Hasibuan (2016:10) explains that human resource management is the science and art of regulating the relationships and roles of the workforce to effectively and efficiently support the achievement of organizational, employee, and societal goals. Similarly, Mangkunegara (2015:2) defines human resource management as a process involving planning, organizing, coordinating, implementing, compensating, integrating, maintaining, and separating employees in order to achieve organizational objectives. Samsudin (2017:22) further describes human resource management as a set of management activities that include the utilization, development, appraisal, and compensation of individuals as members of an organization or business entity.

Based on these perspectives, it can be concluded that human resource management is a process consisting of recruitment, selection, development, maintenance, and utilization of human resources.

Objectives of Human Resource Management

The primary objective of Human Resource Management (HRM) is to enhance employee contributions to the organization in order to achieve organizational performance. This is understandable, as all organizational activities depend on the people who manage and operate the organization. Therefore, human resources must be managed effectively and efficiently to achieve organizational goals. According to Sedarmayanti (2016:7), these objectives can be elaborated into four more operational goals, as follows:

- Social Objective: To be socially responsible in addressing the needs and challenges that arise within society.
- Organizational Objective: To ensure that human resource management contributes to the overall effectiveness and utilization of the organization.
- Functional Objective: To maintain the contribution of each functional unit so that human resources in every department can perform their tasks optimally.
- Personal Objective: To assist employees in achieving their personal goals, which in turn supports the achievement of organizational objectives. Fulfilling employees' personal goals is expected to serve as motivation and support for employee retention.

Meanwhile, according to Cushway as cited in Edy Sutrisno (2016:7), the objectives of Human Resource Management include:

- Providing management with guidance in policy formulation to ensure that the organization has motivated and high-performing employees.
- Implementing and maintaining HR policies and procedures that enable the organization to achieve its objectives.
- Assisting in the development of the organization's overall direction and strategy, particularly in relation to human resource implications.
- Providing support and conditions that help line managers achieve their objectives.

- Managing difficult situations in employee relations to ensure they do not hinder the organization in achieving its goals.
- Providing communication channels between employees and organizational management.
- Acting as a guardian of organizational standards and values in human resource management.

To achieve these objectives, the human resource department must develop, utilize, and maintain employees so that all organizational functions can operate in balance. Human resource management activities are a central component of HRM processes and represent a key link in achieving organizational objectives.

Challenges of Human Resource Management

The challenges faced by Human Resource Management (HRM) in the future will certainly differ from those of the past. One major challenge is how to create increasingly diverse organizations that require more efficient, effective, and productive management. In the past, organizational mechanisms were largely determined by the management of non-human resources; however, in the current era, organizational success is largely determined by the quality of human resource management.

According to Kaizen as cited in Sutrisno (2016:11), the quality of human resources refers to the level of ability and willingness demonstrated by individuals, which is continuously compared with the level required by the organization over time. Meanwhile, Sugeng in Sutrisno (2016:11) defines human resource quality as the knowledge, skills, and abilities that can be utilized to produce professional services. Abdullah and Ancok, as cited in Sutrisno (2016:12), agree that the quality of human resources is inseparable from professional work. Therefore, work quality must be understood within the context of one's profession. It is not surprising that high-quality human resources are expected to emerge among professionals, who possess expertise, organizational structures, and codes of ethics that enable them to develop concepts, benchmarks, and even standards to assess performance and shape their professional identity.

Accordingly, greater attention must be given to human resource management itself. In today's context, it is essential to enhance understanding of the objectives and activities of HRM so that human resources can contribute optimally to organizational operational success. Every action taken in HRM must be closely aligned with the responsibilities and obligations that the organization must fulfill.

METHODOLOGY

This study employs a quantitative research method. According to Sujarweni (2014:6), quantitative research is defined as a type of research that produces findings obtained through statistical procedures or other methods of quantification (measurement). The quantitative approach focuses on phenomena that have specific characteristics in human life, which are referred to as variables. Operational variables, according to Sugiyono (2017:63), are defined as attributes, characteristics, or values of individuals, objects, or activities that vary and are

determined by researchers to be studied and subsequently used to draw conclusions. Variable operationalization is required to determine the type, indicators, and measurement scales of the variables involved, enabling hypothesis testing using statistical tools to be conducted accurately. This study consists of independent variables and a dependent variable, as described below. Independent Variables (X1 and X2)

According to Sugiyono (2017:33), an independent variable is a variable that influences the dependent variable. Independent variables function as stimulus variables that may affect other variables and are selected or measured by the researcher to determine their relationship with the observed phenomena. The independent variables examined in this study are as follows:

Motivation (X1)

Motivation in this study refers to the driving force that creates work enthusiasm, encouraging employees to cooperate, work effectively, and integrate their efforts to achieve job satisfaction. The indicators of motivation used in this study, based on Maslow as cited in Sutrisno (2016:55), include: (1) physiological needs, (2) safety needs, (3) social needs, (4) esteem needs, and (5) self-actualization needs.

Leadership (X2)

Leadership is defined as the ability of a leader to influence subordinate behavior so that they are willing to cooperate and work productively to achieve organizational goals. The leadership indicators used in this study, based on Rivai (2017:53), include: (1) honesty, (2) tolerance, (3) discipline, (4) cooperation, (5) creativity, and (6) independence.

Dependent Variable (Y)

Employee performance refers to the quality and quantity of work results achieved by an employee in carrying out assigned tasks in accordance with the responsibilities given. The performance indicators used in this study, based on Wibowo (2016:86–88), include: (1) goals, (2) standards, (3) feedback, (4) tools or facilities, (5) competence, (6) motives, and (7) opportunities.

Data Collection Techniques

Data collection is an effort to obtain information used in measuring research variables. According to Sugiyono (2017:308), data collection methods are scientific procedures used to obtain valid data for the purpose of developing knowledge that can be used to solve and anticipate problems.

Primary Data

Primary data are data obtained directly from the data source. In this study, primary data were collected by distributing questionnaires to employees.

Observation

Observation is a structured process conducted to obtain factual data from real-world conditions through direct observation (Sugiyono, 2017:141). In this study, the researcher conducted direct observations at Eagle Solusindo, focusing on key issues relevant to the research problem to ensure the data collected were real and relevant.

Questionnaire

A questionnaire is a set of written questions submitted to respondents. The questions are primarily related to the research problem. According to

Sugiyono (2017:142), questionnaires are an efficient data collection technique when the researcher understands the variables being measured and the information expected from respondents. In this study, the questionnaire used a Likert scale with the following response options: Strongly Disagree (1), Disagree (2), Slightly Agree (3), Agree (4), and Strongly Agree (5).

RESEARCH RESULT AND DISCUSSION

The validity test was conducted to examine whether each statement item in the questionnaire was valid. To process the validity test, the researcher used SPSS version 26 with the following criterion:

If the calculated r value is greater than the r table value, the instrument is considered valid.

Instrument Reliability Test

Reliability testing was conducted to determine whether the questionnaire was reliable or consistent. According to Ghozali (2014:47), a reliability test is a tool used to measure a questionnaire that serves as an indicator of a variable or construct. A questionnaire is considered reliable if a respondent's answers to the statements are consistent or stable over time. The criteria used to determine reliability are as follows:

- If the Cronbach's Alpha value is greater than 0.60, the instrument is reliable.
- If the Cronbach's Alpha value is less than 0.60, the instrument is not reliable.
- The reliability test results in this study were obtained using the Statistical Package for Social Sciences (SPSS) for Windows version 26.

Classical Assumption Tests

Classical assumption tests were conducted to determine data accuracy and the significance of the relationship between independent and dependent variables so that the analysis results could be interpreted more accurately and efficiently, and to avoid weaknesses caused by violations of classical assumptions. These tests also assess whether the data are suitable for further analysis. The tests were conducted using SPSS version 26. In this study, the classical assumption tests included the normality test, multicollinearity test, autocorrelation test, and heteroscedasticity test.

Normality Test

The normality test was conducted to determine whether the dependent and independent variables in the regression model were normally distributed. A good regression model assumes that the data distribution is normal or close to normal. The normality test was performed by examining the residuals of the dependent variable (Y). In this study, the Kolmogorov-Smirnov test was used, with the criterion that the significance value (α) must be greater than 0.05.

Effect of Motivation (X_1) on Employee Performance (Y)

Based on the analysis results, the regression equation obtained was $Y = 25.702 + 0.738X_1$, with a correlation coefficient of 0.654, indicating a strong relationship between the two variables. The coefficient of determination was 0.428, meaning that motivation contributed 42.8% to employee performance,

while the remaining 57.2% was influenced by other factors. Hypothesis testing showed that the calculated t value was greater than the t table value ($7.638 > 1.991$). Therefore, H_0 was rejected and H_1 was accepted, indicating that motivation has a significant partial effect on employee performance at Eagle Solusindo.

Effect of Leadership (X2) on Employee Performance (Y)

Based on the test results, the regression equation obtained was $Y = 22.334 + 0.692X_2$, with a correlation coefficient of 0.628, indicating a strong relationship between leadership and employee performance. The coefficient of determination was 0.394, meaning that leadership contributed 39.4% to employee performance, while the remaining 60.6% was influenced by other factors. Hypothesis testing showed that the calculated t value was greater than the t table value ($7.129 > 1.991$). Thus, H_0 was rejected and H_2 was accepted, indicating that leadership has a significant partial effect on employee performance at Eagle Solusindo.

CONCLUSION

Based on the discussion in the previous chapters and the results of the analysis regarding the effect of motivation and leadership on employee performance, the following conclusions can be drawn:

Motivation has a significant effect on employee performance, as indicated by the regression equation $Y = 25.702 + 0.738X_1$. The correlation coefficient of 0.654 shows a strong relationship between the two variables, with a coefficient of determination of 42.8%. Hypothesis testing revealed that the calculated t value was greater than the t table value ($7.638 > 1.991$). Therefore, H_0 was rejected and H_1 was accepted, indicating that motivation has a significant effect on employee performance.

Leadership also has a significant effect on employee performance, as shown by the regression equation $Y = 22.334 + 0.692X_2$. The correlation coefficient of 0.628 indicates a strong relationship, with a coefficient of determination of 39.4%. Hypothesis testing showed that the calculated t value was greater than the t table value ($7.129 > 1.991$). Thus, H_0 was rejected and H_2 was accepted, indicating that leadership has a significant effect on employee performance.

Furthermore, motivation and leadership simultaneously have a significant effect on employee performance, as reflected in the multiple regression equation $Y = 14.067 + 0.514X_1 + 0.446X_2$.

RECOMMENDATIONS

The weakest motivation indicator was statement number 1, "*The wages provided by the company meet my expectations,*" which achieved an average score of 3.39. To improve this aspect, the company should consider adjusting employee salaries to better meet employee expectations, thereby enhancing work motivation and enthusiasm.

The weakest leadership indicator was statement number 1, "*Leaders provide recognition to employees with good performance based on their achievements,*" which obtained an average score of 3.36. To improve leadership effectiveness, management should provide appreciation or recognition in the form of

acknowledgments such as certificates, financial incentives, or promotions for high-performing employees. Such recognition is expected to encourage collective efforts to achieve more optimal performance.

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