



The Effect of Training and Motivation on Performance in the Moderation of Team Cooperation of Bank Indonesia Representative Office in North Sumatra Province

Azhari¹, Kiki Farida Ferine²

zhrazhari@gmail.com

¹Master of Management Student, Universitas Pembangunan Panca Budi, Indonesia

²Universitas Pembangunan Panca Budi, Indonesia

Correseponding Author : kikifarida@dosen.pancabudi.ac.id

Abstract

This study aims to change the bad habits of organizations and can improve them to cover their shortcomings, and to determine the influence of training and motivation on performance in the moderation of the Bank Indonesia Representative Office Team in North Sumatra Province. In every company, there is a great need for a useful organization to meet the needs of humans. The goal in general in a company is to realize quality production results and maintain the survival of a company. In an effort to achieve this goal, the main driving factor is humans. Human Resources (HR) is one of the main factors for the survival of a company. The results of this study are as follows: Training has an effect on performance moderated by Teamwork obtained positive but not significant results with a sample value of 0.072 and p values of 0.229. Motivation had an effect on performance moderated by Teamwork with an original sample value of -0.140 and p values of 0.129. Teamwork had a positive and significant effect on Performance with the original sample value of 0.310 and p values of 0.006. Motivation had a positive and significant effect on Performance with the original sample value of 0.462 and p values of 0.000. The training had a positive and insignificant effect on Performance with the original sample of 0.157 and p values of 0.116.

Keywords:

Training, Motivation, Teamwork, Performance

Background

In every company, there is a great need for a useful organization to meet the needs of humans. The goal in general in a company is to realize quality production results and maintain the survival of a company. In an effort to achieve this goal, the main driving factor is humans. Human Resources (HR) is one of the main factors for the survival of a company. The success of a company depends on the organization that exists in the company. Human resources (HR) are closely related to staffing which



Licence

Creative Commons Attribution-ShareAlike 4.0 International License.

has the goal of obtaining and developing a more qualified workforce. The function of human resources itself has activities such as withdrawal, selection, development, maintenance, and use. Human resources (HR) are important assets for companies because of their role as the subject of implementing the company's policies and operational activities. The resources owned by the company such as models, methods and machines cannot provide optimal results if they are not supported by human resources who have optimal performance. Human resources are people who design and produce goods or services, supervise quality, market products, allocate financial resources, and formulate all organizational strategies and goals. Without people who have expertise or competence, it is impossible for an organization or company to achieve its goals.

To improve organizational goals, training is a systematic process that considers student performance. In the final year of the program, training is conducted on a need-based basis and not on a randomized basis. Effective training begins when students identify a need; If there is a need, then training must also change, either through the acquisition of new skills or through preparation for higher standards. In addition, training can be defined as any formal and informal activity that contributes to an increase and increase in the level of knowledge, skills, and behaviors in the workplace. Of course, learning is more than just an ordinary education. Training emphasizes learning how to do things, and if it works, the results will be seen in how to do things differently. We often hear about training and development in the world of work in companies, organizations, institutions, or even in health institutions.

It can be assumed that training and development are very important for the workforce to work more proficiently and better at the jobs that are held or will be held in the future. Not too far in health institutions, training and development are often carried out as an effort to improve the performance of health workers who are considered incapable of carrying out their work due to the development of community needs and health care. Motivation can also be said to be a plan or desire to achieve success and avoid failure in life. In other words, motivation is a process to achieve a goal. A person who is motivated means that he has the power to achieve success in life. Motivation can be both intrinsic and extrinsic. It is based on the arrival of the cause of an action.

Motivation is an inner impulse that everyone has to carry out a task to achieve something they want. Motivation that strengthens and supports an individual's efforts to meet goals (needs). In accordance with the teachings of Suryabrata which states that motivation is the desire inherent in an individual to do a certain activity to achieve a certain goal.²

When a person's needs are greater than what he wants to achieve, then he will be more motivated to do so. Thus, motivation has very important benefits in achieving goals in a person's life, especially in learning activities.



A team can be defined as a group of individuals who work collectively to achieve the same intent and goal of providing excellent quality of service (Sanyal & Hisam, 2018). Team Work (teamwork) is an activity that is managed or carried out by a group of people in a company or organization that has the same goal. A subordinate or employee is required to be willing and able to participate in good cooperation with other employees to achieve the expected goals in the company. In building effective teamwork, a leader must be able to understand and manage the levels of development, norms, cohesiveness, and conflicts that are happening within his company. According to Lubis (2021), teamwork is a great means to combine different talents and offer innovative solutions. In addition to the skills and knowledge that diverse team members have, there is also an added value that makes teamwork more profitable than great individuals. Teamwork is one of the drivers of energy and synergy for team members to make it easier to do the tasks given by the company and great ideas will not happen without good collaboration.

Performance is a function of motivation and ability. To complete a task or work, a person should have a certain degree of willingness and not ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it. Performance in an organization is the answer to whether or not the organizational goals have been set. Bosses or managers often don't pay attention unless it's really bad or everything goes wrong. Too often managers don't know how bad performance has slumped so that the company/agency faces a serious crisis. ImpressionsDeep bad impressions of organization result in and ignore the warning signs of a deteriorating performance. Employee performance has a very important role for a company or organization because it will affect the performance of the organization. If the performance of employees is good, it can be ensured that the performance of the organization is also good and has an impact on the achievement of organizational goals. Mangkunegara (2017) describes performance as a work achievement, namely the quality and quantity of work achieved by an employee in carrying out tasks in accordance with the responsibilities that have been given to him.

The phenomenon that occurs at the Bank Indonesia Representative Office in North Sumatra Province is the lack of training in working for new entrants because there is no time to train directly and there is no training held for other employees as well, and the lack of teamwork which also makes the work often problematic and misses communication so that employee performance decreases because they have to repeat the wrong work in the organization motivation for employees is very It is important to improve employee performance, but in providing motivation, it must be a person who is really very influential in his field so that employees believe that the process is real so that it improves employee performance, but it does not happen.

Problem Formulation



Based on the background that has been described, the formulation of the problem in this study is as follows:

1. Does the training have a positive and significant effect on the performance at the Bank Indonesia Representative Office in North Sumatra Province?
2. Does Motivation have a positive and significant effect on the Performance at the Bank Indonesia Representative Office in North Sumatra Province?
3. Does Teamwork have a positive and significant effect on the Performance at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Teamwork moderate the Training at the Bank Indonesia Representative Office in North Sumatra Province?
5. Does Teamwork moderate Motivation at Bank Indonesia Representative Office in North Sumatra Province?
6. Does Teamwork have a positive and significant effect on the Performance at the Bank Indonesia Representative Office in North Sumatra Province?

Research Objectives

Based on the formulation of the problem and the background of the problem, the objectives of this research are as follows:

1. To find out and analyze the influence of Training on Performance at Bank Indonesia Representative Offices in North Sumatra Province.
2. To find out and analyze the Motivation for Performance at the Bank Indonesia Representative Office in North Sumatra Province.
3. To find out the effect of Teamwork on Performance at the Bank Indonesia Representative Office in North Sumatra Province.
4. To find out and analyze the influence of Teamwork in decoding the relationship between Training and Performance at the Bank Indonesia Representative Office in North Sumatra Province.
5. To find out and analyze the influence of Teamwork in decoding the relationship between Motivation and Performance at the Bank Indonesia Representative Office in North Sumatra Province.

Training

Definition of Training

Mulyani (2019), stated that Training is "a program that aims to cover the gap between employee proficiency and job requests, in addition to increasing the efficiency and effectiveness of employees in achieving work goals. According to Susanti (2019), training is a way to develop skills, knowledge insights of employees to perform their roles, duties and obligations.



Training Indicators

Training indicators according to Mulyani (2019), are:

1. Purpose, which is the holding of training, certainly requires a purpose, especially the preparation of plans and desired results from the training.
2. Target, is a state or condition that an organization wants to achieve in the short or long term.
3. Trainer (Trainer), in carrying out training, a reliable and competent trainer is one of the supporting factors for the success of a training.
4. Material, after the objectives are set, a good training program needs to pay attention to the material to be provided. The material in question must be in accordance with the needs of employees when carrying out the work process in the field.
5. Method, the selection of the right method is able to have a good impact on the implementation of the training program, namely the training runs effectively and efficiently.
6. Participants, in addition to trainers in carrying out training, certainly need participants as objects to be trained. The trainees must meet the required criteria.

Motivation

Definition of Motivation

According to George and Jones (2015), motivation is a psychological force in a person that determines the direction of a person's behavior in an organization that causes movement, direction, and effort, and persistence in facing obstacles to achieve a goal. According to Darajat (2015) motivation is a psychological process that reflects the interaction between attitudes, needs, perceptions, and decisions that occur in a person.

Motivation Indicators

Motivation Some of the motivational indicators according to George & Jones (2015) are:

1. Employee Behavior The ability of employees to choose the work behavior they will choose. Good employee behavior at work shows that employees are motivated at work.
2. Employee Effort This is related to the hard work that employees make at work. The hard work made by employees indicates that employees are motivated to work.
3. Employee Persistence Employee persistence refers to the behavior of a person who still wants to work despite obstacles, problems, and obstacles. High employee persistence shows that employees are highly motivated.

Teamwork

Definition of Teamwork



According to (Anggraeni & Saragih, 2019) teamwork is a group of people who have the ability to complete a job together by directing every achievement they have to achieve better results. The achievements that have been achieved can make team members more enthusiastic in achieving the next goals. According to (Hamiruddin et al., 2019) teamwork is a group of individuals who work together to achieve similar goals and can be made easier to achieve these goals by working together rather than doing it alone.

Teamwork Indicators

According to (Hamiruddin et al., 2019) there are 4 indicators in teamwork, namely:

1. Focus on team goals The team focuses on the goals that have been set in the organization's achievements.
2. Motivate each other in completing tasks Motivation is needed so that members are more motivated in doing a job.
3. Establish cooperation with fellow team members Fellow team members will establish good cooperation to achieve an organizational goal.
4. Coordination in the process of completing tasks Coordination in each team in facilitating the completion of a task.

Performance

Definition of Performance

According to Saleh (2015) Performance in general is defined as performance, work results or work achievements. Performance has a fairly broad meaning, not only stating as a work result, but also how the work process takes place and employee performance can be interpreted as an object or employee work result in accordance with their duties and responsibilities to achieve organizational goals. Zuriana (2019) Employee performance in the company is the basic foundation that must be built, maintained, and developed in the company in order to have a positive impact on the company both in quality and quantity.

Performance Indicators

According to Saleh (2015), the Performance indicators are as follows:

1. Work Quality Can be measured from employees' perception of the quality of the work produced and the perfection of the task towards the employee's skills and abilities. The results of the work done are close to perfect or meet the expected goals of the work.
2. Utilization of working time is measured from the employee's perception of an activity that is completed from the beginning of time until it becomes an output. Be



able to complete at a predetermined time and maximize the time available for other activities.

3. Work Quantity Measured from employee perception of the number of assigned activities and their results.

Conceptual Framework

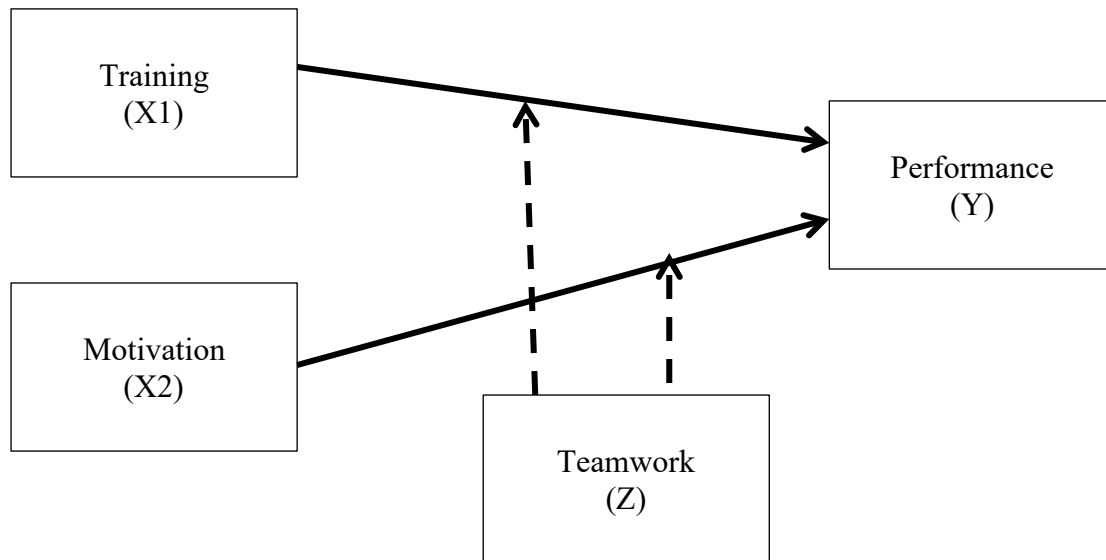


Figure 1. Conceptual Framework

Hypothesis

After the conceptual framework has been drawn, the hypothesis of this study is as follows:

- H1 The training had a positive and significant effect on the performance at the Bank Indonesia Representative Office in North Sumatra Province.
- H2 Motivation has a positive and significant effect on the performance at the Bank Indonesia Representative Office in North Sumatra Province.
- H3 Teamwork has a positive and significant effect on the performance at the Bank Indonesia Representative Office in North Sumatra Province.
- H4 The Influence of Teamwork was able to moderate the relationship between Training and Performance at the Bank Indonesia Representative Office in North Sumatra Province.
- H5 The Influence of Teamwork was able to moderate the relationship between Motivation and Performance at the Bank Indonesia Representative Office in North Sumatra Province.

Type of Research



This study uses a type of associative quantitative research According to Sugiyono (2018), the definition of quantitative method is: Quantitative method is a research method based on the philosophy of positivism, and is used to research on a certain population or sample, the data collection uses research instruments, data analysis is quantitative or statistical, with the aim of testing hypotheses that have been previously determined.

Location, Place, and Time

The time of this research is from September to October 2024. The location of this research is at the Bank Indonesia Representative Office of North Sumatra Province, Jalan Balai Kota no 4 Medan.

Population

The population of this study is all Bank Indonesia employees of 70 employees. Sugiyono (2018), population is a generalized area consisting of objects and those that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions.

Sample

The research sample used was all employees who were made into a population of 70 employees. Sample According to Sugiyono (2018), the sample is part of the number and characteristics possessed by the population. Meanwhile, sample size is a step to determine the size of the sample taken in carrying out a research.

Research Data Sources

The research data source used is a primary data source. According to Sugiyono (2018) Primary data is a data source that directly provides data to data collectors. The data is collected by the researcher directly from the first source or where the object of the study was conducted.

Data Collection Techniques

This study uses a questionnaire data collection technique in which the researcher distributes the statement questionnaire and will be filled in by the respondents. According to Sugiyono (2018: 124) "Questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer".

Data Analysis Methods

Structural Equation Model



The testing of the research hypothesis was carried out with the PLS-based Structural Equation Modelling (SEM) approach. SEM is a multivariate statistical analysis technique that is generally used to analyze structural relationships that are relatively difficult to measure simultaneously. In addition, it can be used to analyze the structural relationship between measurable variables and latent constructs. This technique is a combination of factor analysis and multiple regression analysis. SEM is categorized into two approaches. The first approach is referred to as Covariance Based SEM (CBSEM) on a covariance basis and the second approach is referred to as Variance Based SEM on a variant basis.

According to Ghozali & Latan (2012), CBSEM examines the causality relationship of a structural model built on the basis of theory and confirms whether the model based on the theory is no different from the empirical model, while PLS is more of a predictive model. PLS is a powerful analysis method because it is not based on many assumptions. The data does not have to be normally distributed, the sample does not have to be large, PLS can also be used to confirm the theory, and can be used to explain the existence or absence of relationships between latent variables. PLS can analyze at the same time the constructs formed with reflexive indicators and formative indicators which cannot be done by CBSEM because there will be an unidentified model (Ghozali & Latan, 2012).

Designing the Measurement Model (Outer Model)

Referring to Ghozali and Latan (2012), the outer model is often also called the outer relation or measurement model, which defines how each indicator relates to its latent variable. Outer model analysis is used to ensure that the measurements used are worthy of being used as measurements (valid and reliable) with several indicators as follows:

- a. Convergent Validity, measurement with reflexive indicators is assessed based on the correlation between the score item/component score and the construct score. Individual reflex measures are said to be high when correlated more than 0.70. However, for the initial stage of research from the development of a measurement scale, a value of 0.50 to 0.60 is considered sufficient.
- b. Discriminant Validity, a value based on crossloading with constructs. If the correlation of the construct with the measurement item is greater than that of the size of the other construct, it indicates that the latent construct predicts the size of the block better than the size of the other block. Another method is to compare the square root of average variance extracted (AVE) value of each construct with correlation with other constructs in the model. This measurement can be used to measure the reliability *of the component score* of the latent variable and is actually more conservative compared to composite reliability (pc). The recommended AVE value > 0.50.



- c. Composite Reliability & Cronbach Alpha, measuring a construct can be evaluated with two different measures, namely internal consistency and Cronbach Alpha. Data that has a composite reliability > 0.70 can be said to have a high reliability value. The reliability test is strengthened by the expected Cronbach Alpha value. 0.70 on each indicator.

Designing the Structural Model (Inner Model)

According to Ghozali and Latan (2015), the inner model is often also called the innerrelation model, which describes the relationship between latent variables based on substantive theory. The design of the structural model of the relationship between latent variables is based on the formulation of the problem or research hypothesis. In the evaluation of this model, estimation can be carried out through several stages. The use of R-square for dependent constructs, Stone-Geisser Q-Square test for predictive relevance and t-test and significance of structural path parameter coefficients. The R-square method is used to look at each dependent latent variable. The interpretation is the same as the interpretation in regression.

To test the influence of partial independent variables on bound variables, partial regression coefficient testing (t-test) is used, namely by comparing tcount and t-tables. Each of these calculation results was then compared with the table obtained using a significance level of 0.05. The regression equation will be declared significant or significant if the value of t is less than equal to 0.05 The criteria used as the basis for the comparison are as follows:

The hypothesis is rejected if the t-count < 1.96 or the sig value > 0.05

The hypothesis is accepted if the t-count > 1.96 or the sig value < 0.05

Analysis of Moderation Variables

Moderation hypothesis testing was carried out by moderated regression analysis (MRA) which was estimated by SEM-PLS (Ghozali et latan, 2015). To test Performance as a moderating variable of the relationship between Teamwork in moderating Training and Motivation, the focus of attention is on the interaction coefficient between Teamwork and Performance. A variable can be said to be a moderation variable will be declared significant or significant if the value of t significant is less than 0.05 The criteria used as the basis for the comparison are as follows:

The hypothesis is rejected if the t-count < 1.96 or the sig value > 0.05

The hypothesis is accepted if the t-count > 1.96 or the sig value < 0.05

RESULTS AND DISCUSSION

Research Tests

By conducting preliminary testing of the questionnaire instrument, the accuracy and reliability of the variable and indicator data collected for this study has been



confirmed. From the test results, it is known that there are four variables in the model that will be used in the study, as listed below:

Evaluation of the measurement model (outer model)

Convergent Validity

In this study, the acceptable loading factor value is 0.7 and the acceptable AVE value is 0.5, if the value is higher, it is considered valid. An indicator is considered valid if it has a value of > 0.7 when describing construction variables. The following graph shows the structural model of the study

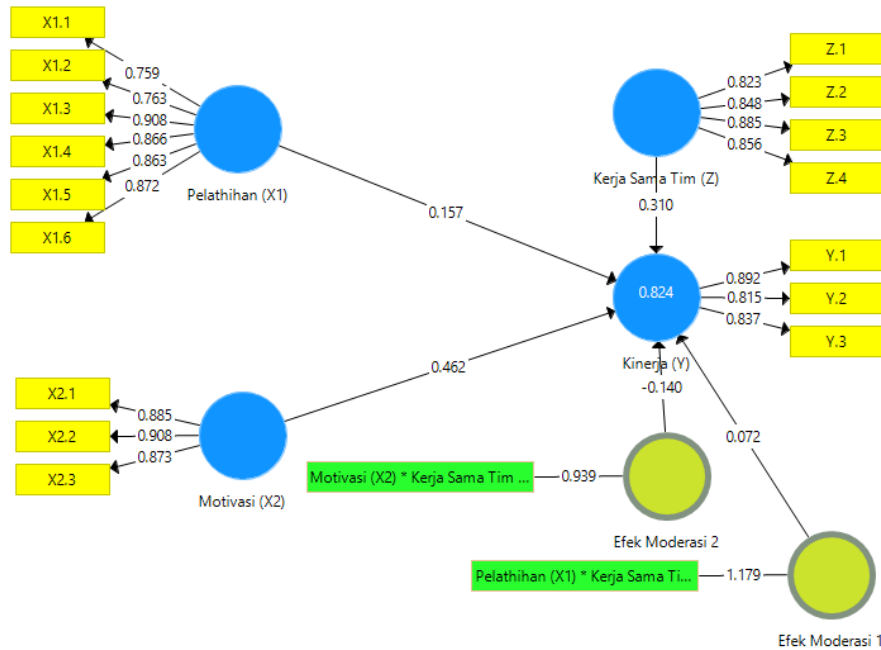


Figure 2. Research Model in SmartPLS

Source: Smart PLS3.3.3.

The output of Smart PLS for loading factors gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two equations.

$$Y = b_1X_1 + b_2Z + b_3X_1Z + e_1$$

$$Y = 0.157 X_1 + 0.310 Z + 0.072 X_1Z + e_1$$

$$Y = b_2X_2 + b_3Z + b_4X_2Z + e_2$$

$$Y = 0.462 X_2 + 0.310Z - 0.140 X_2Z + e_2$$

Table 1. Outer Loadings/Cross Loadingning



	Teamwork (Z)	Performance (Y)	Motivation (X2)	Training (x1)
X1.1				0,759
X1.2				0,763
X1.3				0,908
X1.4				0,866
X1.5				0,863
X1.6				0,872
X2.1			0,885	
X2.2			0,908	
X2.3			0,873	
Y.1		0,892		
Y.2		0,815		
Y.3		0,837		
Z.1	0,823			
Z.2	0,848			
Z.3	0,885			
Z.4	0,856			

Source: Smart PLS3.3.3.

In the table, each variable shows a value above 0.7 on the indicator, indicating the validity of the data for future research. After getting the results, this research is continued to the next stage.

Discriminate Validity

This discussion will focus on the results of the discrimination validity test in this section. The cross loading value is used to test the validity of the discrimination. If the cross loading of an indicator is higher than that of other variables, it indicates the validity of the discrimination. The cross loading values for each indicator are as follows:

Table 2. Discriminant Validity

	Teamwork (Z)	Performance (Y)	Motivation (X2)	Training (x1)
X1.1	0,713	0,598	0,540	0,759
X1.2	0,693	0,632	0,613	0,763
X1.3	0,673	0,706	0,778	0,908
X1.4	0,687	0,683	0,743	0,866
X1.5	0,676	0,800	0,747	0,863



X1.6	0,750	0,774	0,779	0,872
X2.1	0,780	0,764	0,885	0,823
X2.2	0,748	0,830	0,908	0,751
X2.3	0,606	0,714	0,873	0,663
Y.1	0,764	0,892	0,799	0,754
Y.2	0,747	0,815	0,672	0,712
Y.3	0,621	0,837	0,734	0,663
Z.1	0,823	0,711	0,710	0,741
Z.2	0,848	0,754	0,681	0,683
Z.3	0,885	0,721	0,689	0,690
Z.4	0,856	0,675	0,659	0,717

Source: Smart PLS3.3.3.

In table 2. There is a cross loading factor value in each variable and the indicator has a value greater than the cross loading factor value in each other, the cross loading factor of the teamwork variable has a greater value than the cross loading of other latent variables, the value of the performance variable cross loading factor is greater than the value of the cross loading factor in other latent variables, The cross loading value of the motivation variable is greater than that of other latent factor cross loading, the value of the cross loading factor in the training variable is greater than the cross loading value of other latent variables.

Composite reliability

In composite reliability analysis, the reliability coefficient of each variable is correlation. The study is said to be reliable if the variable value is more than 0.60, but it is not reliable if it is less than 0.60 or as low as 0.07. There are several evaluation blocks that can demonstrate the effectiveness and validity of the study, such as Coanbach alpha, composite reliability, and AVE values shown in the table below.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Moderation Effect 1	1,000	1,000	1,000
Moderation Effect 2	1,000	1,000	1,000
Teamwork (Z)	0,875	0,914	0,728
Performance (Y)	0,856	0,885	0,720
Motivation (X2)	0,868	0,919	0,791
Training (x1)	0,916	0,935	0,706

Source: Smart PLS3.3.3.



Table 3 shows the high reliability of the data for each variable by showing that all variable values in the Cronbach alpha column are greater than 0.7. Because the data is above 0.6, it is known that the composite reliability column has a value greater than 0.6 which means that each variable is considered reliable. The value of each variable in the AVE column needs to be checked if it is greater than 0.7 which means that the data is valid according to AVE. Since each variable value in the reliability, AVE, and Cronbach alpha columns is greater than 0.7 and 0.6 respectively, the value is considered valid and reliable.

Inner Model Analysis

To ensure the base model is accurate and robust, an internal model evaluation is conducted. The completed examination stage is one of the markers that is taken into account when evaluating the main model.

Coefficient of Determination (R2)

By using the SmartPLS 3.0 program to process the data, here's how to determine the R Square value:

Table.4.R Square Result

	R Square	Adjusted R Square
Performance (Y)	0,824	0,810

Source: Smart PLS3.3.3.

There is an R square value in table 4 of performance with a value of 0.824 and if it changes to percent to 82.4%, it means that the influence of Training and Motivation is 0.824 and the rest is in the other variables.

Hypothesis Testing

The relationship between the idle build and the data in this example should be confirmed after the model is created. T-Statistics and P-Values were examined to perform statistical analysis in this case study. To determine whether the P-Values value < 0.05 and the T-Insights value > 1.96, speculation is used. The Impact of the Road Impact Coefficient over time is as follows:

Table 5.Hypothesis Results

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Result
Moderation Effect 1 -> Performance (Y)	0,072	0,744	0,229	Rejected



Moderation Effect 2 -> Performance (Y)	-0,140	1,134	0,129	Rejected
Teamwork (Z) -> Performance (Y)	0,310	2,511	0,006	Accepted
Motivation (X2) -> Performance (Y)	0,462	4,183	0,000	Accepted
Training (X1) -Performance > (Y)	0,157	1,199	0,116	Rejected

Source: Smart PLS3.3.3.

The results of the hypothesis in table 5 are the final results of the study and will be explained as follows:

1. Training had an effect on performance moderated by Teamwork with positive but not significant results with a sample value of 0.072 and p values of 0.229. This means that the Teamwork variable is not a moderation variable because it is not able to affect performance and training.
2. Motivation has an effect on performance moderated by Teamwork with the original sample value of -0.140 and p values of 0.129. This means that teamwork is not a moderation variable because it is not able to significantly affect performance and motivation.
3. Teamwork had a positive and significant effect on Performance with the original sample value of 0.310 and p values of 0.006. This means that if teamwork increases well, performance will also increase, if it decreases, performance will also decrease.
4. Motivation has a positive and significant effect on Performance with the original sample value of 0.462 and p values of 0.000. This means that if motivation increases well, performance will also increase well, on the other hand, if motivation decreases, performance will also decrease.
5. Training had a positive and insignificant effect on Performance with the original sample of 0.157 and p values of 0.116. This means that training does not have a strong effect on employee performance, but some employees training means a lot to them.

Conclusion

After obtaining the results of this study and describing it through a hypothesis, the conclusions in this study are as follows:

1. Training had an effect on performance moderated by Teamwork with positive but not significant results with a sample value of 0.072 and p values of 0.229.
2. Motivation has an effect on performance moderated by Teamwork with the original sample value of -0.140 and p values of 0.129.
3. Teamwork had a positive and significant effect on Performance with the original sample value of 0.310 and p values of 0.006.



4. Motivation has a positive and significant effect on Performance with the original sample value of 0.462 and p values of 0.000.
5. Training had a positive and insignificant effect on Performance with the original sample of 0.157 and p values of 0.116.

Suggestion

After getting the conclusion, the research will give suggestions, the suggestions given are as follows:

1. It is hoped that this research will be used as input to make the organization more advanced.
2. It is hoped that this research will change the organization's view of employees who are not performing well to conduct serious training.
3. It is hoped that this research will be used as a reference material for new research with a new research title and model.
4. It is hoped that this research will be useful in the future as a companion to new research.
5. It is hoped that this research can change the mindset of employees and also organizations in responding to employee motivation, training and performance.

Bibliography

- Anggraeni, L., & Saragih, R. (2019). The Effect of Teamwork on Employee Work Productivity of Pt. Pln (persero) Central Java Transmission. *EProceedings of Management*, 6(1).
- A.A. Anwar Prabu Mangkunegara. 2017. *Corporate Human Resource Management*, Bandung: Remaja Rosdakarya.
- Darojat, T.A. 2015. *Basic Concepts of Personnel Management*. 1st printing. Refika Aditama. Bandung.
- George, J.M., and Jones, G.R. 2015. *Understanding and Managing Organizational Behavior* (4th ed). New Jersey: Upper Saddle River.
- Ghozali, I. Latan, H. 2015. *Partial Least Square: Concept, Techniques and Applications of Smart PLS 2.0 M3*. Semarang: Diponegoro University Press.
- Hamiruddin., Hajar, I., & Saleh, S. (2019). The Effect Of Organizational Communication, Work Motivation And Teamwork On Employees Performance. *Journal of Management, Business and Organization (Jumbo)*, 3(1), 138-151.
- Lubis, L. S. (2021). The Effect of Teamwork on Employee Performance at Pt Sinarmas Multifinance Pekanbaru Branch [Universitas Islam Riau]. <http://repository.uir.ac.id/id/eprint/6115>
- Mulyani, S. 2019. The Influence of Education, Training, and Competence on Employee Performance on CV Enigma. *Semarak Scientific Journal*, 130-143.



- Sanyal, S., and Hisam, M. W. (2018). The Impact of Teamwork on Work Performance of Employees: A Study of Faculty Members in Dhofar University, IOSR Journal of Business and Management. Vol 20(3), 15–22.
- Saleh, A. (2015). Motivation and Performance on the Productivity of Slaughter Chicken Farm Employees in Partnership of Pt. Mitra Fatuk Bersama (MGB) in Jember Regency. Journal of ISEI Jember. Jember: University of Jember
- Susanti, F. S. (2019). The Effect of Training and Communication on Employee Performance at the Yamet Pamulang Growth and Development Clinic. SeMaRaK JOURNAL, 1(3), 39–48. <https://doi.org/10.32493/smk.v1i3.y2018>
- Sugiyono. 2018. Quantitative, Qualitative, and R&D Research Methods, Alfabeta publisher, Bandung
- Zuriana, Z., & Rananda, A. 2019. The Effect of Compensation on Employee Performance. Education Journal: Journal Educational Research and Development, 3(1), 59-64.

