

The Influence of Work Motivation and Job Training on Employee Performance at PT Pertama Logistic Service, Subang Branch

Lidya Pricilla¹, Irma Sari Octaviani²

Department of Management, Faculty of Economics and Business, Universitas Pamulang. Jl. Surya Kencana No. 1, Pamulang Barat, Kecamatan Pamulang, Kota Tangerang Selatan, Banten 15417
Email: dosen02478@unpam.ac.id¹, dosen02479@unpam.ac.id²

Employee performance is a critical factor influencing organizational effectiveness, particularly in the logistics industry, where operational efficiency and service quality determine business competitiveness. This study aims to examine the effects of Work Motivation and Job Training on Employee Performance at PT Pertama Logistic Service, Subang Branch, Indonesia. A quantitative research approach with an explanatory design was employed. Data were collected through structured questionnaires distributed to 80 employees using a saturated sampling technique. The collected data were analyzed using multiple linear regression with IBM SPSS Statistics version 26. The findings indicate that Work Motivation has a positive and significant effect on Employee Performance ($\beta = 0.390$, $t = 3.716$, $p < 0.001$). Similarly, Job Training positively and significantly influences Employee Performance ($\beta = 0.342$, $t = 3.258$, $p = 0.002$). Furthermore, the simultaneous regression analysis demonstrates that both variables significantly affect Employee Performance ($F = 27.701$, $p < 0.001$), explaining 41.8% of the variance in employee performance. These findings suggest that strengthening employee motivation and implementing continuous, needs-based training programs can improve employee competencies, productivity, and overall organizational performance. The study contributes to the human resource management literature by providing empirical evidence from the Indonesian logistics sector and offers practical implications for organizations seeking to enhance workforce performance.

Keywords: Work Motivation; Job Training; Employee Performance; Human Resource Management; Logistics Industry.

This is an open access article under the [CC BY-NC](#) license



Corresponding Author:

Lidya Pricilla
Department of Management, Faculty of Economics and Business, Universitas Pamulang
Jl. Surya Kencana No. 1, Pamulang Barat, Kecamatan Pamulang, Kota Tangerang Selatan, Banten 15417
dosen02478@unpam.ac.id

1. Introduction

Employee performance has become one of the most critical determinants of organizational competitiveness in today's highly dynamic business environment. Rapid technological development, increasing customer expectations, and intensifying competition have compelled organizations to continuously improve operational efficiency through effective human resource management. In the logistics industry, where operational accuracy, service speed, and customer satisfaction are fundamental success factors, employee performance directly influences organizational productivity and service quality. Consequently, companies are increasingly required to develop effective managerial strategies that enhance employee motivation and competencies to maintain sustainable organizational performance [1][2][3].

The Indonesian logistics industry has experienced substantial transformation in recent years due to digitalization, e-commerce expansion, and increasingly complex supply chain networks. These developments have significantly increased the demand for employees who possess not only technical competencies but also high levels of motivation and adaptability. However, many logistics companies continue to experience declining employee productivity, inadequate competency development, and inconsistent training implementation, all of which negatively affect organizational performance. Previous

The Influence of Work Motivation and Job Training on Employee Performance at PT Pertama Logistic Service, Subang Branch. Lidya Pricilla et.al

studies have consistently suggested that employee-related factors remain among the primary determinants of service quality and organizational competitiveness within logistics organizations[4][5][6].

Human resource management literature emphasizes that work motivation represents an essential psychological factor influencing employee attitudes, commitment, and work behavior. Motivated employees generally demonstrate greater responsibility, stronger organizational commitment, and higher productivity than employees with lower motivational levels[7]. Motivation encourages employees to exert additional effort in completing organizational tasks and achieving organizational objectives. Likewise, organizations that successfully foster employee motivation tend to experience higher organizational effectiveness and lower employee turnover[8]

Besides motivation, job training has been widely recognized as a strategic investment in human capital. Effective training programs improve employees' technical knowledge, problem-solving abilities, communication skills, and adaptability to organizational changes. Continuous employee development also enables organizations to respond more effectively to technological innovation and competitive market demands[9]. Recent empirical evidence demonstrates that organizations implementing systematic training programs generally achieve higher employee performance and organizational productivity than those providing limited training opportunities[10].

Despite the recognized importance of work motivation and job training, empirical findings remain inconsistent. Several studies reported that work motivation significantly improves employee performance[11][12], whereas other studies found that motivational factors exhibit relatively weak or indirect effects when organizational support or leadership factors are insufficient[13]. Similar inconsistencies have also been reported regarding job training. Although numerous studies conclude that training positively affects employee performance[14][15], other researchers argue that training effectiveness depends heavily on program relevance, employee participation, and organizational learning culture[16]. These contradictory findings indicate that the relationships among work motivation, job training, and employee performance remain open for further empirical investigation.

PT Pertama Logistic Service, Subang Branch, represents one of the logistics companies currently facing challenges in maintaining employee performance. Internal company records indicate a continuous decline in average employee performance, decreasing from 72% in 2023 to 69% in 2024 and further to 65.2% in 2025. Simultaneously, employee participation in training programs remains relatively limited, while several motivational components—including incentive systems, career development opportunities, and employee recognition—have not been fully implemented. These organizational conditions potentially reduce employee enthusiasm, competency development, and overall organizational effectiveness, thereby justifying further empirical investigation.

This study addresses several research gaps. First, previous studies have predominantly examined motivation and training separately, while limited studies investigate their simultaneous influence within Indonesian logistics companies. Second, most prior research has focused on manufacturing, hospitality, healthcare, or educational sectors, leaving the logistics sector relatively underexplored despite its strategic economic role. Third, previous empirical findings remain inconsistent regarding the magnitude of the effects of work motivation and job training on employee performance, indicating the need for additional empirical verification. Finally, limited evidence exists concerning employee performance determinants within regional logistics companies operating under rapidly changing business environments.

The novelty of this study lies in its empirical examination of the simultaneous effects of work motivation and job training on employee performance within the Indonesian logistics sector by employing recent organizational performance data from PT Pertama Logistic Service, Subang Branch. Unlike many previous

studies that primarily focused on either motivation or training independently, this research integrates both human resource development dimensions into a single analytical framework, thereby providing more comprehensive evidence regarding employee performance improvement strategies in logistics organizations.

Based on these considerations, this study aims to analyze the effect of work motivation on employee performance, examine the influence of job training on employee performance, and investigate the simultaneous effects of work motivation and job training on employee performance at PT Pertama Logistic Service, Subang Branch, Indonesia. The findings are expected to contribute to the development of human resource management literature while providing practical recommendations for logistics companies seeking to enhance employee performance through effective motivational strategies and systematic training programs.

2. Literature Review And Problem Statement

Work Motivation and Employee Performance

Work motivation is widely recognized as one of the primary drivers of employee behavior and organizational effectiveness. According to Self-Determination Theory (SDT), employees who possess higher intrinsic and extrinsic motivation tend to demonstrate greater commitment, persistence, creativity, and overall job performance because motivation stimulates individuals to achieve organizational goals while simultaneously fulfilling their psychological needs[7]. Motivated employees generally exert greater effort, adapt more effectively to organizational changes, and demonstrate higher levels of productivity than employees with lower motivation.

Recent human resource management studies consistently support the positive relationship between work motivation and employee performance. Kong[17] found that work motivation significantly enhances employee productivity through increased work engagement and organizational commitment. Similarly, Podsakoff[18] reported that motivated employees exhibit higher task performance, stronger organizational citizenship behavior, and lower absenteeism. Within Indonesian organizations, Afandi and Bahri[12] also concluded that work motivation positively influences employee performance across various industrial sectors. These findings indicate that employee motivation remains an essential determinant of organizational success.

Based on these theoretical and empirical arguments, employees with stronger motivation are expected to perform better because motivation encourages greater effort, responsibility, and commitment toward organizational objectives.

Job Training and Employee Performance

Human capital theory emphasizes that employee competencies constitute valuable organizational assets that can be continuously improved through education and training. Job training enables employees to acquire new knowledge, develop technical competencies, strengthen problem-solving abilities, and improve work efficiency, ultimately enhancing organizational performance[9].

Empirical evidence generally demonstrates a positive relationship between training and employee performance. Jehanzeb and Mohanty[16] reported that systematic training programs substantially improve employee capability, innovation, and productivity. Likewise, Akbar[11] concluded that training significantly increases employee performance by strengthening employees' technical competence and confidence in performing organizational tasks. Harlinas[19] similarly found that training positively contributes to employee effectiveness and work quality. However, some studies also suggest that training effectiveness depends

on training quality, employee participation, and organizational learning culture, implying that merely providing training does not automatically guarantee performance improvement[14]. Accordingly, organizations that implement structured and continuous training programs are expected to develop employees who possess higher competencies and superior work performance.

Relationship Between Work Motivation, Job Training, and Employee Performance

Employee performance is rarely influenced by a single organizational factor. Contemporary human resource management literature suggests that employee motivation and job training complement one another in improving organizational outcomes. Motivation encourages employees to maximize their capabilities, whereas training enhances the competencies required to perform organizational tasks effectively[8].

Previous studies have largely confirmed that the combination of motivation and training contributes significantly to employee performance. Nevertheless, empirical findings remain inconsistent regarding the relative contribution of each variable across different industrial contexts. Some researchers identified work motivation as the strongest predictor of employee performance, whereas others emphasized job training as the dominant factor. These inconsistencies indicate that organizational context may influence the effectiveness of human resource development practices[14][16]

Within the Indonesian logistics industry, empirical evidence remains relatively limited despite increasing organizational demands resulting from digital transformation, supply chain integration, and rising customer expectations. Consequently, further investigation is required to examine whether work motivation and job training simultaneously contribute to employee performance in logistics organizations.

Problem Statement

Despite extensive research on work motivation and job training, several research gaps remain unresolved. First, previous studies have predominantly examined motivation and training independently, whereas relatively few studies have investigated their combined influence on employee performance within logistics organizations.

Second, empirical findings remain inconsistent. While several studies reported significant positive effects of work motivation and job training on employee performance[12][11], other studies suggested that these relationships depend on organizational characteristics, leadership support, and employee engagement[14][16]

Third, most existing studies have focused on manufacturing, education, healthcare, hospitality, and public organizations, whereas empirical evidence from Indonesia's logistics sector remains scarce despite its strategic contribution to national economic development.

Fourth, PT Pertama Logistic Service, Subang Branch, has experienced declining employee performance accompanied by limited employee participation in training programs and several unfulfilled motivational components. These organizational conditions provide a relevant empirical context for investigating the role of work motivation and job training in improving employee performance.

Therefore, this study seeks to examine the individual and simultaneous effects of work motivation and job training on employee performance in an Indonesian logistics company. By addressing the identified research gaps, this study contributes to the human resource management literature while providing practical recommendations for organizations seeking to improve employee performance through effective motivational strategies and competency development programs.

3. Method

This study employed a quantitative research approach using an explanatory research design to examine the effects of work motivation and job training on employee performance at PT Pertama Logistic Service, Subang Branch, Indonesia. Quantitative methods are appropriate for testing causal relationships among variables through statistical analysis and hypothesis testing[20]. The explanatory design was selected because the study seeks to determine the extent to which work motivation and job training influence employee performance.

The research was conducted at PT Pertama Logistic Service, Subang Branch, West Java, Indonesia. The study population consisted of all employees working at the company during the research period. Because the total number of employees was relatively limited, the study adopted a saturated sampling (census) technique, in which all members of the population were included as research respondents[21]. Consequently, the final sample comprised 80 employees, all of whom completed the research questionnaire. This approach minimizes sampling error while improving the representativeness of the findings within the organizational context.

Primary data were collected through a structured questionnaire distributed directly to employees. The questionnaire measured three constructs: work motivation, job training, and employee performance. Work motivation was measured using indicators derived from Maslow's hierarchy of needs, including physiological needs, safety, social belonging, esteem, and self-actualization. Job training was measured through indicators covering instructor quality, participant readiness, training materials, training methods, and training objectives. Employee performance was assessed using indicators related to work quality, work quantity, responsibility, effectiveness, and work achievement. All measurement items employed a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*), which is widely used for measuring behavioral and organizational constructs[20]

Prior to hypothesis testing, the research instrument was evaluated using validity and reliability tests to ensure measurement accuracy and internal consistency. Item validity was assessed using Pearson Product Moment correlation, whereas reliability was evaluated using Cronbach's Alpha coefficient, with values greater than 0.70 indicating acceptable reliability[22]. The results confirmed that all questionnaire items met the required validity and reliability criteria before proceeding to further statistical analysis.

The collected data were analyzed using IBM SPSS Statistics version 26. Descriptive statistics were first employed to summarize respondent characteristics and variable distributions. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were subsequently performed to verify that the regression model satisfied the assumptions of multiple linear regression[23]. Hypothesis testing was then conducted using multiple linear regression analysis to examine both the partial and simultaneous effects of work motivation and job training on employee performance. The coefficient of determination (R^2) was calculated to assess the explanatory power of the regression model, while t-tests and F-tests were applied to evaluate the significance of individual and joint effects at a 5% significance level.

4. Results And Discussion

Respondent Characteristics

Table 1. Respondent Characteristics (N = 80)

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	35	43.8
	Female	45	56.3

Characteristics	Category	Frequency	Percentage (%)
Age	18–25 years	51	63.8
	26–35 years	25	31.3
	36–45 years	4	5
Education	Senior High School	32	40
	Diploma	14	17.5
	Bachelor's Degree	33	41.3
	Master's Degree	1	1.3
Work Experience	< 1 year	17	21.3
	1–3 years	36	45
	4–5 years	17	21.3
	> 5 years	10	12.5

Source: Processed SPSS 26 Output (2026)

A total of 80 employees of PT Pertama Logistic Service, Subang Branch, participated in this study. As presented in Table 1, the majority of respondents were female (56.3%), while 43.8% were male. In terms of age, most respondents were 18–25 years old (63.8%), followed by those aged 26–35 years (31.3%), indicating that the workforce is predominantly composed of young employees.

Regarding educational background, respondents were relatively well educated. The largest proportion held a bachelor's degree (41.3%), followed by senior high school graduates (40.0%), while 17.5% had a diploma qualification and only 1.3% possessed a master's degree.

Based on work experience, the largest group of respondents (45.0%) had worked for one to three years, whereas 21.3% had less than one year of experience and another 21.3% had four to five years of experience. Only 12.5% had worked for more than five years. These findings suggest that the respondents largely represent relatively young employees with moderate work experience, providing an appropriate basis for examining the effects of work motivation and job training on employee performance.

Instrument Validity

Intrument validity was assessed using the Pearson Product-Moment correlation by comparing the calculated correlation coefficient (r -value) with the critical value (r -table) at a 5% significance level. With 80 respondents, the critical value was 0.218. An item was considered valid when its correlation coefficient exceeded the critical value[23].

Table 2. Instrument Validity Results

Item	r -value	r -table	Decision
WM1	0.511	0.218	Valid
WM2	0.623	0.218	Valid
WM3	0.581	0.218	Valid
WM4	0.702	0.218	Valid
WM5	0.625	0.218	Valid
WM6	0.486	0.218	Valid
WM7	0.656	0.218	Valid
WM8	0.557	0.218	Valid
WM9	0.529	0.218	Valid
WM10	0.676	0.218	Valid
JT1	0.75	0.218	Valid
JT2	0.812	0.218	Valid

Item	r-value	r-table	Decision
JT3	0.76	0.218	Valid
JT4	0.707	0.218	Valid
JT5	0.783	0.218	Valid
JT6	0.823	0.218	Valid
JT7	0.761	0.218	Valid
JT8	0.824	0.218	Valid
JT9	0.815	0.218	Valid
JT10	0.803	0.218	Valid
JT11	0.814	0.218	Valid
JT12	0.806	0.218	Valid
EP1	0.606	0.218	Valid
EP2	0.553	0.218	Valid
EP3	0.698	0.218	Valid
EP4	0.768	0.218	Valid
EP5	0.537	0.218	Valid
EP6	0.698	0.218	Valid
EP7	0.652	0.218	Valid
EP8	0.762	0.218	Valid
EP9	0.594	0.218	Valid
EP10	0.525	0.218	Valid
EP11	0.61	0.218	Valid
EP12	0.611	0.218	Valid

Source: Processed SPSS 26 Output (2026).

The validity test results indicate that all questionnaire items have correlation coefficients exceeding the critical value of 0.218. The correlation coefficients ranged from 0.486 to 0.702 for the Work Motivation construct, 0.707 to 0.824 for Job Training, and 0.525 to 0.768 for Employee Performance. Therefore, all measurement items are considered valid and suitable for subsequent statistical analysis.

Reliability Test

The reliability of the research instrument was evaluated using Cronbach's Alpha to determine the internal consistency of the measurement items. According to Ghozali (2021), a Cronbach's Alpha coefficient greater than 0.70 indicates acceptable reliability, while values above 0.80 reflect good internal consistency.

Table 3. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Interpretation
Work Motivation (X ₁)	10	0.794	Reliable
Job Training (X ₂)	12	0.944	Highly Reliable
Employee Performance (Y)	12	0.863	Highly Reliable

Source: Processed SPSS 26 Output (2026).

The reliability test results indicate that all research constructs satisfy the reliability criterion. The Work Motivation variable obtained a Cronbach's Alpha coefficient of 0.794, indicating satisfactory internal consistency. The Job Training variable achieved the highest reliability coefficient (0.944), while the Employee Performance construct produced a Cronbach's Alpha value of 0.863. Since all coefficients exceed the recommended threshold of 0.70, the questionnaire is considered reliable and appropriate for subsequent statistical analyses[24].

Classical Assumption Test

1. Normality Test

The normality test was conducted to determine whether the regression residuals were normally distributed. A normal distribution of residuals is one of the assumptions required for multiple linear regression analysis[24].

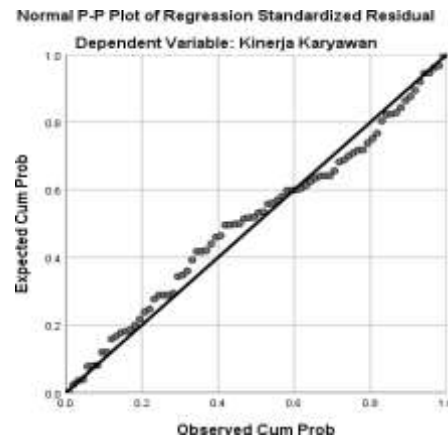


Figure 1. Normality Test

The residuals are considered normally distributed when the significance value exceeds 0.05, while the P-P Plot should show data points closely following the diagonal line[24].

2. Multicollinearity Test

The multicollinearity test was performed to examine whether a high correlation existed among the independent variables. Multicollinearity is considered absent when the Tolerance value is greater than 0.10 and the Variance Inflation Factor (VIF) is less than 10[24].

Table 3. Multicollinearity Test Results

Variable	Tolerance	VIF	Decision
Work Motivation (X ₁)	0.686	1.458	No Multicollinearity
Job Training (X ₂)	0.686	1.458	No Multicollinearity

Source: Processed SPSS 26 Output (2026).

As shown in Table 6, both independent variables have Tolerance values of 0.686 (> 0.10) and VIF values of 1.458 (< 10). These results indicate that no multicollinearity exists among the independent variables, confirming that the regression model satisfies the multicollinearity assumption.

3 Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether the variance of the regression residuals remained constant across all observations. A regression model is considered free from heteroscedasticity when the residuals are randomly scattered around the zero line without forming a specific pattern[24].

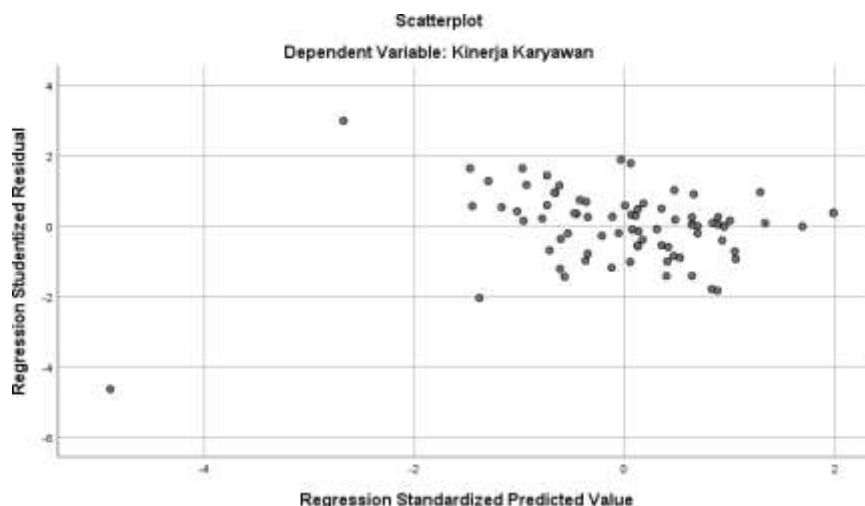


Figure 1. Scatterplot of Heteroscedasticity Test

Based on the scatterplot, the residuals are randomly distributed above and below the zero line without exhibiting any discernible pattern. Therefore, the regression model is considered free from heteroscedasticity, indicating that the assumption of homoscedasticity has been satisfied.

Linear Regression Analysis

1 Simple Linear Regression Analysis

Simple linear regression analysis was conducted to examine the individual effect of each independent variable on employee performance[25]

Table 4. Simple Linear Regression Results

Independent Variable	Regression Equation	B	t-value	Sig.	Decision
Work Motivation (X ₁)	$Y = 22.250 + 0.687X_1$	0.687	6.315	0	Significant
Job Training (X ₂)	$Y = 32.276 + 0.401X_2$	0.401	5.977	0	Significant

Source: Processed SPSS 26 Output (2026).

The regression analysis indicates that both independent variables have a positive and statistically significant effect on employee performance. Work Motivation produced a regression coefficient of 0.687 ($t = 6.315$, $p < 0.001$), while Job Training generated a coefficient of 0.401 ($t = 5.977$, $p < 0.001$). These findings suggest that improvements in either work motivation or job training are associated with higher employee performance.

2. Multiple Linear Regression Analysis

Multiple linear regression was employed to evaluate the simultaneous effects of Work Motivation and Job Training on Employee Performance.

Table 5. Multiple Linear Regression Results

Variable	B	Std. Error	Beta	t-value	Sig.
Constant	20.528	4.242		4.839	0.000
Work Motivation (X ₁)	0.461	0.124	0.390	3.716	0.000
Job Training (X ₂)	0.245	0.075	0.342	3.258	0.002

Source: Processed SPSS 26 Output (2026).

Regression Equation

$$Y = 20.528 + 0.461X_1 + 0.245X_2$$

The regression model demonstrates that both Work Motivation and Job Training positively influence Employee Performance. Among the two predictors, Work Motivation has the larger standardized coefficient ($\beta = 0.390$) compared with Job Training ($\beta = 0.342$), indicating that motivation contributes slightly more strongly to employee performance.

3. Coefficient of Determination

The coefficient of determination (R^2) was used to assess the proportion of variance in Employee Performance explained by the independent variables.

Table 6. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.647	0.418	0.403	4.837

Source: Processed SPSS 26 Output (2026).

The model produced a multiple correlation coefficient (R) of 0.647, indicating a strong relationship between the independent variables and employee performance. The coefficient of determination ($R^2 = 0.418$) shows that 41.8% of the variance in Employee Performance is explained jointly by Work Motivation and Job Training, while the remaining 58.2% is attributable to other factors not included in the model.

4. Hypothesis Testing

a. Partial Hypothesis Test (t-test)

The t-test was conducted to examine the individual effect of each independent variable on employee performance. A hypothesis is accepted when the significance value is less than 0.05 and the calculated t-value exceeds the critical t-value (Ghozali, 2021).

Table 7. Partial Hypothesis Testing Results

Hypothesis	Relationship	β	t-value	Sig.	Decision
H1	Work Motivation $\rightarrow$ Employee Performance	0.39	3.716	0.000	Supported
H2	Job Training $\rightarrow$ Employee Performance	0.342	3.258	0.002	Supported

Source: Processed SPSS 26 Output (2026).

The results indicate that both independent variables significantly influence employee performance. Work Motivation has a positive and significant effect on Employee Performance ($\beta = 0.390$, $t = 3.716$, $p < 0.001$), supporting H1. Likewise, Job Training also has a positive and significant effect on Employee Performance ($\beta = 0.342$, $t = 3.258$, $p = 0.002$), supporting H2.

b. Simultaneous Hypothesis Test (F-test)

The F-test was employed to evaluate the simultaneous effect of Work Motivation and Job Training on Employee Performance.

Table 8. ANOVA Results

Source	Sum of Squares	df	Mean Square	F-value	Sig.
Regression	1,296.39	2	648.197	27.701	0.000
Residual	1,801.79	77	23.4		
Total	3,098.19	79			

Source: Processed SPSS 26 Output (2026).

The ANOVA results reveal that the regression model is statistically significant ($F = 27.701$, $p < 0.001$). Therefore, Work Motivation and Job Training jointly explain variations in Employee Performance, supporting H3.

Discussion

Effect of Work Motivation on Employee Performance

The empirical findings demonstrate that Work Motivation positively and significantly influences Employee Performance, indicating that employees with higher levels of motivation tend to exhibit better work outcomes. This finding supports Self-Determination Theory (SDT), which posits that intrinsically and extrinsically motivated employees exhibit greater commitment, persistence, and willingness to invest additional effort in achieving organizational objectives[7]. Employees who receive recognition, perceive opportunities for career advancement, and experience supportive working conditions are more likely to perform their duties effectively because these factors satisfy their fundamental psychological needs for autonomy, competence, and relatedness.

The standardized regression coefficient further indicates that Work Motivation ($\beta = 0.390$) exerts a slightly stronger influence on Employee Performance than Job Training ($\beta = 0.342$). This finding suggests that psychological motivation plays a more immediate role in shaping employee behavior than competency development alone. While training equips employees with technical knowledge and skills, motivation determines whether those competencies are translated into actual work performance. In other words, highly motivated employees are more likely to apply newly acquired knowledge, demonstrate initiative, and maintain consistent performance even under demanding operational conditions. This finding strengthens the proposition of Self-Determination Theory that motivation functions as the primary driving force underlying employee behavior and organizational performance.

The findings are consistent with those reported by Jufrizen et al [26], who found that work motivation enhances employee productivity through stronger work engagement and organizational commitment. Likewise, Sun et al [27] concluded that motivational practices encourage employees to contribute beyond their formal responsibilities, thereby improving organizational performance. Within the Indonesian context, Afandi and Bahri[12] similarly reported that work motivation significantly improves employee performance across different organizational settings. However, the present findings differ from those reported by Wahyudi[14], who found that work motivation did not significantly influence employee performance because inadequate organizational support and weak leadership reduced employees' willingness to perform beyond minimum job requirements. These contrasting findings suggest that the effectiveness of motivational practices may depend on organizational context, leadership quality, and the availability of supportive human resource policies.

From a theoretical perspective, this study reinforces the applicability of Self-Determination Theory within Indonesia's logistics industry by demonstrating that employee motivation remains a dominant determinant of performance in highly competitive service organizations. Practically, the findings suggest that PT Pertama Logistic Service should prioritize motivational strategies through fair reward systems, transparent career development opportunities, employee recognition, and supportive leadership. Strengthening these motivational practices is expected not only to improve employee performance but also to maximize the effectiveness of future competency development initiatives.

Effect of Job Training on Employee Performance

The results further indicate that Job Training has a positive and significant effect on Employee Performance. Employees who receive relevant, systematic, and continuous training demonstrate higher levels of competence, confidence, adaptability, and work effectiveness. These findings are consistent with Human Capital Theory, which argues that investments in employee knowledge and skills represent valuable organizational assets capable of improving productivity and long-term organizational competitiveness[9].

The findings are consistent with Jehanzeb and Mohanty[16], who concluded that systematic training programs significantly improve employees' technical competencies, adaptability, and organizational performance. Likewise, Astuti[11] found that effective training enhances employee performance by strengthening employees' ability to perform assigned tasks efficiently. These studies support the argument that employee training should be viewed as a strategic investment rather than merely an administrative activity.

Nevertheless, previous research has also reported contrasting findings. Skerlavaj[28] argued that training does not automatically improve employee performance unless training content is relevant to employees' job responsibilities and supported by an organizational learning culture. Employees who receive training without sufficient managerial support or opportunities to implement newly acquired skills may fail to translate learning outcomes into improved performance. Therefore, the effectiveness of training depends not only on training frequency but also on program quality, participant engagement, and post-training organizational support.

The findings of this study therefore strengthen Human Capital Theory by confirming that competency development contributes significantly to employee performance within Indonesia's logistics sector. From a managerial perspective, PT Pertama Logistic Service should expand employee participation in training programs while ensuring that training materials are closely aligned with operational requirements and current technological developments. Continuous evaluation of training effectiveness should also be implemented to ensure that acquired competencies are successfully transferred into improved workplace performance.

Simultaneous Effect of Work Motivation and Job Training on Employee Performance

The simultaneous regression analysis confirms that Work Motivation and Job Training jointly have a significant influence on Employee Performance, explaining 41.8% ($R^2 = 0.418$) of the variance in employee performance. This level of explanatory power indicates that the regression model possesses moderate explanatory capability, suggesting that both motivational and competency-development factors play important roles in determining employee performance within PT Pertama Logistic Service. The findings also demonstrate that psychological and competency-based human resource practices complement one another in improving employee effectiveness.

However, the remaining 58.2% of the variance in employee performance is explained by factors beyond the scope of this study. This finding highlights the multidimensional nature of employee performance and suggests that additional organizational and individual variables may contribute substantially to performance improvement. Previous studies have identified several influential factors, including leadership style, organizational culture, compensation systems, employee engagement, job satisfaction, organizational commitment, work environment, psychological empowerment, and communication effectiveness[8]. Consequently, future studies are encouraged to incorporate these variables in order to develop a more comprehensive model of employee performance, particularly within logistics organizations operating in rapidly changing business environments.

The present findings further demonstrate that work motivation exerts a stronger influence than job training, indicating that competency development alone may not be sufficient unless employees possess adequate psychological motivation to apply their knowledge and skills effectively. This finding extends previous human resource management literature by suggesting that organizations should prioritize motivational strategies before expecting maximum returns from training investments. In other words, employee motivation functions as the mechanism through which training outcomes are translated into superior workplace performance.

Overall, these findings support the studies of Saks[8], which emphasize that organizations achieve superior employee performance when motivational strategies are integrated with continuous employee development programs. Nevertheless, compared with previous studies that mainly examined motivation or training independently, this study provides more comprehensive empirical evidence by demonstrating their simultaneous contribution within Indonesia's logistics sector. This integrated perspective represents the primary scientific contribution of the present study and offers practical guidance for logistics companies seeking to enhance organizational competitiveness through balanced investments in employee motivation and competency development.

5. Conclusion

This study examined the effects of Work Motivation and Job Training on Employee Performance at PT Pertama Logistic Service, Subang Branch. The findings demonstrate that both variables significantly contribute to improving employee performance, both individually and simultaneously. Work Motivation exhibited a positive and significant influence, indicating that employees who are motivated through recognition, career opportunities, and supportive working conditions tend to perform their duties more effectively. Similarly, Job Training positively affected employee performance by enhancing employees' knowledge, technical skills, and ability to complete work responsibilities efficiently.

The simultaneous analysis further revealed that Work Motivation and Job Training jointly explained 41.8% of the variance in employee performance, suggesting that although these two factors play an important role, employee performance is also influenced by other organizational factors not examined in this study. These findings support the perspectives of Self-Determination Theory and Human Capital Theory, emphasizing that employee motivation and competency development are complementary elements in improving organizational performance.

From a practical perspective, the results suggest that PT Pertama Logistic Service should strengthen employee motivation through fair reward systems, career development opportunities, and performance recognition while simultaneously implementing continuous and needs-based training programs. Such initiatives are expected to improve employee competencies, increase productivity, and enhance organizational competitiveness. Future studies are recommended to incorporate additional variables, such as leadership style, organizational culture, compensation, employee engagement, and job satisfaction, to provide a more comprehensive understanding of the determinants of employee performance.

6. References

- [1] Y. El-Ghalayini, "Human resource management practices and organizational performance in public sector organization," *J. Bus. Stud. Q.*, vol. 8, no. 3, p. 65, 2017.
- [2] S. Mahfouz, A. S. Bahkia, and N. Alias, "The impact of human resource management practices on employee performance and the mediating role of employee commitment," *J. Gov. Regul.*, vol. 10, no. 4, pp. 222–234, 2021.
- [3] S. Sosrowidigdo, A. Priadi, and Y. Yusuf, "Analysis Of Competence And Influence On The Performance Of Teacher Of Emotional Intelligence In at SMA Islam Al-Izhar Pondok Labu," *ISSIT 2011*, vol. 1, no. 1, pp. 36–48, 2011.
- [4] I. G. Riana, G. Suparna, I. G. M. Suwandana, S. Kot, and I. Rajiani, "Human resource management in promoting innovation and organizational performance," *Probl. Perspect. Manag.*, vol. 18, no. 1, p. 107, 2020.
- [5] D. Nusraningrum, A. Rahmawati, W. Wider, L. Jiang, and L. N. Udang, "Enhancing employee performance through motivation: the mediating roles of green work environments and engagement
The Influence of Work Motivation and Job Training on Employee Performance at PT Pertama Logistic Service, Subang Branch. Lidya Pricilla et.al

- in Jakarta's logistics sector," *Front. Sociol.*, vol. 9, p. 1392229, 2024.
- [6] A. Darda, A. Rojikun, and Y. Yusuf, *Anteseden Kinerja Pegawai*, 1st ed. Purbalingga: Eureka Media Aksara, 2022.
- [7] R. M. Ryan and E. L. Deci, "Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions," *Contemp. Educ. Psychol.*, vol. 61, p. 101860, 2020.
- [8] A. M. Saks, "Caring human resources management and employee engagement," *Hum. Resour. Manag. Rev.*, vol. 32, no. 3, p. 100835, 2022.
- [9] R. A. Noe, J. R. Hollenbeck, B. Gerhart, and P. M. Wright, "Manajemen Sumber Daya Manusia buku dua edisi Kesebelas," *Salemba Empat, Jakarta*, 2020.
- [10] K. Jehanzeb, A. M. Aldakhil, A. B. A. Hamid, and S.-U.-R. Khan, "Exploring the impact of training and career development on employee retention: The moderating effect of person-organisation fit," *J. Glob. Bus. Adv.*, vol. 10, no. 5, pp. 483–505, 2017.
- [11] R. Astuti, L. Y. Akbar, and L. S. Hasibuan, "Pengaruh Motivasi dan Pelatihan terhadap Kinerja Karyawan PT. Deltamas Surya Indah Mulia Medan," in *Seminar Nasional Teknologi Edukasi Sosial dan Humaniora*, 2021, pp. 8–13.
- [12] A. Afandi and S. Bahri, "Pengaruh Kepemimpinan Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan," *Maneggio J. Ilm. Magister Manaj.*, vol. 3, no. 2, pp. 235–246, 2020.
- [13] H. M. S. Bahri and M. M. SE, *Pengaruh kepemimpinan lingkungan kerja, budaya organisasi dan motivasi terhadap kepuasan kerja yang berimplikasikan terhadap kinerja dosen*. Jakad Media Publishing, 2018.
- [14] W. Wahyudi, "Pengaruh pelatihan terhadap kinerja karyawan yang dimediasi oleh disiplin kerja," *ECo-Buss*, vol. 4, no. 2, pp. 265–273, 2021.
- [15] E. A. Fangiziah, S. Agung, and I. Nurhayati, "Pengaruh Pelatihan dan Disiplin Kerja Terhadap Kinerja Karyawan," *Indones. J. Innov. Multidisipliner Res.*, vol. 1, no. 3, pp. 144–154, 2023.
- [16] K. Jehanzeb and J. Mohanty, "Impact of employee development on job satisfaction and organizational commitment: person-organization fit as moderator," *Int. J. Train. Dev.*, vol. 22, no. 3, pp. 171–191, 2018.
- [17] S. Kong, S. Chhun, V. Seng, and K. Tieng, "Strategic Framework for Human Resource Management in Logistics Companies: Case Studies and Best Practices," in *2025 IEEE Technology & Engineering Management Conference-Asia Pacific (TEMSCON-ASPAC)*, IEEE, 2025, pp. 1–8.
- [18] N. P. Podsakoff, S. W. Whiting, P. M. Podsakoff, and B. D. Blume, "Individual-and organizational-level consequences of organizational citizenship behaviors: A meta-analysis.," *J. Appl. Psychol.*, vol. 94, no. 1, p. 122, 2009.
- [19] Y. Harlina, A. A. Bachri, and M. S. Dewi, "Pengaruh Motivasi, Pendidikan, Pelatihan dan Pengalaman Kerja Terhadap Kinerja Guru SMKN 5 Banjarmasin," *JWM (Jurnal Wawasan Manajemen)*, vol. 7, no. 1, pp. 99–112, 2019.
- [20] U. Sekaran and R. Bougie, *Research methods for business: A skill building approach*. John Wiley & Sons, 2016.
- [21] M. Sugiyono, "Penelitian dan Pengembangan Research and Development," *Bandung Alf.*, 2019.
- [22] J. F. Hair, W. C. Black, B. J. Babin, and R. E. Anderson, "Multivariate data analysis." Cengage Learning EMEA, 2019.
- [23] I. Ghazali, *Aplikasi Analisis Multivariate dengan Program IBM SPSS*. Yogyakarta: Universitas Diponegoro, 2012.
- [24] I. Ghazali, *Ghozali, Imam.(2016). Aplikasi Analisis Multivariate dengan Program IBM SPSS 23.*, vol. 3, no. 1. 2016.

- [25] Sugiyono, *Metode Penelitian Bisnis*. Bandung: Alfabeta, 2016.
- [26] J. Jufrizen, B. O. Rizki, and M. Arif, "Mediation role of work motivation: organizational commitment and work engagement on employee performance," *Int. J. Bus. Econ.*, vol. 4, no. 1, pp. 18–33, 2022.
- [27] L.-Y. Sun, S. Aryee, and K. S. Law, "High-performance human resource practices, citizenship behavior, and organizational performance: A relational perspective," *Acad. Manag. J.*, vol. 50, no. 3, pp. 558–577, 2007.
- [28] M. Škerlavaj, M. I. Štemberger, and V. Dimovski, "Organizational learning culture—the missing link between business process change and organizational performance," *Int. J. Prod. Econ.*, vol. 106, no. 2, pp. 346–367, 2007.