THE INFLUENCE OF TRAINING AND WORK MOTIVATION ON THE PERFORMANCE OF B&F (FOOD AND BEVERAGE) EMPLOYEES

Kadek Mayna Divadana, Irene Hanna H. Sihombing, Ni Made Suastini
Bali Tourism Polytechnic, Indonesia
*Email untuk Korespondensi: Maynadiva54394@gmail.com, irenesihombing@ppb.ac.id, madesuastini@ppb.ac.id

ABSTRACT

Keywords:

Employee Performance; Hotel; Training; Work Motivation

This study investigated the impact of training and work motivation on employee performance among 78 B&F (Food and Beverage) employees. The data collected was both quantitative and qualitative. A saturated sampling technique was employed, and the results were analyzed using multiple linear regression with SPSS version 23. The findings indicate that both the Training Variable (X1) and Work Motivation Variable (X2) have significant partial effects on Employee Performance, with t-count values exceeding the t-table value and significance values less than 0.05. Furthermore, the simultaneous effect of both variables on employee performance is also significant, with a t-count value greater than the t-table and a significance value less than 0.05. In conclusion, the study demonstrates that training and work motivation have a significant impact on employee performance among B&F employees.

INTRODUCTION

The hotel accommodation industry is one of the businesses that sells services as its main product. As a service-oriented business, hotels need human resources (HR) with high-quality service skills and professionalism. Implementing effective human resource management is crucial for hotels to achieve employee performance that meets company expectations and targets. Quality human resources are defined by their skills, abilities, knowledge, and work attitudes (Candra & Ardana, 2016). Companies that fail to implement proper and optimal HR management will not achieve optimal employee performance, hindering the achievement of company goals (Subroto, 2018). Employee performance is critical for achieving guest satisfaction. According to the Learning & Development Manager at W Bali - Seminyak, employee performance can be measured through assessments and comments from guests who have stayed, using online platforms such as TripAdvisor, as well as guest feedback sent via email to both Marriott Bonvoy members and non-members. All data is summarized and processed by the W Bali - Seminyak HRD team, then presented numerically and categorized according to relevant fields. This processed data is commonly referred to as Guest Voice. Guest Voice data can be seen in Table 1. below:

Table 1. Guest Voice Data W Bali - Seminyak 2021-2023

Month	Intend To Recommend	B&F Satisfaction	Elite Appreciation	Cleanliness	Staff Service	Maintenance & Upkeep
Target	**75**	**72**	**75**	**73**	**76**	**73**
Jan	74,4	55,6	64,3	69,2	79,5	69,2
Feb	76,1	66,7	67,9	81,2	87	69,6
Mar	80,9	76,7	85,3	84,9	89,5	76,7
Apr	84,4	63,2	75,6	83,2	87,4	74,7
May	82,6	72,4	83,3	89,8	94,3	81,8
Jun	76,7	66,3	81	83,1	86,7	74,4
Jul	75,9	60,9	72,1	78,9	87,2	69,9
Aug	79,2	65,3	75,6	82,2	84,7	72
Sep	81,7	64	74,1	83,8	92,8	81,1

Month	Intend To Recommend	B&F Satisfaction	Elite Appreciation	Cleanliness	Staff Service	Maintenance & Upkeep
Oct	80	68,6	74,5	86,2	89,1	81,2
Nov	83,3	71,8	80,6	83,5	91,3	79,6
Dec	86,1	70,8	80	80,2	89,7	78,4
2023 YTD	**80,1**	**66,9**	**76,2**	**82,2**	**88,3**	**75,7**
Total	469,3					
2022 YTD	78,8	63,6	67,7	79,9	85,6	72,5
Total	448,1					
2021 YTD	76,5	59,1	74,5	75	81,4	68,3
Total	434,8					

Source: Human Resources Department W Bali - Seminyak, 2024 (Data processed)

Based on Table 1., the comparison of the B&F Satisfaction (Food and Beverages) category with other categories shows that the B&F Satisfaction assessment occupies the lowest position and has not yet reached the predetermined target. Training is one of the solutions that can improve employee performance, as it has a significant influence on employee performance (Adekiya & Ibrahim, 2016). Through training, employees can learn how to work properly and correctly according to the operational standards set by the company, enabling the company to achieve its desired targets in the future (Adekiya & Ibrahim, 2016).

One of the factors that affects employee performance is education. Education is closely related to the learning process, involving systematic processes and procedures that are organized both technically and managerially, taking place over a relatively long period of time. Education can be used as a tool to predict employee performance (Syekh, 2019). Education and training programs are efforts to maintain and develop employees' abilities and readiness to carry out various tasks and meet work challenges (Turere, 2013). Based on an interview with the Learning and Development Manager of W Bali - Seminyak, the highest level of education attained by B&F (Food and Beverage) employees can be seen in Table 2., as follows:

Tabel 2. Education Data of B&F Employees

No	Education	Quantity (Person)	Percentage (%)
1	SMA/SMK	15	19%
2	Diploma I	13	17%
3	Diploma II	16	21%
4	Diploma III	25	32%
5	Diploma IV/Sarjana	9	12%
	Total	78	100%

Source: Human Resources Department W Bali - Seminyak, 2024 (Data processed)

Based on Table 2., it can be seen that there is a gap in the educational background of B&F (Food and Beverage) employees. Consequently, the skills and knowledge they possess also vary. Therefore, it is necessary to provide training to employees to create professional performance and to increase employee productivity and service quality.

Another factor that affects performance, besides training, is work motivation. Motivation has a positive influence on employee performance (Juliana et al., 2020). If employees have strong intrinsic motivation or receive encouragement from external sources (such as from the company), they will be motivated to perform well (Kasmir, 2016). The company must provide good motivation to all its employees to achieve and improve performance. Since transitioning from Starwood management to Marriott International management, W Bali - Seminyak has developed ways to increase employee motivation by offering various forms of recognition. These include monthly awards for top upseller, talent of the month, and top enroller. Additionally, employees are motivated through the allocation of points or rewards for achieving a Whatever Whenever Moment (WW Moment). Employees can earn WW Moments by having their names mentioned in guest comments, pleasing guests, being top upsellers, talent of the month, or top enrollers. Once employees accumulate a certain number of WW Moment points, they can redeem them for W merchandise, free spa treatments, free dinners, and even free stays at W Bali - Seminyak.

Based on an interview with one of the B&F (Food and Beverage) employees regarding work motivation at W Bali - Seminyak, it was revealed that employees have less motivation due to a lack of appreciation for their achievements, superiors who frequently corner them, and coworkers who do not have a positive impact. This has led to a decrease in employee motivation. This lack of motivation is evident from the level of employee attendance, lateness to work, and a decline in the quality of service provided to consumers,

such as a lack of initiative in helping guests, lack of enthusiasm for work, and a lack of dedication among employees. Insufficient work motivation is a critical factor affecting employee attendance rates (Oktarendah & Putri, 2023). According to the Learning & Development Manager of W Bali - Seminyak, the minimum standard for employee attendance is at least 15 working days per month, and the tolerable standard for absenteeism is 15%. The attendance rate of B&F (Food and Beverage) employees is shown in Table 3., as follows:

Tabel 3. Attendance Data of B&F Employees

No	Month	Total Employees	Number of Employees Late	Number of employees with less than 15 days attendance	Percentage of Employees Late (%)	Percentage of Employees with Attendance Less than 15 Days (%)
1	January	78	8	27	10,3%	34,6%
2	February	78	5	23	6,4%	29,5%
3	March	78	3	14	3,8%	17,9%
4	April	78	12	9	15,4%	11,5%
5	May	78	9	28	11,5%	35,9%
6	June	78	25	19	32,1%	24,4%
7	July	78	11	17	14,1%	21,8%
8	August	78	17	30	21,8%	38,5%
9	September	78	6	24	7,7%	30,8%
10	Oktober	78	3	26	3,8%	33,3%
11	November	78	7	9	9,0%	11,5%
12	December	78	5	11	6,4%	14,1%
	Rata-rata		**9**	**20**	**11,9%**	**25,3%**

Source: Human Resources Department W Bali - Seminyak, 2024 (Data processed)

Based on Table 3, there are fluctuations in the absenteeism rates of B&F (Food and Beverage) employees. The company's minimum attendance standard is 15 working days, with a tolerable absenteeism rate of 15%. However, the data in Table 1.5 reveals that in 2023, 20 employees (25.3%) attended less than 15 working days, exceeding the tolerable rate. This indicates a high absenteeism rate among B&F employees, further exacerbated by instances of tardiness. Employees cannot make an optimal contribution to the organization if their attendance rate falls below the established workday standard (Rozalia et al., 2015).

Based on interviews with the Learning & Development Manager of W Bali - Seminyak, it can be concluded that the management has provided training in accordance with the targeted training hours. The management has also implemented various forms of motivation to boost employee morale. However, despite these efforts, the training and motivation provided have not enabled the B&F (Food and Beverage) department to achieve its performance targets. This phenomenon underscores the need for further research to determine whether the training and work motivation given affect the performance of B&F (Food and Beverage) employees at W Bali - Seminyak.

METHOD

The object of research refers to the specific entities, items, or individuals where data for research variables are attached and which are being investigated (Arikunto, 2009). This research conducted at W Bali - Seminyak and will focus on respondents who are employees from the B&F (Food and Beverage) department at W Bali - Seminyak, totaling 78 people. The methods used to collect data in this study include interviews and questionnaires. Additionally, the researcher also utilized secondary data, such as employee performance data from the B&F Department. In this calculation-based study, SPSS software version 23 was employed to generate the required data. The methods used included validity and reliability testing to assess the accuracy and reliability of the statements in the questionnaire. Descriptive analysis was also conducted to provide an overview of the data collected. The study further applied hypothesis testing using T-tests, F-tests, and determination tests. Moreover, multiple linear regression analysis was used to measure the influence between the independent and dependent variables examined in the study.
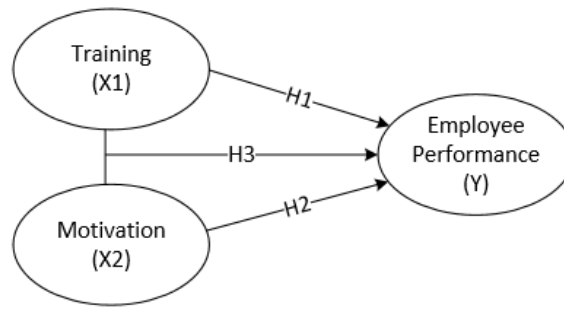
Figure 1. Research Framework
Source: Data by the author (2024)

Based on the research framework shown Figure 1, several provisional hypotheses can be formulated as follows:

Ha$_1$: There is a significant effect of training (X1) on employee performance (Y) at W Bali - Seminyak.

Ha$_2$: There is a significant effect of motivation (X2) on employee performance (Y) at W Bali - Seminyak.

Ha$_3$: There is a simultaneous influence of training (X1) and motivation (X2) on employee performance (Y) at W Bali - Seminyak.

RESULTS AND DISCUSSION

After collecting data with the number of respondents needed as many as 78 people, it can be done data processing as follows:

Table 1. Results of the Validity Test

Variable	Item	r$_{count}$	Category
Training (X1)	X1.1	0,611	Valid
	X1.2	0,817	Valid
	X1.3	0,665	Valid
	X1.4	0,718	Valid
	X1.5	0,805	Valid
	X1.6	0,825	Valid
	X1.7	0,856	Valid
	X1.8	0,852	Valid
	X1.9	0,784	Valid
	X1.10	0,815	Valid
	X1.11	0,826	Valid
	X1.12	0,832	Valid
Work Motivation (X2)	X2.1	0,649	Valid
	X2.2	0,725	Valid
	X2.3	0,745	Valid
	X2.4	0,784	Valid
	X2.5	0,756	Valid
	X2.6	0,712	Valid
	X2.7	0,764	Valid
	X2.8	0,681	Valid
	X2.9	0,752	Valid
	X2.10	0,769	Valid
Employee Performance (Y)	Y1.1	0,818	Valid
	Y1.2	0,759	Valid
	Y1.3	0,838	Valid
	Y1.4	0,833	Valid
	Y1.5	0,837	Valid
	Y1.6	0,811	Valid
	Y1.7	0,799	Valid
	Y1.8	0,769	Valid
	Y1.9	0,791	Valid
	Y1.10	0,816	Valid

Source: Researchers processed results (2024)

Based on Table 1, the validity test results show that the smallest coefficient value obtained from a variable indicator is 0.611, and the largest coefficient value is 0.856. The overall value of the 32 statement items, which are indicators of the independent and dependent variables of this study, is valid because they all have a coefficient value above 0.2227 (Pratiwi, 2017). This indicates that the questionnaire used in this study is accurate in performing its measurement function, and the statements measured are indeed appropriate indicators for the study.

Reliability is the ability of an instrument to demonstrate stability and consistency in measuring concepts. An instrument can be considered reliable if the Cronbach's alpha value is greater than 0.6 (Pratiwi, 2017). The results of the reliability test for the research variable statements are presented in Table 2. below.

Table 2. Results of the Reliability Test

Variable	Total Statement Items	Cronbach's Alpha	Category
Training (X1)	12	0,942	Reliabel
Work Motivation (X2)	10	0,905	Reliabel
Employee Performance (Y)	10	0,940	Reliabel

Source: Researchers processed results (2024)

Based on Table 2., all statement items for the Training, Work Motivation, and Employee Performance variables have an average Cronbach's alpha value. The average Cronbach's alpha value for the Training variable is 0.942, for Work Motivation is 0.905, and for Employee Performance is 0.940. Since all these average values are greater than 0.60, it can be interpreted that all statement items from all research variables meet the assumptions of data reliability. Data reliability indicates that the test results are accurate and consistent in measuring Training, Work Motivation, and Employee Performance using the same measuring instrument when conducted at different times and occasions repeatedly.

Descriptive Analysis

Based on the obtained results from the data processing obtained, the findings of the descriptive analysis are as follows:

Table 3. The Result of Descriptive Analysis

Variable	Score Total	Average	Category
Training	3158	40.49	Good Enough
Work Motivation	2624	33.64	Good Enough
Employee Performance	2621	33.60	Good Enough

Source: Researchers processed results (2024)

Based on the continuum, each variable indicates that the Training variable (X1) falls under the "Good Enough" category with average value of 40.49, the Work Motivation variable (X2) falls under the "Good Enough" category with average value of 33.64, and the Employee Performance variable(Y), it falls under the "Good Enough" category with average of 33.60.

Multiple Linear Regression

Multiple Linear Regression Analysis is used to determine changes in Employee Performance as influenced by Training and Work Motivation. The results of the multiple linear regression analysis, conducted using SPSS version 23 for Windows, can be seen in Table 4. Below:

Table 4. The Result of Multiple Linear Regression
Coefficients[a]

| Model | Unstandardized Coefficients | | Standardized Coefficients | | |
	B	Std. Error	Beta	t	Sig.
(Constant)	1.622	2.696		.602	.549
Pelatihan	.382	.083	.438	4.576	.000
Motivasi Kerja	.491	.106	.442	4.617	.000

a. Dependent Variable: Employee Performance

Source: Researchers processed results (2024)

In Table 4, it can be seen that the constant value is 1.622, the Training regression coefficient is 0.382, and the Work Motivation regression coefficient is 0.491. Based on the constant value and the regression coefficient values of each independent variable, the multiple linear regression equation is obtained as follows: Y = 1,622+ 0,382 X1 + 0,491 X2

Based on the calculation with the formula Y=a+b1+b2 the multiple linear regression equation provides the following information:

a. Constant = 1,622

The constant value of 1.622 means that if the variables of Job Training and Work Motivation are eliminated, Employee Performance is worth 1.622.

b. Training (X1) = 0.382

The regression coefficient value of the Training variable on Employee Performance is 0.382. This means that if Training increases by one unit, while other variables remain constant, Employee Performance will increase by 0.382. The coefficient for Training is positive, indicating a unidirectional relationship between Training and Employee Performance. An increase in Training will result in an increase in Employee Performance.

c. Work Motivation (X2) = 0.491

The regression coefficient value of the Work Motivation variable on Employee Performance is 0.491. This means that if Work Motivation increases by one unit, while other variables remain constant, Employee Performance will increase by 0.491. The coefficient for Work Motivation is positive, indicating a unidirectional relationship between Work Motivation and Employee Performance. An increase in Work Motivation will result in an increase in Employee Performance.

Hypothesis Test

To test this hypothesis, individual T-tests are conducted. The purpose of this test is to assess the impact of each independent variable (X) on the dependent variable (Y). The decision-making process in the T-test involves comparing the calculated T-value with the critical T-value (T-table) to determine statistical significance.

Table 5. The Result of T –Test

Variable	t-count	Sig	Category
Training (X1)	4,576	0,000	Significant
Work Motivation (X2)	4,617	0,000	Significant
Alpha (α) 0,05			

Source: Researchers processed results (2024)

Based on the data, the conclusions drawn are that the calculated t-count for both the Training (4.576) and Work Motivation (4.617) variables exceed the t-table value (1.992) at a significance level of $0.000 < 0.05$, leading to the rejection of the null hypothesis (H_0) and acceptance of the alternative hypothesis (H_a). This indicates statistically significant effects of training (X1) and work motivation (X2) on employee performance (Y). Additionally, the F-test results show that the model as a whole is statistically significant, suggesting that the inclusion of both independent variables (X1 and X2) improves the predictive power of the model, enhancing its overall validity.

Table 6. The Result of F –Test
ANOVAᵃ

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3193.471	2	1596.736	73.505	.000ᵇ
Residual	1629.208	75	21.723		
Total	4822.679	77			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Training, Work Motivation

Source: Researchers processed results (2024)

The F-statistic calculated from the data is 73.505, with a corresponding significance level of 0.000. This indicates that the F-value exceeds the critical F-table value (73.505 > 3.97) and the significance level is less than 0.05 (0.000 < 0.05). The results of this F-test suggest that there is a statistically significant simultaneous influence between the variables of Job Training and Motivation on Employee Performance in the B&F (Food and Beverage) Department at W Bali - Seminyak.

Determination Test

The coefficient of determination analysis aims to determine the percentage of the variables studied, namely the independent variables of Job Training and Motivation on the dependent variable, namely Employee Performance (Y). In Table 7. the following shows the results of the calculation of the coefficient of determination analysis.

Table 7. The Result of Determination Test
Model Summaryᵇ

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814ᵃ	.662	.653	4.66077

a. Predictors: (Constant), Training, Work Motivation

b. Dependent Variable: Employee Performance

Source: Researchers processed results (2024)

Table 7. above shows that the R-square value obtained from the analysis results indicates that the dependent variable can be explained by the independent variables to the extent of 66.2% (0.662 x 100%), with the remaining 33.8% (100% - 66.2%) explained by other variables not included in this study. According to (Ghozali, 2013), if the coefficient of determination interval is between 60% and 79.9%, the coefficient of determination can be said to be strong. The coefficient of determination in this study is 66.2%, so it can be stated that the independent variables have a strong effect on the dependent variable.

The findings indicate that Training and Work Motivation have a significant and substantial impact on Employee Performance in the B&F (Food and Beverage) Department at W Bali - Seminyak, surpassing the influence of other independent variables not examined in this study. This suggests that the quality and effectiveness of job training and employee motivation are crucial determinants of employee performance. Consequently, management should reassess the efficacy of job training and identify any barriers that hinder its effectiveness in enhancing employee performance. Furthermore, companies should develop strategies to boost employee motivation by identifying and addressing obstacles that diminish employee enthusiasm and motivation. The absence of effective job training and employee motivation is likely to result in suboptimal employee performance in the B&F (Food and Beverage) Department at W Bali - Seminyak.

The findings of this study are consonant with the existing body of literature, which consistently demonstrates that job training has a positive and statistically significant impact on employee performance (Dewi et al., 2023). The results suggest that there is a direct correlation between the quality of training and employee performance, implying that as training improves, employee performance also increases. This finding is consistent with previous research, which has consistently shown that job training, work motivation, and job satisfaction have a positive and statistically significant impact on employee performance (Jumiati et al., 2023). The findings of this study are in accordance with the existing literature, which emphasizes the significance of motivation as a crucial factor influencing employee performance. Motivation is often regarded as a potent tool for supervisors to facilitate employee performance achievement, as it can effectively stimulate and drive employee efforts towards goal attainment (Chien et al., 2020). The results indicate that employee motivation is positively correlated with performance, suggesting that higher motivation leads to better performance. This

is consistent with previous research, which highlights the importance of organizational culture and employee motivation in enhancing employee performance (Astry et al., 2023).

The "Training Material" dimension in the Training variable (X1) had the highest average value, classified as good, with a value of 3.46. This is consistent with previous research, which highlights the significant influence of training materials on employee performance (Raharjo et al., 2014); (Triasmoko et al., 2014); (Febriyanti et al., 2013) Similarly, the "Sense of Security at Work" dimension in the Motivation variable (X2) had the highest average value, classified as good, with a value of 3.47. This is supported by previous research, which emphasizes the significant influence of work safety on employee performance (Siregar & Susilawati, 2023); (Mona & Kurniawan, 2022); (Novita, 2022).

CONCLUSION

The research findings indicate that the Training Variable (X1) and Work Motivation Variable (X2) have significant and positive effects on Employee Performance. Specifically, the partial effects of Training (X1) and Work Motivation (X2) on Employee Performance are statistically significant, with t-values exceeding the critical values and significance levels less than α (0.000 < 0.05). The β values of 0.382 and 0.491, respectively, suggest that increasing Training (X1) and Work Motivation (X2) will improve Employee Performance. Furthermore, the simultaneous effect of both variables on Employee Performance is also significant, with an F-value exceeding the critical value and a significance level less than α (0.000 < 0.05). This indicates that Training and Work Motivation together contribute to 66.2% of the variance in Employee Performance, which is considered a strong effect.

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