

The Effect Of Motivation And Training On Employee Performance at Sekolah Tinggi Ilmu Manajemen (STIM) Sukma Medan

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Abstract

The purpose of this study was to determine the effect of motivation and training on employee performance at the Sukma Medan School of Management (STIM). The sample was comprised of employees at the Sukma Medan School of Management (STIM). The sample was drawn using probability sampling with a saturated sampling technique, a technique used to determine the sample size when all members of the population are used as samples. The data analysis method used Multiple Linear Regression, hypothesis testing using the coefficient of determination (R²), simultaneous testing (F-test), and partial testing (t-test), while data processing used SPSS. The results showed that the coefficient of determination (R²) test for motivation and training variables explained the variation in employee performance. Furthermore, simultaneously, it showed that motivation and performance variables had a positive and significant effect on employee performance. Partially, motivation had no effect on employee performance, and partially, training variables had an effect on employee performance.

Keywords: Motivation; job training; Employee Performance; influence; STIM Sukma

1. INTRODUCTION

In today's business competition, every company is required to continue to grow by doing many things to create a significant increase in work productivity, a significant increase in work will certainly have an impact on the achievement of the vision and mission of a company or organization. And the achievement of vision and mission is the hope of every company or organization for the sustainability of the company or organization. There are quite a lot of challenges in the future that will be faced by every company or organization along with the Times that are quite rapid, technological advances and other changes. For this reason, companies or organizations must be able to adapt to existing changes in order to continue to exist in their respective business fields and be strong in facing existing competition. For that one of the important things to focus on the company or organization is employee performance, employee performance can be said to be an achievement or the result of the work of every employee who has carried out their duties and responsibilities, therefore employee performance is considered important to be a concern of the focus of the support of leaders in order to achieve the vision and mission of the company, maintaining employee performance to continue to improve and get better is not an easy thing, leaders must continue to consistently make various efforts to support it, among them is to increase the motivation of employees and also with training relevant to the duties and responsibilities of employees. Motivation can be said to be an encouragement from within a person who will direct someone to act and behave, usually a good motivation will encourage someone to do good things and vice versa, therefore it is important for company leaders to continue to maintain motivation in employees to always have a good and positive motivation in carrying out their work so that employees can, training can be said as a step of the company or organization to continue to improve the knowledge and skills of employees, training conducted in accordance with the work needs of employees will make employees become more cooperative in their duties, and cooperative employees in carrying out their duties will certainly have a very good performance.

Research by (Basriani, 2023) with the title the effect of job training and work motivation on the performance of employees of the Riau provincial Transportation Office, the results showed that job training and motivation had a significant effect on the performance of employees of the Riau provincial Transportation Office. Research by (Ariyanti et al., 2024) with the title the effect of motivation and training on employee performance at Hotel Adiwana Suweta the results showed that motivation and training had a positive and significant effect on employee performance. Research by (Sutjahjo et al., 2021) with the title the effect of management information systems, work environment, training and work motivation on employee performance, the results showed that training and motivation had a significant effect on employee performance. Research by (Hendra, 2020) with the title the influence of organizational culture, training and motivation on employee performance at Tjuk Nyak Dhien University Medan, the results showed that training and motivation had an influence on performance.

This study was conducted at Sekolah Tinggi Ilmu Manajemen (STIM Sukma) Medan, as one of the existing universities in the city of Medan, STIM Sukma Medan needs to continue to improve and strive to improve employee performance given the high level of competition existing universities in the city of Medan so that STIM sukma medan can continue to exist and can continue to compete with other universities. From the observation that the authors do STIM sukma still have to continue to improve employee performance, still not consistent

results of employee work based pencapaian KPI (Key Performance Indicator) every month is the basis that employee performance should still be the focus of the company. The decline in employee work results based on KPI assessment occurs several times in some employees, especially when there are additional tasks related to new student admissions, the decline in KPI results is certainly a problem of employee performance that occurs in STIM Sukma that needs to be solved immediately and given the best solution, it is also important to pay attention because when, by increasing employee motivation in carrying out their duties and responsibilities according to their respective portions and training that can increase employee competency can certainly be a solution to these problems for the achievement of the company's vision and mission. On the basis of the above phenomenon, the authors consider it important to conduct research titled The effect of motivation and training on employee performance at the College of Management Sciences (STIM) Sukma Medan. Work motivation is an influential condition that generates, directs and maintains behaviors related to the work environment (Muflihini, 2023).

Motivation comes from the word "motive" which means an effort or encouragement for someone to do something. Motivation can be said to be a person's reason to do something according to the impulse that arises by itself from within a person. For this reason, motivation is an important thing that must exist in an organization, because motivation is closely related to human resources in an organization (Seto et al., 2023). From the above definition, it can be concluded that motivation is the impulse that a person has from within in carrying out an action. Training is a process, by which people acquire the ability to do a job. Poorly trained employees may perform poorly and make costly mistakes. Training provides employees with specific knowledge and skills that can be identified for use in their current job (Rahardjo, 2022). Employee training is an activity carried out by the company in order to increase the knowledge and expertise of an employee in doing a particular job and is able to produce a concrete change in behavior (Aribowo et al., 2024). Training and development is one of the most important functions of Human Resource Management in any organization. The purpose of training is to improve the employee's behavioral skills and expertise by putting the employee in learning new techniques in doing the job (Sahir et al., 2023). From the above understanding, it can be said that training is a concrete step that can be taken to improve the competence of existing human resources to support work productivity towards a better increase. Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job (Budiyanto & Mochklas, 2020). Employee performance is a person's success rate in performing overall tasks in a given period (Silaen et al., 2021). Training places emphasis on honing specific skills and proficiency related to the job or task. The main purpose of training is to ensure that employees have the necessary competencies and expertise to carry out their duties competently and effectively, by continuously adapting to changes in technological progress in harmony with the organization's work system remains relevant (Irawan et al., 2024).

2. RESEARCH METHODE

2.1 Research Framework

Motivation is an impulse from within a person in doing a job or action, good motivation from within will lead a person to take positive actions and vice versa. Motivation is very necessary for a person in order to get the expected result from the actions performed. Training is a series of actions or efforts to improve one's competence, training that is in line and in accordance with the task or workload will be additional knowledge for them in completing responsibilities. Training is needed to continue to improve knowledge along with the times, so that with the development of knowledge, employees will be more prepared in completing tasks. Good motivation and training will have an impact on employee performance, performance is the result obtained from a series of work activities, good performance of each employee will have an impact on the achievement of the company's vision and mission. Performance improvement must continue to be the focus of the company, so that the company's consistency and achievement can be realized. Research by (Iskandar et al., 2025), (Suswandayana et al., 2025), (Hidayatul & Jumadi, 2025), (Aniva et al., 2025) shows that there is an influence of motivation and training on employee performance.

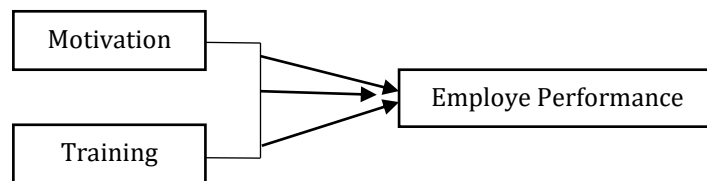


Figure 1. Research Frame Work

2.2. Types of Research

This study is a quantitative research, this study aims to determine the effect of motivation and job training on employee performance at STIM sukma Medan. Data analysis techniques in this study using multiple linear

regression data analysis method. Data were collected through the distribution of questionnaires to respondents, and analyzed using SPSS 22.

2.3. Research Location

This study was conducted at one of the universities in the city of Medan, namely the College of Management Sciences Sukma Medan which is located at Jalan Sakti Lubis No. 80 Simpang Limun Medan, North Sumatra.

2.4. Population and sample

The population in this study is all employees of STIM Sukma Medan which currently amounts to 30 employees, the determination of the sample using probability sampling with saturated sampling technique that is all members of the population sampled, then the number of samples in this study amounted to 30 employees of STIM Sukma Medan.

2.5. Types, sources and techniques of data collection

The type of data used in this study is primary and secondary data, the primary data used in this study in the form of data collection results using questionnaires to all employees of STIM Sukma who became the research sample, secondary data in this study in the form of literature review. Sources of data used in this study are internal and external, internal data in this study in the form of data on the number of employees and the results of discussions with related divisions, external data in this study in the form of literature review journal articles and reference books. The technique of data collection in this study is observation on the object of research, study literature and questionnaires given to all employees of STIM Sukma Medan.

2.6. Variable Operational Definition

Operational definition is a limitation or property determined by the author that becomes a measurable variable to be studied. The operational definition used in this study is then elaborated into the following research indicators:

Table 1 Variable Operational Definition

Variable	Definition	Indicators	Scale
Motivation	Work motivation is a condition that influences generating, directing and maintaining behavior related to the work environment	<ol style="list-style-type: none"> 1. Individual perception of oneself. 2. Self-esteem and achievement. 3. Hope. 4. Needs. 5. Job satisfaction. 6. Type and nature of work. 7. Work groups in which individuals join. 8. Environmental situation in general. 9. Accepted reward system 	Likert
Training	Employee training is an activity carried out by the company in order to increase the knowledge and expertise of an employee in doing a particular job and is able to produce a concrete change in behavior	<ol style="list-style-type: none"> 1. The goals and objectives of the training should be clear and measurable. 2. The trainers must have sufficient qualifications. 3. The training material must be adapted to the goals to be achieved. 4. Training methods must be in accordance with the level of ability of employees who become participants. 5. The trainee must meet the specified requirements. 	Likert
Employee Performance	Employee performance is the level of success of a person in carrying out overall tasks in a certain period	<ol style="list-style-type: none"> 1. Quality Of Work. 2. Working Quantity 3. Timeliness 4. Effectiveness 5. Commitment 	Likert

Sources : (Muflihah, 2023), (Aribowo et al., 2024), (Silaen et al., 2021), (Pranogyo et al., 2021), (Basriani, 2023), (Silaen et al., 2021)

2.7 Data Analysis Methods

The method of data analysis in this study is descriptive quantitative by collecting, compiling and classifying data in such a way. Regression analysis of data in this study using SPSS 22. Data analysis technique used in this study is multiple linear regression analysis with equation model

$$Y = a + b_1x_1 + b_2x_2 + e$$

Hypothesis testing in this research, (1). Determination coefficient (R²), coefficient of determination is a test conducted to measure how far the ability of variation of the influence of the independent variable on the dependent variable (2). Partial Test (t test), a partial test conducted to determine the effect of motivation and training variables on employee performance variables individually (partial), (3). Simultaneous Test (Test f), simultaneous test conducted to determine the effect of motivation and training variables on employee performance variables together (simultaneous).

3. RESULT AND DISCUSSION

3.1. Multiple Linear Regression Test

Table 2 Multiple Linear Regression Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	24.244	7.008			3.459	.002
	Motivasi	-.015	.102	-.026		-.143	.887
	Pelatihan	.497	.143	.624		3.474	.002

a. Dependent Variable: Kinerja_Karyawan

Based on the test results above, the obtained multiple linear regression equation as follows:

$$Y = 24.244 + (-0.015)X_1 + 0.497X_2$$

In the multiple linear regression model obtained the value of employee performance constant of 24.244 means that if the value of the independent variable (motivation and training) is 0, then the dependent variable (Y) value of 24.244. The regression coefficient of the training variable is positive, meaning that every increase in one unit of the training variable will improve employee performance at the STIM Sukma Medan by 0.497.

3.2. Hypothesis Testing

3.2.1. Coefficient Of Determination (R²)

Table 3 Coefficient of Determination (R²)

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.610 ^a	.373	.326	3.916	

a. Predictors: (Constant), Pelatihan, Motivasi

The value of the coefficient of determination obtained by 0.373 or 37,3% indicates that the motivation and training variables are able to explain the employee performance variables in the STIM Sukma Medan, while the remaining 62,7% influenced by other variables not studied in this study.

3.2.2. Partial test

Based on the Table 2, the calculated value for the motivation variable is $-0.143 < t_{table} 2.051$, thus partially the motivation variable has no effect on employee performance. The calculated value for the training variable is $3.474 > t_{table} 2.051$, thus partially the training variable affects employee performance.

3.2.3 Simultaneous test

Table 4 Simultaneous Test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	245.925	2	122.962	8.020	.002 ^b
	Residual	413.942	27	15.331		
	Total	659.867	29			

a. Dependent Variable: Kinerja_Karyawan

b. Predictors: (Constant), Pelatihan, Motivasi

Based on the table, it can be seen that the fhitng value is $8.020 >$ from the Ftable value of 2.96 and a significant value of $0.002 <$ from alpha 0.05. Thus, the independent variables consisting of motivation and training have a positive and significant effect on employee performance at STIM Sukma Medan.

3.3 Discussion

From the results of hypothesis testing that has been done can be seen that the independent variable consists of motivation and Training able to explain employee performance variables by 37.3% and the remaining 62.7% influenced by other variables, from these results STIM sukma medan can continue to improve employee performance by taking into account other variables such as compensation, organizational culture and others.

From partially testing the hypothesis that training variables have an influence on employee performance, the results of this study are in line with research conducted by (Pasaribu & Nelsi, 2024) which states that training has a positive and significant effect on employee performance. This result is a good signal for STIM Sukma medan that employee performance can continue to be improved with the implementation of training, the implementation of training that has been done by STIM sukma medan is indicated to provide an increase in

knowledge and competence of employees so as to make STIM sukma employees master every job implementation that is their responsibility, with the training conducted, employees also become very understanding of how the standard of work on the job responsibilities of each employee so that each employee can work well and produce the best quality of work as well. this can be an input for STIM sukma Medan to continue to improve employee competency through the implementation of trainings. The trainings conducted will certainly have an impact on improving the skills/competence of employees, adding insight and knowledge and maturity of employees in carrying out tasks and facing any job challenges that are their responsibilities, a constantly growing and increasing competence will make it easier for employees to carry out their duties and responsibilities in accordance with the given jobdesk. Improving employee performance will also certainly have an impact on the achievement of the company's vision and mission in the future. Training can be provided on an ongoing basis with reference to existing needs, meaning that STIM sukma must continue to pay attention to the needs of cooperation or knowledge needed by employees related to job completion, the development of time and technology must also continue to be balanced with the addition or representation of knowledge owned by each employee so that each employee becomes ready for changes that occur. In order for every training carried out by STIM sukma medan to continue to improve the performance of employees STIM sukma medan must continue to pay attention to the training provided in accordance with the needs or in accordance with the work being carried out by each employee, and every training carried out must also have a training target that is quite clear and, and then evaluate the results of the work to ensure the impact of the training that has been implemented.

Subsequent hypothesis testing showed that motivation has no effect on employee performance, the results of this study are in line with the results of the study (Pragiwani et al., 2020) which states motivation has no effect on employee performance. Motivation has no effect on employee performance can happen in an institution, why Motivation has no effect on employee performance, this can be caused by the presence of other factors that inhibit motivation itself gives its influence on employee performance, the presence of other factors or variables allows motivation can not give its influence, it could be that the employees of STIM sukma medan already have a high motivation in carrying out their duties but there are other factors such as a work environment that is not conducive enough or unhealthy competition between colleagues, excessive workload than should be borne by employees, leaders who lack attention to subordinates or less effective leadership communication causes subordinates not to feel, so that these factors hinder the high motivation of employees to produce the best performance. Or employee motivation is at a low enough point so that there is no incentive from within employees to produce the best performance, the motivation that exists in employees is more of an extrinsic motivation, namely employees are motivated to do their job just because they feel an obligation from their job or can be considered to fall off duty, or job execution, strict supervision or SOP but not an impulse from within to increase the quality of work, the desire to be better and produce the best work or exceed the achievement targets that have been set by contributing more to the company. Motivation like this may not work on employees when the level of control is reduced or weakened, or the SOP imposed is not so binding or less clear and specific, so that employee performance can be said not to be formed from motivation but from the work system imposed.

Simultaneously motivation and training variables have a positive and significant effect on employee performance and the results of this study are in line with research conducted by (Damanik & Wibowo, 2025) which states that there is a simultaneous effect of motivation and training. From these results we can conclude that the motivation variable does not affect employee performance partially but can simultaneously affect the support of training variables, this shows that the motivation variable still needs the support of other variables to affect employee performance, collaboration between variables in the study showed its contribution to employee performance. So in this case motivation alone is not considered sufficient in improving employee performance the need for the addition of other variables to support the motivation variable so that employee performance can be influenced or motivation or need to add other variables as variables of moderation or intervening to see the effect of motivation on employee performance, motivation may not be able to, working environment, etc

4. CONCLUSION

The results of this research states that there is an influence of training on employee performance and there is no influence of motivation on employee performance, this needs to be a concern for STIM sukma that trainings that have been carried out or followed by employees have a significant influence on employee performance, for it is important for STIM sukma to continue to improve, the relationship of the training with the duties and responsibilities of the employees as well as the training targets are quite clear. STIM sukma also needs to pay attention to the results of motivation variables, motivation that does not have an impact on employee performance can be caused by several things such as the work environment, less clear work tags or poor leadership communication to subordinates, these factors can be an obstacle to the best performance of employees. The wrong perception of employees towards the company or organization can also have a negative impact on employee performance, it can reduce motivation from within employees (intrinsic motivation) so that how employees carry out tasks just to carry out tasks, or abort their obligations as employees, or the implementation of tasks only because of the work supervision system. it is necessary to pay attention to the

motivation possessed by each employee so that the motivation of each employee does not only come from the external self but is more important than within. This study still measures employee performance only in terms of motivation and training variables, there are still some variables that can be studied that can affect employee performance such as compensation, increased competition, organizational culture, work environment, job satisfaction, etc., and by using different data analysis methods than before in order to enrich the results of the study and can provide more input to

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