The Impact of Training and Job Motivation on Employee Performance in the Cultivation Division of PT. Mitratani Dua Tujuh Jember in Indonesia

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ABSTRACT

Good product quality reflects the company's ability to meet consumer needs and even global markets. Therefore, the support of training and work motivation is needed to enhance employee performance, enabling PT. Mitratani Dua Tujuh to possess quality human resources. This study aims to examine the influence of training and work motivation on employee performance in the Cultivation Division of PT. Mitratani Dua Tujuh, located in Jember Regency. The research design employs a survey method with an explanatory approach. The study involves 94 employees from the Cultivation Division. Data analysis is conducted using multiple linear regression, multiple coefficients of determination (adjusted R^2), F-test, t-test, validity, and reliability tests, as well as classic assumption tests. The obtained multiple linear regression equation is $Y = -1.431 + 0.388X_1 + 0.830X_2 + e$. The F-test results indicate that independent variables significantly collectively affect the dependent variable. Based on the t-test, the independent variables individually have a significant impact on the dependent variable, and the most dominant independent variable influencing the dependent variable is work motivation (X_2). 1. The training and work motivation contribute to 81.9% of employee performance. 2. The variable of training (X_1) has a partial influence on the performance of cultivation division employees. 3. The variable of work motivation (X_2) also has a partial influence on the performance of cultivation division employees. 4. The variable that has the most dominant influence on the performance of cultivation division employees is the work motivation variable (X_2).

Key words: training, job motivation, employee performance

INTRODUCTION

Indonesia is endowed with abundant natural resources and fertile soil conditions for the agricultural sector. One strategic step to capitalize on this is through the development of agro-industrial products to enhance the added value of agricultural produce, create employment opportunities, and foster national economic growth (Gopalsamy, n.d.; MUROYIWA, 2020; Zhang et al., 2020). Edamame stands out as one of the sought-after agro-industrial products, offering benefits in reducing the risk of arteriosclerosis, hypertension, coronary heart disease, stroke, blood cholesterol levels, and alleviating menopausal symptoms. Additionally, edamame contributes to digestive health and helps reduce the risks of cancer, premature aging, and diseases caused by free radicals.

In the Jember Regency, there is an agro-industrial company specializing in edamame, namely PT. Mitratani Dua Tujuh, located on Brawijaya Street, Mangli, Kaliwates District, Jember Regency, East Java. A subsidiary of PT. Perkebunan Nusantara (PTPN) X, PT. Mitratani Dua Tujuh has been actively involved in the industry for 20 years, focusing on edamame as a primary export product. In 2017, the company successfully produced 9,000 tons of edamame from a 1,500-hectare plantation annually. Approximately 85% of this total production is exported to countries such as Malaysia, Australia, Japan, Kuwait, Europe, and the United States.

The quality of a product reflects a company's ability to produce goods that effectively meet consumer needs and desires. Therefore, achieving or maintaining good product quality requires a skilled and competent human resource. Human resources are valuable assets for any company as they play a direct and active role in executing company activities. To ensure good product quality, companies need to pay maximum attention to their employees by enhancing their abilities, knowledge, and skills, particularly in adapting to rapid technological advancements. Training and job motivation are key strategies for companies to improve employee performance (Nurung et al., 2020; Razzaque, 2020; SAPTA et al., 2021).

Training is a process aimed at enhancing employees' work skills so that they can recognize the strategic goals and objectives that will assist the company in achieving its set targets. Training can bridge the knowledge gap between fresh graduates or individuals without work experience and those with work experience through programs tailored to the needs of specific job areas within the company.

The training for employees in the cultivation division of PT. Mitratani Dua Tujuh is a crucial and comprehensive program covering three main aspects focused on cultivation activities. The first aspect is protection, encompassing plant protection against pests, diseases, and viruses that may threaten plant growth and health. Employees in this training program learn various effective and environmentally friendly protection methods. The second aspect, pesticide handling, is equally important. Cultivation division employees

receive training on proper storage, processing, and safe and efficient use of pesticides. They gain an understanding of the correct dosage, good application techniques, and how to avoid hazardous exposure. The third aspect is the correlation between pesticide handling and the quality of the raw materials produced. This training addresses how pesticide treatment can impact the quality of raw materials, helping employees understand the importance of responsible pesticide use to achieve optimal results.

Motivation is a factor that drives an individual to achieve goals and fulfill motives while adapting to their surrounding environment. Work motivation is related to the working conditions that influence the emergence, direction, and maintenance of behavior associated with the work environment (Fielke et al., 2020; Swanepoel et al., 2020). Work motivation in the cultivation division of PT. Mitratani Dua Tujuh is diverse and critically important. Adherence to company rules regarding working hours provides employees with a sense of order and comfort in performing their duties. Employees feel valued as the company provides a work environment that aligns with their needs and mutual agreements. Health insurance for workers is a motivating factor that ensures the well-being of employees during their tenure in the division. With health coverage, employees feel supported and protected, enabling them to focus on their assigned tasks.

A positive and open relationship with superiors and colleagues is crucial for boosting employee motivation. A harmonious and collaborative work environment encourages employees to interact more effectively and contribute maximally to achieving common goals. Year-end incentives based on income and profit calculations for the year provide an extra boost for employees to work harder and achieve optimal results. These incentives also acknowledge the hard work and dedication of employees during that period. Opportunities for self-development, learning new things, and career advancement are strong motivational factors for employees in the cultivation division of PT. Mitratani Dua Tujuh. With the chance to develop and advance, employees feel motivated to improve their contributions continuously, aiming for excellence and ultimately enhancing overall company performance.

Employee performance refers to the results or achievements of a worker in carrying out assigned tasks and the extent of their contribution to the organization or company. Performance reflects the outcomes achieved by an individual, both in terms of quantity and quality, in line with their responsibilities as employees in an organization or company. The performance of employees in the cultivation division of PT. Mitratani Dua Tujuh can be measured through crop cultivation activities. Employees are expected to consistently meet targets by ensuring that the quality of the raw materials produced meets a minimum of 95% according to the standards set by the company. Employees are also expected to possess high skills and capabilities in executing their tasks, demonstrating diligence and precision in their work. The speed at which tasks are completed is also crucial in measuring the performance of cultivation division employees. Employees are expected to complete tasks on time and promptly execute assignments given by superiors. Employee discipline is closely monitored, with punctuality being a mandatory requirement. In addition to individual skills, the ability to collaborate with other employees is essential. Employees in the cultivation division are expected to work well in teams, collaborate to achieve common goals, and support each other in achieving optimal results.

Employee performance is also reflected in the contributions made to the company. Employees in the cultivation division of PT. Mitratani Dua Tujuh are expected to make meaningful contributions to the company's progress, whether in terms of cultivation process efficiency, improvement in the quality of raw materials, or the development of new innovations and ideas. Considering all these aspects, the performance of employees in the cultivation division of PT. Mitratani Dua Tujuh becomes crucial in ensuring the smooth and successful operation of the company in achieving its business goals through training and work motivation, ultimately delivering optimal results.

Training is a process aimed at enhancing the skills, knowledge, and attitudes of employees in accordance with existing needs. Employees can acquire short-term education focused on the practical application of practices to improve their performance and reduce errors in their work through the provided training. Training serves the purpose of improving employees' abilities in performing specific tasks at the current moment.

Motivation in the context of management is focused on human resources in general, with particular attention to subordinates. Motivation involves efforts to direct the potential and energy of subordinates so that they willingly work productively and successfully achieve set targets. Motivation can be defined as a psychological process involving the interaction of attitudes, needs, perceptions, and individual decisions. This process is influenced by internal factors known as intrinsic motivation and external factors known as extrinsic motivation. According to the definition provided by Sukanto and Handoko, motivation is a state within an individual that propels the desire to engage in specific activities to achieve desired goals.

Employee performance is the result of tasks carried out by individuals with the aim of achieving work targets. High-quality performance is crucial for employees to produce excellent work. Employee performance is also a determining factor for the success of an organization in achieving set goals. To achieve performance improvement, it is important to implement effective management and encourage efforts made by institutions or companies to enhance performance (Khatami et al., 2020; Pandey, 2020).

The objectives of this writing are to determine and analyze the simultaneous influence of training and

work motivation on the performance of cultivation division employees at PT. Mitratani Dua Tujuh in Jember Regency. Analyze the partial influence of training on the performance of cultivation division employees at PT. Mitratani Dua Tujuh in Jember Regency. Analyze the partial influence of work motivation on the performance of cultivation division employees at PT. Mitratani Dua Tujuh in Jember Regency. Analyze which variable has the most dominant influence on the performance of cultivation division employees at PT. Mitratani Dua Tujuh in Jember Regency.

MATERIALS AND METHODS

The research design employs a survey method with an explanatory approach. The survey method with an explanatory approach aims to explore causal relationships or cause-and-effect between the variables under investigation, and subsequently, the collected data will be analysed (Augusto & Souza,

2015; Elias, n.d.; Hariyono, 2021; Rizal et al., 2021). The research data collection instrument utilized is a closed-ended questionnaire, enabling respondents to select answers provided.

RESULTS AND DISCUSSION

Multiple Linear Regression Analysis
The analysis of the research involving 94 respondents or employees from the cultivation division of PT. Mitratani Dua Tujuh, Jember Regency, can elucidate the influence of independent variables on the dependent variable. The dependent variable under investigation is employee performance (Y), while the identified independent variables are training (X1) and work motivation (X2). The calculation results indicate that the multiple linear regression equation can be found in Table 1.

Table 1. Multiple Linear Regression Analysis

Model		Coefficients[a]				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1,431	1,682		-0,851	0,397
	Training	0,388	0,101	0,302	3,849	0,000
	Job Motivation	0,830	0,101	0,642	8,185	0,000
	a. Dependent Variable: Employee performance					

Source: Results of Multiple Linear Regression Analysis (data processed in 2023).

Based on the calculations using SPSS 25 for Windows, as presented in Table 1, the multiple linear regression equation is as follows:
Y = -1,431 + 0,388X1 + 0,830X2 + e
A detailed explanation of the multiple linear regression equation above can be elucidated as follows:
1.   The constant value is -1.431 units.
The negative constant value of -1.431 units indicates that in the absence of training (X1) and work motivation (X2), employee performance (Y) decreases by 1.431 units.
2.   The Training Coefficient (X1) value is 0.388 units.
The positive Training Coefficient value of 0.388 units indicates that each one-unit increase in the Training variable contributes a value of 0.388 units to the Performance of the Cultivation Division employees of PT. Mitratani Dua Tujuh.
3.   The Work Motivation Coefficient (X2) value is 0.830 units.
The Work Motivation Coefficient is 0.830 units, which is positive. This signifies that each one-unit increase in the work motivation variable contributes to an increase of 0.830 units in the Performance of the Cultivation Division employees of PT. Mitratani Dua Tujuh.
a   Coefficient of Determination

The adjusted coefficient of determination provides information about the percentage of variation in the employee performance variable that can be explained by the independent variables used in the regression model. The adjusted coefficient of determination (Adjusted R-square) is employed to assess the extent to which the independent variables, namely, training (X1) and work motivation (X2), can explain the variation in the employee performance variable (Y) (Ghozali, Imam, 2018). The calculation of the Adjusted R-square value can be performed using SPSS 25 software, and the results can be found in Table 2.
Based on the calculations using SPSS 25 for Windows, as presented in Table 1, the multiple linear regression equation is as follows:
Y = -1,431 + 0,388X1 + 0,830X2 + e
A detailed explanation of the multiple linear regression equation above can be elucidated as follows:
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2.   The Training Coefficient (X1) value is 0.388 units.
The positive Training Coefficient value of 0.388 units indicates that each one-unit increase in the

Training variable contributes a value of 0.388 units to the Performance of the Cultivation Division employees of PT. Mitratani Dua Tujuh.

3.   The Work Motivation Coefficient (X2) value is 0.830 units.

The Work Motivation Coefficient is 0.830 units, which is positive. This signifies that each one-unit increase in the work motivation variable contributes to an increase of 0.830 units in the Performance of the Cultivation Division employees of PT. Mitratani Dua Tujuh.

a   Coefficient of Determination

The adjusted coefficient of determination provides information about the percentage of variation in the employee performance variable that can be explained by the independent variables used in the regression model. The adjusted coefficient of determination (Adjusted R-square) is employed to assess the extent to which the independent variables, namely, training (X1) and work motivation (X2), can explain the variation in the employee performance variable (Y) (Ghozali, Imam, 2018). The calculation of the Adjusted R-square value can be performed using SPSS 25 software, and the results can be found in Table 2.

Table 2. Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.907	0.823	0.819	2.459

Source: Adjusted Coefficient of Determination Results (data processed in 2023).

Based on the information provided in Table 2, the Adjusted R Square value obtained is 0.819 or equivalent to 81.9%. This indicates that the independent variables, namely Training (X1) and work motivation (X2), collectively explain or influence 81.9% of the variation that occurs in the dependent variable, employee performance (Y). The remaining approximately 18.1% is influenced by other factors not included in the variables studied in this research.

b   F Test and t Test Results

1.   F-Test Results

The F-test is utilized to examine the simultaneous influence of independent or explanatory variables on the dependent variable. The test can be conducted simultaneously, and if the F-value is greater than the F-table value with a significance level less than 0.05, the F-test is considered influential and significant. The results of the F-test are as follows:

Based on the results presented in Table 3, it can be observed that the F-test conducted in the regression analysis yielded an F-value of 211.835, which is greater than the critical F-table value of 3.10. The obtained F-value significantly exceeds the designated F-table value. Additionally, the significance value of the F-test is 0.000, which is less than 0.05. Comparing the F-value and the critical F-table value, it can be concluded that simultaneously,

Table 3. Results of Simultaneous F-Test on Coefficients

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2561,278	2	1280,639	211,835	,000[b]
	Residual	550,136	91	6,045		
	Total	3111,415	93			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Training, Job Motivation						

Source: Simultaneous F-Test Results (data processed in 2023)

the independent variables, comprising training and work motivation, have a significant impact on the dependent variable, namely employee performance. This implies that the combination of these independent variables significantly contributes to influencing the dependent variable. These results indicate a strong relationship between training, work motivation, and employee performance.

This conclusion holds important implications for decision-making and strategic planning within organizations. By recognizing the importance of training and work motivation in enhancing employee performance, management can focus on more effective development and motivation efforts for employees. Thus, this research provides a deeper understanding of the contributing factors to employee performance, serving as a foundation for formulating policies and programs aimed at improving organizational productivity and success.

2.   t-Test Results

The t-test is employed to demonstrate the partial influence of independent variables, namely training and work motivation, on the dependent variable, employee performance. The purpose of the t-test is to evaluate the significance of the relative influence of each independent variable on the dependent variable (Asnawi and Masyhuri, 2011). The t-test criteria state that if the calculated t-value is greater than the critical t-table value at a 5% significance level, it can be inferred that there

is a significant influence between the independent variables, namely training and work motivation, partially with the dependent variable, employee performance. The following is Table 4, presenting the t-test results using SPSS 25 software for analysis.

Table 4. Results of the t test on partial coefficients

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1,431	1,682		-0,851	0,397
	Pelatihan	0,388	0,101	0,302	3,849	0,000
	Motivasi Kerja	0,830	0,101	0,642	8,185	0,000
a. Dependent Variable: Employee performance						

Source: Partial t-Test Results for Coefficients (data processed in 2023)

Based on the results from the table of partial regression coefficient analysis (t-test) above, the elaboration is as follows:
1.   The variable training (X1) has a calculated t-value of 3.849 with a significance level of 0.000. The analysis using the SPSS program indicates that the calculated t-value of 3.849 > 1.9864, and the significance level of 0.000 < 0.05. This signifies that the training variable (X1) has a significant partial influence on employee performance (Y).
2.   The variable work motivation (X2) has a calculated t-value of 8.185 with a significance level of 0.000. Based on the analysis using the SPSS program, the calculated t-value of 8.185 > 1.9864, and the significance level of 0.000 < 0.05. This indicates that the work motivation variable (X2) has a significant partial influence on employee performance (Y).
Based on the conducted analysis, the findings of the research titled The Influence of Training and Work Motivation on the Performance of Employees in the Cultivation Division of PT. Mitratani Dua Tujuh, Jember Regency, are as follows:
1.   Simultaneous Influence of Training (X1) and Work Motivation (X2) on Employee Performance (Y) in the Cultivation Division of PT. Mitratani Dua Tujuh
The linear regression analysis or the F-test results indicate that both training (X1) and work motivation (X2) significantly influence employee performance (Y). This is reinforced by the significance level of 0.000 < 0.05 and the F-test result of 211.835 > 3.10 (FTabel). These findings align with a study by Prayogi and Nursidin (2018) titled "The Influence of Training and Work Motivation on Employee Performance at PT. Mopoli Raya Medan," where the F-test yielded a value of 8.209 > 3.16 (FTabel) and a significance level of 0.001 < 0.05. Therefore, it can be concluded that both training (X1) and work motivation (X2) have a significant simultaneous influence on employee performance (Y) in the cultivation division of PT. Mitratani Dua Tujuh, Jember

Regency.
The Adjusted R2 test results indicate that the independent variables, namely training (X1) and work motivation (X2), contribute to 81.9% of the variation in the dependent variable, employee performance (Y). This implies that the majority of the variation in employee performance can be explained by the studied training and work motivation variables. The remaining 18.1% is influenced by other factors not included in this study, such as work discipline, job satisfaction, work environment, and leadership.
These results highlight the crucial role of training and work motivation in enhancing employee performance. Training provides the necessary insights, skills, and knowledge for employees to execute their tasks effectively. Meanwhile, work motivation offers encouragement and enthusiasm for employees to work at their maximum capacity and achieve optimal results. Therefore, organizations should focus on providing adequate attention to training and work motivation aspects to enhance employee performance effectively and efficiently (Christa et al., 2020; Heshmati, 2017; Ko & Campbell, 2020).
2.   Partial Influence of Training (X1) on Employee Performance (Y) in the Cultivation Division of PT. Mitratani Dua Tujuh
The partial regression analysis or the t-test reveals that training (X1) has a significant partial influence on employee performance in the cultivation division of PT. Mitratani Dua Tujuh. The calculated t-value of 3.849 > 1.9864 (tTable), and the significance level is 0.000 < 0.05. This finding is consistent with the study by Prayogi and Nursidin (2018), where training had a significant influence on employee performance at PT. Mopoli Raya Medan. The importance of training in improving employee performance cannot be understated. Through adequate training, employees gain the necessary knowledge and skills to perform their tasks more effectively.
The training program at PT. Mitratani Dua Tujuh

encompasses three aspects. First, protection involves safeguarding plants from pests, diseases, and viruses that can threaten their growth and health. Second, handling pesticides is equally crucial, and employees are trained on the proper storage, processing, and safe use of pesticides. Third, the correlation between handling pesticides and the quality of the produced raw materials is discussed. Proper pesticide use impacts the quality of raw materials, emphasizing the importance of responsible pesticide usage for optimal results.

3. Partial Influence of Work Motivation (X2) on Employee Performance (Y) in the Cultivation Division of PT. Mitratani Dua Tujuh

The t-test results demonstrate that work motivation (X2) has a significant partial influence on employee performance in the cultivation division of PT. Mitratani Dua Tujuh, Jember Regency. The calculated t-value of 8.185 > 1.9864 (tTable), and the significance level is 0.000 < 0.05. This finding aligns with previous research by Prayogi and Nursidin (2018) titled "The Influence of Training and Work Motivation on Employee Performance at PT. Mopoli Raya Medan," where work motivation had a significant impact on employee performance. The study revealed that employees with high work motivation tend to have strong internal drive to achieve goals and deliver optimal results in their work.

Work motivation at PT. Mitratani Dua Tujuh is diverse and crucial. Compliance with company rules provides employees with a sense of order and comfort in performing their duties. Employees feel valued because the company provides a work environment that meets their needs and mutual agreements. Health care benefits ensure employee well-being during their tenure, fostering a sense of support and protection. Maintaining good and open relationships with superiors and colleagues is essential in boosting employee motivation. A harmonious and collaborative encourages better interaction and maximum contribution toward shared goals (Adeniyi & Dinbabo, 2020; SAPTA et al., 2021; Xu et al., 2020; Yousuf, 2017).

4. Most Dominant Independent Variable Affecting Employee Performance (Y) in the Cultivation Division of PT. Mitratani Dua Tujuh

Based on the analysis, it is evident that the most dominant variable influencing employee performance (Y) in the cultivation division of PT. Mitratani Dua Tujuh, Jember Regency, is the work motivation variable (X2). The calculated t-value is 8.185 > tTable of 1.9864 with a significance of 0.000 < 0.050. The coefficient value in the multiple linear regression model is 0.830 units for the work motivation variable (X2). This indicates that the work motivation variable (X2) is the most dominant variable affecting employee performance (Y) in the cultivation division of PT. Mitratani Dua Tujuh, Jember Regency.

These findings underscore the importance of work motivation in influencing employee performance. Employees with high work motivation tend to have a strong internal drive to achieve goals and deliver optimal results in their work (Al-hinaiti et al., 2023). The results provide valuable insights for organizations to focus on enhancing work motivation as a strategic approach to improving overall employee performance (Altin et al., 2018; Fielke et al., 2020; Greulich et al., 2021; SAPTA et al., 2021).

CONCLUSION

Based on the data analysis and discussion of the research titled "Training and Work Motivation on the Performance of Cultivation Division Employees at PT. Mitratani Dua Tujuh in Jember Regency" as explained above, the following conclusions can be drawn:

1. The variables of training (X1) and work motivation (X2) have a simultaneous influence on the performance of cultivation division employees at PT. Mitratani Dua Tujuh in Jember Regency. The results of the coefficient of determination test (R^2) indicate that training and work motivation contribute to 81.9% of employee performance. The remaining approximately 18.1% is influenced by other factors not included in this study, such as work discipline, job satisfaction, work environment, and leadership.

2. The variable of training (X1) has a partial influence on the performance of cultivation division employees at PT. Mitratani Dua Tujuh in Jember Regency.

3. The variable of work motivation (X2) also has a partial influence on the performance of cultivation division employees at PT. Mitratani Dua Tujuh in Jember Regency.

4. The variable that has the most dominant influence on the performance of cultivation division employees at PT. Mitratani Dua Tujuh in Jember Regency is the work motivation variable (X2).

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