

## Training on Employee Performance Through Motivation

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Article History	Abstract
<b>Original Research Article</b>	<p><i>This study aims to analyze the effect of training on employee performance with work motivation as a mediating variable at the Al Mustaqim Lawang Islamic Boarding School Foundation and Orphanage by using a quantitative approach with saturated sampling techniques, where the entire population of 35 employees is used as a sample. The results of the hypothesis test show that training has a positive and significant effect on motivation and performance, and motivation has a significant effect on performance. Additionally, motivation has been shown to mediate the relationship between training and employee performance. These findings confirm that training not only improves performance directly, but also through increased work motivation, thus making an important contribution both theoretically in the development of human resources and practically to human resource management in non-profit organizations.</i></p> <p><b>Keywords:</b> Training, motivation, employee performance.</p>
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### INTRODUCTION

Employee performance is an important element in determining the success of the organization, especially in the face of the dynamics of an increasingly complex and competitive work environment (Saing & Eprianto, 2025; Setiawan, 2025). In the face of technological developments and increasingly diverse service demands by providing effective training to employees so that they can improve the quality, productivity, and adaptability in carrying out their duties (Mehner et al., 2025; Rolanda & Hasmawaty, 2024). For this reason, organizations are required to be able to manage human resources strategically so that they remain relevant to environmental changes. Effective management focuses not only on achieving short-term targets, but also on the sustainability of performance in the long term.

From a human resource management perspective, training is seen as one of the strategic instruments and key components in the development of an effective workforce in improving employee competencies (Salas et al., 2012). Training is a systematic process that aims to improve the knowledge, skills, and work attitude of employees in order to be able to carry out their duties effectively (Arulsamy et al., 2023). In addition, employee performance is also influenced by the ability and motivation that individuals have in carrying out their work. Related to this,

organizations are required to be able to create an integrated and sustainable human resource management system. This is important so that each individual can contribute optimally according to their roles and responsibilities.

Employee motivation is a key factor that encourages individuals to act and behave optimally in the work carried out in the institution (Azhari & Romilah, 2025), in addition to that it also reflects the existence of internal and external drives that move individuals to achieve certain goals. Highly motivated employees tend to show better work morale, responsibility, and commitment to their work. Conversely, low motivation can have an impact on decreased productivity, work quality, and employee involvement in the organization. Therefore, understanding motivation is important for organizations. Motivation is not only related to meeting economic needs, but also concerns psychological aspects such as rewards, recognition, and opportunities for growth (Akbar Abbas, 2023).

The effectiveness of training in improving employee performance has not always shown consistent results in various studies. Some studies have found that training has a significant effect on employee performance (Aditya et al., 2024; Arthur et al., 2003; Rolanda & Hasmawaty, 2024; Salas et al., 2012), but other studies show that training has

not been able to have an optimal impact on performance improvement (Iyusnawati et al., 2024; kusuma et al., 2020; Rifka Alkhilyatul Ma'rifat, I Made Suraharta, 2024; Shefani & Jaya, 2024). This indicates that there is an inconsistency in research results that reflect the research gap. Therefore, further studies are needed to understand the factors that affect the effectiveness of training on performance. This becomes even more important when studied in the context of non-profit organizations that have different characteristics than the business sector, both in terms of objectives, resources, and management systems. Based on these conditions, this study aims to analyze the effect of training on employee performance with work motivation as a mediating variable at the Al Mustaqim Lawang Islamic Boarding School Foundation and Orphanage, and is expected to make a theoretical and practical contribution in the development of strategies to improve employee performance in a sustainable manner.

### **Training**

Training has been one of the most important mechanism of improving each employee's skills and competencies for that organization. Structured, civil and continuous training programmes give employees an opportunity to expand their knowledge base, improve their technical and soft skills and develop a more professional work mindset. In addition to competency development, training helps employees understand their jobs better and be able to adapt more easily to changes in technology and changing workplace expectations (Setiawan, 2025). Through proper training, employees are expected to be able to improve work quality, productivity, and effectiveness in carrying out their duties. Training helps employees understand expected work standards and increase confidence in carrying out tasks. It is hoped that with this training, employees will have more qualified competencies so that it will have an impact on employee performance in the organization.

Training is a long-term investment for institutions to improve employee efficiency, so that employees are expected to become more trained and skilled and able to adapt to changes and increase competitiveness that is increasingly tight. In addition, employees can complete their tasks better (Pangestu et al., 2024) and provide a competitive advantage, improve quality and impact employee performance in the organization (Smith, 2022). However, the effectiveness of training is highly dependent on the adjustment of the program to specific needs, appropriate training methods, and organizational and leadership culture support, all of which contribute to improving performance through the implementation of training results in work practices carried out in the institution (Risman, 2024). The factors that affect training (Maheshwari & Vohra, 2018) including: (1) purpose, (2)

design, (3) process, and (4) effectiveness. Furthermore, according to (Mir, 2021) among others: (1) focus on human resource development (2) achievement of organizational goals (3) personal development (4) the ability of supervisors and employees to use the system. Meanwhile, according to (Aristanora & Toton, 2023) Includes: (1) Suitability of the material: (2) Instructor competence, (3) Training methods and techniques, and (4) the enthusiasm of the trainees. The success of the training is also supported by strong organizational support so that it can be implemented properly will have an optimal impact on improving employee performance.

### **Motivation**

Motivation reflects the internal and external motivation of individuals to direct, mobilize, and maintain work behavior to achieve organizational goals. The definition of motivation is the drive that moves a person to do an action or behavior to achieve a certain goal. In the context of work, motivation refers to the factors that affect an employee's enthusiasm and desire to do a good job and improve their performance (Chien et al., 2020). So motivation is a force that directs a person's behavior to achieve certain goals in the institution (Cendy Aprianto & Yoyok Soesaty, 2016). The key factor of motivation is to determine the level of work morale, involvement, and commitment of employees in carrying out their duties. Highly motivated employees tend to show better performance because they have the drive to achieve optimal work targets (Bestadrian Prawiro Theng & Robin, 2023). Conversely, low motivation can lead to decreased productivity, work quality, and employee participation in the organization.

In addition, work motivation also plays an important role in increasing the effectiveness of employee performance. Motivation is not only influenced by internal factors such as individual needs and wants, but also by external factors such as the work environment, rewards, and organizational support. Therefore, organizations need to create working conditions that are able to increase employee motivation so that the performance produced can be optimal and sustainable, in addition to work motivation can improve the quality and quantity of work, increase responsibility, cooperation, and initiative from employees. The motivation factor (Hapsara & Ahmadi, 2024) namely: (1) Intrinsic Factors, such as the job itself, recognition, responsibility, and opportunities for development (2) Hygiene Factors (Extrinsic Factors), including salary, working conditions, company policies, and relationships with colleagues and superiors. Meanwhile, according to (Lower et al., 2021) among others: (1) Employee morale (2) Enthusiasm for work (3) Encouragement to achieve maximum results (4) Acceptance of awards and incentives. Thus, motivation is

one of the important determinants in improving employee performance and the success of the organization as a whole

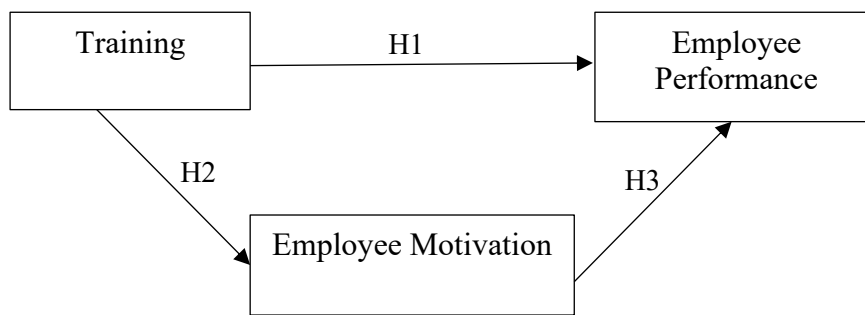
## Performance

Employee performance is defined as how well a person executes the tasks or duties that have been assigned to him/her. It is usually assessed through various measures such as work results, productivity and quality of work, proactiveness, and work engagement attitude (Triansyah et al., 2023). Good performance allows organizations to attain their goals easier, while bad performance can lead to operating inefficiencies and financial losses. Notably, performance is not just the ability to show oneself, but in human resource management concept it is an understanding of how well employees carry out their work operations in effective and efficient so that contribute positively toward the organization (Triansyah et al., 2023).

Employees with good performance tend to be able to work optimally, have high productivity, and are able to adapt to

changes in the dynamic work environment (Ong & Ibrahim, 2023). This is because performance is not formed directly but is influenced by various interrelated factors. Both individual and organizational factors have an important role in determining the success of employees in carrying out their duties. In an effort to improve employee performance, a comprehensive understanding of the factors that affect individual performance in the organization is required. Statement from (Blumberg & Pringle, 1982) Performance factors include: (1) Capacity to Perform (2) Willingness to Perform (3) Opportunity to Perform. While the statement from the (Aditya et al., 2024) among others: (1) Training, (2) Career Development, and (3) Motivation. Therefore, organizations need to identify and manage these factors appropriately so that employee performance can be improved optimally and sustainably.

## Research Model



## HYPOTHESIS DEVELOPMENT

### Training affects employee performance

Training is one of the organization's strategic efforts to improve employee competencies to be able to carry out their duties more effectively. A well-designed training program can add insight and knowledge, improve individual technical skills, competencies and employability, thereby contributing to improved performance in the institution. Employees who receive training generally have a better understanding of their duties and responsibilities, so they are able to work more productively and efficiently. However, the success of training does not occur automatically, but is greatly influenced by the suitability of the material with the needs of the job, the training methods used, and the extent to which the organization is able to support the application of training results in work practices carried out by individuals in the institution. For this reason, good cooperation is needed between institutions and employees so that the expected goals will be achieved.

In addition, training also plays a role in helping employees adjust to the increasingly dynamic demands of work. Through training, employees not only gain improved

technical capabilities, but also a broader understanding of the work processes and standards that the organization expects. This condition can increase employee confidence and readiness to face work challenges. Furthermore, training encourages employees to think more adaptively and responsive to changes in the work environment. Employees become better able to identify problems and make the right decisions in complex work situations. This has an impact on improving the quality of work results and accuracy in completing their duties and responsibilities in carrying out the work provided by the institution. This is in line with research conducted by (Chhy, 2019; Essam Deep Al, 2023; Zia-your-Rehman et al., 2020).

### Training has an effect on motivation

Training not only serves as a means of improving competence, but also as a strategic mechanism in shaping and strengthening employee work motivation. Training programs that are designed appropriately and relevant to job needs are able to provide a meaningful learning experience, so that employees feel more capable, confident, and ready to face job demands. Additionally, training creates a positive perception that the organization pays attention to individual development, which ultimately fosters a sense of appreciation and increases emotional attachment to work. This condition encourages the

emergence of a stronger internal drive to work optimally, as employees not only understand what needs to be done, but also feel they have the ability and support to achieve it. Thus, these conditions show that training not only plays a role in improving competence, but is also able to significantly strengthen employee work motivation.

Proper training not only improves skills, but also fosters a drive for achievement in employees. When employees acquire new knowledge and skills, they tend to feel more confident and have the confidence to achieve better work results. This condition encourages the emergence of intrinsic and extrinsic motivation to show higher performance, both in terms of quality and quantity of work. Training not only improves the qualifications and skills of employees but also significantly increases the motivation of team members. This supports the effectiveness of the overall organizational structure. This is in line with research (Hasyim & Bakri, 2024; Lukasik, 2017; Ozkeser, 2019).

### Motivation affects employee performance

Work motivation is a key factor that determines the level of employee performance in an organization. Employees who are highly motivated tend to show greater effort, have perseverance in completing tasks, and are oriented towards achieving optimal work results. Motivation not only affects how hard a person works, but also determines the direction and consistency of work behavior in achieving goals. In this condition, employees will be more proactive, responsible, and able to manage their work effectively, so that it has a direct impact on improving the quality and productivity of work. In these conditions, employees not only become more proactive and responsible, but also able to optimize work strategies, make more informed decisions, and complete tasks more effectively and efficiently, thus making a real contribution to improving work quality and productivity. Therefore, motivation is an important element that needs to be considered by organizations in an effort to improve employee performance. With high motivation, employees will be

encouraged to work more focused, improve the quality of work results, and strive to achieve the targets that have been set. This is in line with research (Purwanto, 2012; Sagita & Sutaningsih, 2023; Shahzadi et al., 2014).

## RESEARCH METHODS

The population in this study is all employees of the Al Mustaqim Lawang Islamic Boarding School Foundation and Orphanage, totaling 35 employees, using a saturated sampling technique so that the entire population is used as respondents. Training variables (Aristanora & Toton, 2023) with indicators: (1) Suitability of the material: (2) Instructor competence, (3) Training methods and techniques, and (4) the enthusiasm of the trainees. Motivational variables (Lower et al., 2021) The indicators are: (1) Employee morale (2) Enthusiasm for work (3) Encouragement to achieve maximum results (4) Acceptance of awards and incentives. Meanwhile, the employee performance variable (Blumberg & Pringle, 1982; Aditya et al., 2024) namely: (1) Opportunity, (2) Career development (3) Capacity and (4) Readiness. The data collection method by distributing questionnaires to respondents and the data analysis technique used is Structural Equation Modeling based on Partial Least Squares (PLS-SEM) with the help of SmartPLS 4.

## RESULTS OF RESEARCH AND DISCUSSION

### Validity and Reliability Tests

#### Validity Test

The outer model was used to assess the measurement model validity, which focuses on both convergent and discriminant validity based primarily on assessment of factor loadings between observed indicators and their respective latent constructs. A factor loading greater than 0.70, or above 0.60 if the average variance extracted (AVE) is greater than 0.50, indicates a valid indicator (Hair et al., 2017; Latan & Noonan, 2017). Considering these criteria, the findings of the outer model analysis performed with SmartPLS are as described below:

*Table 1. Loading Factor*

Variable	Dimension	Loading Factor	Information
Training	Material suitability	0.850	Valid
	Instructor competencies	0.791	Valid
	Training methods and techniques	0.837	Valid
	Enthusiasm of trainees	0.799	Valid
Motivation	Work ethic	0.776	Valid
	Enthusiasm for work	0.709	Valid
	Encouragement	0.808	Valid
	Awards and incentives	0.791	Valid
Employee Performance	Opportunities	0.798	Valid
	Career development	0.742	Valid
	Capacity	0.708	Valid
	Readiness	0.836	Valid

*Source: Data analysis results with PLS*

Table 1 shows that most of the loading factor values have met the rule of thumb set by Ghazali (2018), which is  $\geq 0.5$  for each indicator, then all indicators are valid. Furthermore, for construct validity, it is stated that the validity of the construct with the average variance extracted (AVE) value must show a value of  $> 0.5$ . The test results are as follows:

**Table 2. Average Variance Extracted (AVE)**

Dimension	AVE	Information
Training	0.675	Valid
Motivation	0,596	Valid
Employee Performance	0.593	Valid

Based on the table, it is suggested that the AVE value of each variable  $\geq$  from 0.5.

### Discriminant Validity

That is, comparing the AVE value of a construct must be higher than the correlation between the latent variables, or by looking at the cross loading value (Ansori M, 2020) as follows:

**Table 3. Cross Loading**

	Performance	Motivation	Training
M1	0,728	0,776	0,626
M2	0,594	0,709	0,646
M3	0,616	0,808	0,722
M4	0,745	0,791	0,680
X1	0,748	0,755	0,850
X2	0,693	0,765	0,799
X3	0,658	0,697	0,837
X4	0,614	0,613	0,799
Y1	0,789	0,650	0,507
Y2	0,742	0,705	0,666
Y3	0,708	0,630	0,589
Y4	0,836	0,695	0,766

Table 3 shows that in this study it can be said to have valid discriminant validity.

### Reliability

Reliability indicates that the construct is said to be reliable, if Cronbach's alpha value  $\geq 0.6$  and the Composite reliability value  $\geq 0.7$ . Here are the results of the analysis:

**Table 4. Composite Reliability and Cronbach's alpha**

Variable	Cronbach's Alpha	Composite Reliability	Test Result
Training	0.770	0.774	Reliable
Motivation	0.773	0.776	Reliable
Employee Performance	0.840	0.843	Reliable

All constructs are reliable because they are above 0.6 and the Composite reliability value  $\geq 0.7$ , so all constructs are reliable

## Inner Model Evaluation

Internal model testing is to predict the causal relationship between variables with hypothesis testing carried out by bootstrapping. The results of the analysis are as follows:

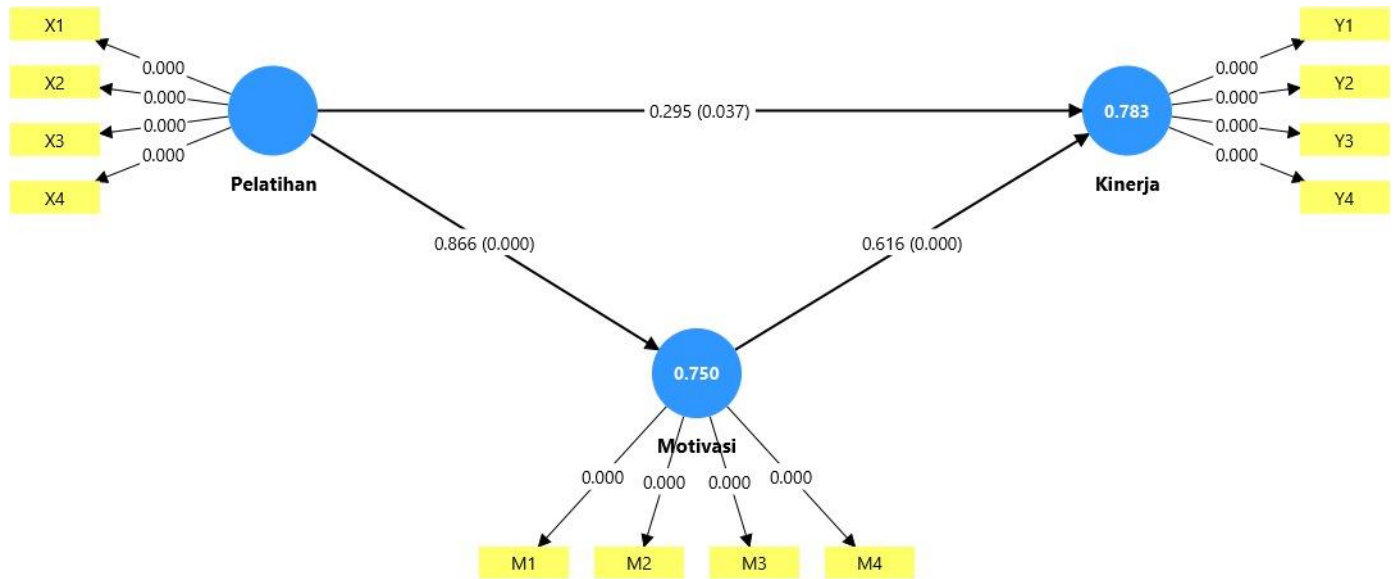


Figure 2. PLS Model Inner Path Diagram

## Pengujian Hypothesis

Table of path coefficients to see the results of the T-statistics below:

Table 5. Path coefficient

	Original Sample	P-Value	Information
Training → Employee Performance	0.295	0.037	Significant
Training → Motivation	0.866	0.000	Significant
Motivation → Employee Performance	0.616	0.000	Significant

The value of the first coefficient is 0.295 with a p-value of 0.037. This shows that training affects performance, so the H1 hypothesis is accepted. The training path on performance is 0.866 with a p value of 0.000 which explains that H2 is accepted. Furthermore, the 0.616 pathway is training on motivation with a sig of 0.000 so that H3 is accepted.

## DISCUSSION

### Employee performance training

Based on the results of the analysis, it can be concluded that training has a positive and significant effect on employee motivation. This shows that training that is carried out systematically and in accordance with the needs of the job is able to increase the internal and external motivation of employees in carrying out their duties. Effective training will have a real impact on improving employee performance if it is designed and implemented correctly. The suitability of the training material with the needs of the job is the main

factor that determines the extent to which the knowledge gained can be directly applied in daily tasks. Instructor competence also plays an important role, because experienced and communicative instructors are able to convey material clearly and build a deep understanding. In addition, the training methods and techniques used need to be adjusted to the characteristics of the participants so that the learning process is more effective, interactive, and easy to understand. On the other hand, the enthusiasm of the trainees reflects the level of involvement and readiness of the individual in receiving and internalizing the material given. When these four aspects run optimally, training not only improves competence, but also encourages more productive changes in work behavior, thus having a direct impact on improving employee performance in a sustainable manner.

### Training on motivation

Appropriately designed training not only improves competence, but is also able to boost employee work

motivation. The suitability of the training materials to the needs of the job makes employees feel that what they learn is relevant and useful, thus fostering a passion for growth. The competence of the instructor is an important factor in building participants' interest and trust, because clear and inspirational delivery can trigger an internal drive to learn and excel. In addition, interactive and varied training methods and techniques are able to increase participant engagement, making the learning process more interesting. On the other hand, the enthusiasm of the trainees reflects the level of readiness and willingness of the individual to follow the learning process, which ultimately strengthens the motivation of the work. When all these aspects run optimally, training not only provides new knowledge, but also fosters psychological motivation that encourages employees to work harder and achieve better results, so that training will provide great benefits for both individuals and organizations.

### Motivation Towards Performance

Work motivation has a crucial role in determining the high and low performance of employees, because it is the main driver of individual work behavior. High morale encourages employees to complete tasks with full energy and consistency, thus having an impact on increased productivity. Enthusiasm at work makes employees more involved, not easily bored, and able to maintain the quality of work results. In addition, the drive to achieve maximum results encourages employees to set higher work standards and strive to exceed the targets set by the organization. On the other hand, receiving awards and incentives serves as a reinforcer that emphasizes the relationship between effort and work output, so that employees are encouraged to maintain and even improve their performance. When these four aspects are formed consistently, motivation not only increases work intensity, but also improves the quality and accuracy of work results, which ultimately contributes directly to optimal employee performance.

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

This study aims to examine the effect of training on employee performance, motivation on performance and training on motivation at the Al Mustaqim Lawang Orphanage Foundation and Islamic Boarding School. The respondents in this study were 35 employees of the Al Mustaqim Lawang Orphanage and Islamic Boarding School Foundation. Data collection was carried out through the distribution of questionnaires to all respondents according to the indicators of each research variable. The results of the study showed that all pathways had a significant effect.

### Suggestions

Institutions are expected to have the ability to provide training as one of the strategic instruments based on work needs, by ensuring the suitability of materials, instructor competencies, and interactive methods in order to increase employee engagement and understanding. In addition, there needs to be a post-training follow-up so that the learning results can be implemented in real terms in the work. Organizations also need to strengthen the motivational aspect through rewards, recognition, and a supportive work environment, as motivation has proven to be key to improving the effectiveness of training on performance. On the other hand, continuous evaluation of training needs to be carried out to ensure its impact on employee performance. Subsequently, it is recommended to develop a model by adding other variables in order to obtain a more comprehensive understanding of the factors that affect employee performance.

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