THE INFLUENCE OF TRAINING AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT PT. BANK SUMUT SYARIAH SUB-BRANCH KARYA MEDAN

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Abstract

This study aims to analyze the effects of training and work motivation on employee performance at PT Bank SUMUT Syariah Sub-Branch Karya Medan. The research method used is quantitative research with an associative approach. The population of this study consisted of 35 employees from PT Bank SUMUT Syariah Sub-Branch Karya Medan. Sampling was conducted using a saturated sample model. Data collection involved the use of primary data obtained through questionnaire distribution, as well as secondary data obtained through literature review. The results of the research indicate that the training variable has an insignificant effect, while motivation has a significant effect on employee performance. Both training and work motivation variables collectively influence employee performance, as evidenced by a strong relationship with an R value of 0.88 or 88%. The Adjusted R Square value reveals that the training and work motivation variables explain 63.1% of the performance variable, while the remaining percentage is influenced by other unexplained variables.

Keywords: Employee Performance, Training, Work Motivation

1. INTRODUCTION

The growth of the banking industry is vital for national economic development; however, it also leads to increased competition within the sector. The complex nature of banking activities can impact performance and introduce risks to the Indonesian banking industry. The Indonesian Banking Development Institute (LPPI) has identified several challenges faced by the banking industry in Indonesia.

Currently, the banking industry in Indonesia comprises central banks owned by the state, conventional commercial banks, also Sharia/Islamic banks and rural banks that primarily focus on fund collection and distribution rather than payment services (Alwi & Khotijah, 2022). Islamic banks operate based on Sharia principles, without interest, and can be classified as Islamic commercial banks or Islamic financing banks. Bank Indonesia, as the country's banking authority, has positioned Islamic banking as a fundamental pillar supporting the dual-banking system and aims to increase the market share of Islamic banks, as outlined in the Islamic banking blueprint.

The success of Islamic banks depends not only on their growth or effective information dissemination but also on the quality of their human resources. Human resources are valuable assets for any company or organization, as they drive the utilization of other resources. Therefore, maintaining a strong human resource element is crucial for companies and organizations to effectively address the challenges they encounter.

The active role of employees is crucial, particularly in fostering effective relationships among colleagues, superiors, and subordinates, which ultimately leads to improved company performance. Motivating employees through attention and training

initiatives can significantly impact their performance and drive them to achieve results aligned with the company's objectives. This is particularly relevant to PT. Bank SUMUT Syariah Sub-Branch Karya Medan, a banking service company operating across various regions in Indonesia, including Medan City.

North Sumatra Regional Development Bank, commonly known as Bank SUMUT, was established on November 4, 1961. It transitioned into a Regionally Owned Enterprise (BUMD) in 1962. In 1999, the legal form changed to a Limited Liability Company, known as PT. Bank Pembangunan Daerah Sumatera Utara or PT. Bank SUMUT for short. Presently, PT Bank SUMUT operates 3 Coordinator Branch Offices, 33 Conventional Branch Offices, and 5 Sharia Branch Offices, including PT Bank SUMUT Syariah Sub-Branch Karya Medan.

Analysis of the Employee Training Results data for PT Bank SUMUT Syariah Sub-Branch Karya Medan from 2017 to 2021 reveals fluctuations in training outcomes each year, which is also accompanied by a decline in employee performance. Therefore, it can be inferred that HR empowerment at PT Bank SUMUT Syariah Sub-Branch Karya Medan has not yet reached its optimal level. Given the aforementioned background, the researchers are motivated to conduct a study to explore and gain further understanding of the impact of training and work motivation on employee performance. Consequently, the study is titled "The Effect of Training and Work Motivation on Employee Performance at PT Bank SUMUT Syariah Sub-Branch Karya Medan."

Based on the aforementioned research problem, this study aims to analyze the influence of training and work motivation on employee performance at PT Bank SUMUT Syariah Sub-Branch Karya Medan. The contribution of this study lies in its potential to provide valuable insights and practical implications for PT Bank SUMUT Syariah Sub-Branch Karya Medan and other similar organizations in the banking industry. By examining the effect of training and work motivation on employee performance, this research will shed light on the factors that can enhance employee productivity and overall organizational success.

2. LITERATURE REVIEW
2.1. Training
According to Sinambela (2016), training is a crucial factor in human resource development. Education and training not only increase knowledge but also improve work skills, leading to increased productivity. Kaswan (2011) states that "job training is the process of enhancing employee knowledge and skills." Similarly, Hartatik (2014) emphasizes that "the purpose of job training is to improve unsatisfactory employee performance resulting from a lack of skills."

2.2. Work Motivation
Widyaningrum (2019) highlights that motivation is of utmost importance in group efforts aimed at achieving specific goals. Arianto and Kurniawan (2020) define motivation as the process of influencing or encouraging individuals to fulfill their various needs, thereby directing their ability to work productively and actively, aligned with their duties and obligations.

2.3. Employee Performance

The term "performance" refers to the execution of work. Performance represents the energy kinetics of work. It serves as a description of the level of achievement in implementing program activities or policies to realize the goals, objectives, vision, and mission of an organization, as reflected in its strategic planning (Moeheriono, 2014). Suhardi (2019) describes performance as the recorded results of production within a specified period, reflecting the outcomes of activities.

2.4. Framework of Thought

This study aims to analyze the influence of the Training variable (X1) and Work Motivation (X2) on the Employee Performance variable (Y), providing insights into the extent of their impact.
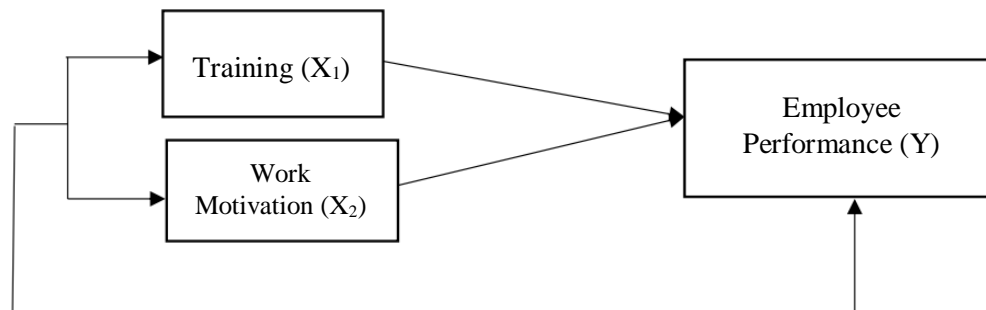
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         ┌──────────────────┐
    ┌───▶│   Training (X₁)  │─────┐
    │    └──────────────────┘     │      ┌──────────────────┐
    │                             └─────▶│     Employee     │
    │    ┌──────────────────┐            │  Performance (Y) │
    ├───▶│      Work        │───────────▶│                  │
    │    │ Motivation (X₂)  │            └──────────────────┘
    │    └──────────────────┘                     ▲
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Figure 1. Conceptual Framework

Research Hypotheses:

Based on the research problem, the following hypotheses are proposed:

$Ha1$: "There is a positive influence of the Training variable on employee performance at PT Bank SUMUT Syariah Sub-Branch Karya Medan."

H_01: "There is no positive influence of the Training variable on employee performance at PT Bank SUMUT Syariah Sub-Branch Karya Medan."

$Ha2$: "There is a positive influence of the Work Motivation variable on employee performance at PT Bank SUMUT Syariah Sub-Branch Karya Medan."

H_02: "There is no positive influence of the Work Motivation variable on employee performance at PT Bank SUMUT Syariah Sub-Branch Karya Medan."

$Ha3$: "There is a simultaneous positive influence of the Training and Work Motivation variables on employee performance at PT Bank SUMUT Syariah Sub-Branch Karya Medan."

H_03: "There is no simultaneous positive influence of the Training and Work Motivation variables on employee performance at PT Bank SUMUT Syariah Sub-Branch Karya Medan."

3. RESEARCH METHODS

This study utilizes an associative research method with a quantitative approach. The research was conducted at PT Bank SUMUT Syariah Karya Sub-Branch Medan, located at Jl. Karya No.79A, Karang Berombak, Medan Barat Sub-district, Medan City, North Sumatra. The research took place in April 2022. The population of this study includes employees working at PT Bank SUMUT Syariah Sub-Branch Karya Medan, totaling 35 individuals. Consequently, the sample size also comprised 35 individuals.

The primary data collection technique employed in this research is the questionnaire method, which serves as a tool for gathering data. A set of semi-open questions was created, offering respondents answer choices and allowing them to provide necessary explanations. The Likert Scale is adopted as the variable measurement scale in this study. This scale is used to gauge the attitudes, opinions, and perceptions of individuals or groups regarding social phenomena. The data analysis methods employed encompass validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, and hypothesis testing.

4. RESULTS AND DISCUSSION
4.1. Research Result
4.1.1. Description of Respondent Identity

The respondents in this study were identified based on their name, gender, age, highest education level, position/division, and length of work. At PT Bank Sumut Syariah Karya Sub-Branch Office Medan, the majority of employees are female, accounting for 62.9%, while male employees constitute 37.1% of the workforce. This can be attributed to the perception that women are more meticulous and skilled in handling financial matters, as well as their appealing appearance. Female employees are also known for their cautious decision-making and organizational skills in achieving targets. Therefore, it can be inferred that the majority of employees at PT Bank Sumut Syariah Karya Sub-Branch Office Medan are in their productive age range, contributing to their work effectiveness.

The highest percentage of employees falls under the category of 3-6 years of work experience at PT Bank Sumut Syariah Karya Sub-Branch Office Medan, with a percentage of 62.9%. This indicates that the majority of employees possess significant work experience, showcasing their expertise in their respective roles.

Regarding the respondents' educational background, the majority (65.7%) hold a Bachelor's degree (S1), as revealed by the questionnaire provided by the researcher. This suggests that the employees at PT Bank Sumut Syariah Karya Sub-Branch Office Medan, on average, have attained a higher education level. Furthermore, the most common position among the respondents is Back Office (BO), with a total of 13 individuals, representing 37.1% of the respondents. This implies that, on average, employees at PT Bank Sumut Syariah Karya Sub-Branch Office Medan primarily work in back-office roles.

4.1.2. Validity Test

Table 1. Validity Test Result

Variable	Indicator	$r_{statistic}$	r_{table}	Information
Training (X1)	X1.1	0,693	0,333	Valid
	X1.2	0,435		Valid
	X1.3	0,489		Valid
	X1.4	0,693		Valid
	X1.5	0,693		Valid
	X1.6	0,489		Valid
	X1.7	0,765		Valid
	x1.8	0,726		Valid
	X1.9	0,823		Valid
	X1.10	0,672		Valid
	X1.11	0,823		Valid
Motivation (X2)	X2.1	0,847	0,333	Valid
	X2.2	0,498		Valid
	X2.3	0,847		Valid
	X2.4	0,834		Valid
	X2.5	0,83		Valid
	X2.6	0,709		Valid
	X2.7	0,432		Valid
	X2.8	0,615		Valid
	X2.9	0,421		Valid
	X2.10	0.582		Valid
Employee Performance (Y)	Y1	0.559	0.333	Valid
	Y2	0.662		Valid
	Y3	0.754		Valid
	Y4	0.752		Valid
	Y5	0.754		Valid
	Y6	0.389		Valid
	Y7	0.536		Valid
	Y8	0.54		Valid
	Y9	0.447		Valid
	Y10	0.492		Valid

Source: Primary Data Management Results (2022)

Based on table 1, it can be seen that of the 11 questionnaire statement items for the training indicator (X1), all questionnaire statement items were declared valid because $r_{statistic} > r_{table}$, which is equal to 0.333. This relates to the existing theory, it can be concluded that the 11 statement items are valid in employee performance. Of the 10

questionnaire statement items for the training indicator (X2), all questionnaire statement items were declared valid because $r_{statistic} > r_{table}$, which is equal to 0.333. This relates to the existing theory, it can be concluded that the 11 statement items are valid in employee performance. Of the 10 questionnaire statement items for the training indicator (X2), all questionnaire statement items were declared valid because $r_{statistic} > r_{table}$, which is equal to 0.333.

4.1.3. Reliability Test

Table 2. Reliability Test Result

Variable	Cronbach's Alpha	N of Items
Training (X1)	0.872	11
Work Motivation (X2)	0.855	10
Employee Performance (Y)	0.779	10

Source: Primary Data Management Results (2022)

Based on Table 2it can be seen that the reliability test of the 11 items of training variable questionnaire statements (X1) obtained Cronbach's Alpha results of 0.872 > 0.6 so that it can be concluded that the training variable (X1) is declared reliable. Testing the reliability of the 10 items of training variable questionnaire statements (X2) obtained Cronbach's Alpha results of 0.855 > 0.6 so that it could be concluded that the work motivation variable (X2) was declared reliable. Testing the reliability of the 10 items of employee performance variable questionnaire statements (Y) obtained Cronbach's Alpha results of 0.779 > 0.6 so that it can be concluded that the training variable (Y) is declared reliable.

4.1.4. Classic Assumption Test
1) Normality Test

Table 3. Normality Test Results

Unstandardized Residuals		
N		35
Normal Parameters [a,b]	Means	0
	Std. Deviation	1.79357577
Most Extreme Differences	Absolute	0.095
	Positive	0.082
	Negative	-0.095
Test Statistics		,0,95
asymp. Sig. (2-tailed)		,200[c,d]

Source: Primary Data Management Results (2022)

Based on the results of data management in table 3, it can be seen that the Kolmogrov-Smirnov value is 0.200. This value meets the conditions for declaring data normality, namely the Asymp Sig value must be greater than 0.05 so that it can be concluded that the data used is normally distributed.

2) Multicollinearity Test

Table 4. Multicollinearity Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
(Constant)	9,002	4.520			
Training (X1)	.306	.158	.369	.297	3.365
Work motivation (X2)	.461	.186	.473	.297	3.365

a.Dependent Variable: Employee Performance

Source: Results of Primary Data Processing (2022)

Based on table 4, it can be seen that the tolerance value for training and work motivation variables is 0.297 which means greater than > 0.10 and the VIF value is 3.365 which means less than < 10. From these results it can be concluded that there is no multicollinearity and the regression model is said to be feasible to use for the regression equation.
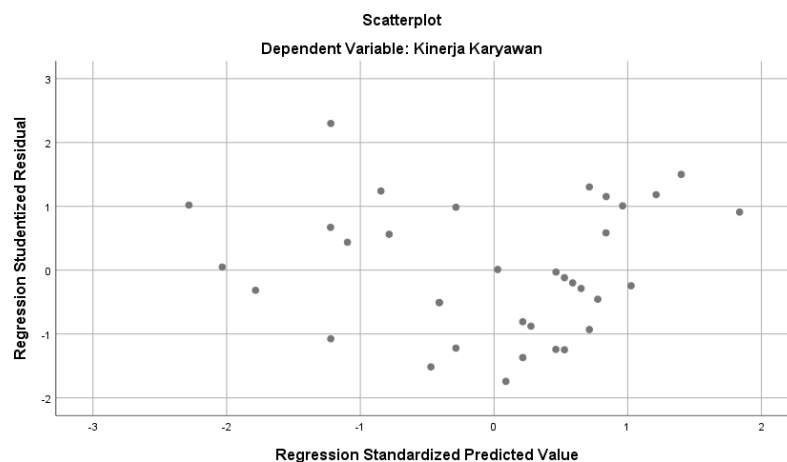
3) Heteroscedasticity Test

Figure 2. Heteroscedasticity Test Result
Source: Results of Primary Data Processing (2022)

Based on Figure 2, it can be seen that the data points spread randomly, do not form a clear pattern and are spread both above and below zero on the Y axis. It can be concluded that each variable does not contain heteroscedasticity so that it fulfills the requirements in the classical assumption.

4.1.5. Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Analysis Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,002	4.520		1.991	.055
	Training (X$_1$)	.306	.158	.369	1.932	.062
	Work Motivation (X$_2$)	.461	.186	.473	2.472	.019

Source: Results of Primary Data Processing (2022)

Based on table 5 it can be seen that the results of data processing can be seen in the standardized form of the regression equation as follows:

$$Y = 9.002 + 0.306 + 0.461$$

In the regression equation it can be concluded:
1. Constant coefficient equal to 9.002, which means that if the independent variables Training (X1) and work motivation (X2) are zero, then the value of employee performance will remain at 9.002.
2. The training regression coefficient (X1) has a positive value of 0.306, this indicates that the training variable has a positive effect on employee performance variables. If the value of the training variable is increased by 1%, it will increase employee performance by 0.306.
3. Regression coefficient for work motivation variable (X2) of 0.461, this indicates that the variable work motivation has a positive effect on employee performance. If the value of the work motivation variable is increased by 1%, it will increase employee performance by 0.461.

4.1.6. Partial Significance Test (T-Test)

Table 6. Partial Significance Test Result (T Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,002	4.520		1.991	.055
	Training (X$_1$)	.306	.158	.369	1.932	.062
	Work Motivation (X$_2$)	.461	.186	.473	2.472	.019

Source: Results of Primary Data Processing (2022)

Based on the test results in table 6 it can be concluded that:
1. The results of statistical software program testing for training variables (X1) obtained a t-statistic of 1.932 where the t-statistic value is greater than the t-table value of 1.694 (1.932 > 1.694) with a significance value greater than 0.05 (0.062 > 0.005) and a positive regression coefficient of 0.306. This shows that the training

variable (X1) has no significant effect on employee performance (Y). From these results it can be concluded that Ha1 is accepted.

2. Based on the test results for the work motivation variable (X2) a t-statistic value of 2.472 is obtained, which means that the t-statistic value is greater than t-table, namely 1.694 (4.015 > 1.997) with a significance value that is less than 0.05 (0.019 < 0.05) and the regression coefficient is 0.461. This shows that the variable work motivation (X2) has a significant effect on employee performance (Y). On these results it can be concluded that ha2 is accepted.

4.1.7. Simultaneous Test (F Test)

Table 7. Simultaneous Test Results (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	205,368	2	102,684	30,042	,000^b
Residual	209,375	32	3,418		
Total	314,743	34			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work motivation, Training
Source: Primary Processing Data Results (2022)

Based on the results of data processing in table 7, it can be concluded that the F-statistic value obtained is 30.042 > 3.29 or a sig. value of 0.000 <0.05. The result is that the independent variables namely training (X1) and work motivation (X2) have the same (simultaneous) effect on the dependent variable namely employee performance (Y).

4.1.8. Determination Coefficient Test
The coefficient of determination test in this study will be presented in the table below.

Table 8. Coefficient of Determination (R^2) Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimates
1	,808^a	,652	,631	1,849

a. Predictors: (Constant), work motivation, training
Source: Primary Processing Data Results (2022)

Based on the results of data processing in table 4.48, it can be seen that the R value is 0.808, which means that the variables training (X1) and work motivation (X2) are mutually related to employee performance (Y) of 80.8%. This means that there is a strong relationship between the variables. R square value of 0.652 or 65.2%. employee performance at PT. Bank SUMUT syariah sub-branch of Karya Medan can be influenced by training (X1) and work motivation (X2). While the rest is influenced by other variables that are not included in this study.

4.2. Discussion
4.2.1. Effect of Job Training (X1) on Employee Performance (Y)

Job training is a crucial learning process aimed at enhancing employee competence. It provides employees with the necessary skills, expertise, and knowledge to effectively carry out their work and achieve company goals (A. P. Mangkunegara, 2017). The indicators used in this study to measure job training include the type of training, research objectives, training materials, methods used, participant qualifications, trainer qualifications, and time (A. P. Mangkunegara, 2017).

The findings of this study demonstrate that the variables related to job training and work motivation have been proven valid and reliable, making them suitable for this research. When examining the respondents' answers regarding job training indicators, the most influential factors in this study were the trainers' ability and the methods employed. Employees strongly agreed that trainers effectively delivered the training material, possessed a good grasp of the content, and used appropriate presentation methods tailored to the training type, all with a 100% agreement rate.

The hypothesis testing revealed that the t-statistic value (1.932) exceeded the critical t-value (1.694), indicating an insignificant but positive impact of the training variable (X1) on employee performance (Y). Furthermore, the regression coefficient was found to be 0.306. Therefore, it can be concluded that Ha1, which supports the positive effect of training on employee performance, is accepted.

These results highlight the significance of the training presentation method in determining the extent to which employees acquire new knowledge and skills. When the training approach aligns with employees' preferences and needs, they are more likely to effectively apply the acquired knowledge to their work, subsequently enhancing their performance. Additionally, the presence of professional trainers who possess a comprehensive understanding of the training material and can adeptly convey it to employees fosters better understanding and acceptance of the training content. Consequently, employees can readily apply what they have learned, leading to improved performance. The employees' agreement that the trainers were professional and adept at delivering the training material, along with the alignment between the training presentation method and the required training type, further supports these findings. Among the six training indicators (X1), the "trainer ability" indicator was found to have a significant effect, accounting for 62.9% of the overall impact.

These findings align with the theory proposed by Sinambela (2016), which emphasizes the importance of training in human resource development. Training not only enhances knowledge but also improves work-related skills, thereby increasing productivity. Thus, when employees receive appropriate training, their productivity and performance improve.

This research also corroborates a study conducted by Ningsi et al. (Ningsi et al., 2016) titled "The Effect of Training and Promotion on Employee Motivation and Performance (Study on Employees of PT PLN (Persero) Kendari Area)." The findings from that study indicate an insignificant but positive relationship between training and employee performance. This suggests that while effective training can improve employee performance, an inadequate alignment between training methods and content can hinder performance.

4.2.2. Effect of Work Motivation (X2) on Employee Performance (Y)

Work motivation refers to the conscious or unconscious drive that compels an individual to engage in activities or actions with a specific purpose. According to Marhumi and Nugroho (2018), motivation is an internal stimulus that activates, empowers, and directs behavior to fulfill job duties and obligations. In this study, the indicators used for the work motivation variable, as proposed by Herzberg (cited in (Sutrisno et al., 2010)), include achievement, recognition, challenging work, responsibility, and encouragement from superiors.

The data tests conducted indicate that the statements related to job training and work motivation variables in relation to employee performance are valid and reliable, making them suitable for this study. Analyzing the respondents' answers regarding work motivation indicators reveals that the most influential factors are challenging work and responsibility. Employees strongly agree that the work they perform is challenging and interesting, and they possess the ability to complete such tasks effectively and accurately. Furthermore, they express willingness to work overtime if necessary to ensure task completion, with a 100% agreement rate.

Based on the results of the hypothesis testing, the calculated t-value (2.472) exceeds the critical t-value (1.694), indicating that the work motivation variable (X2) has a significant effect on employee performance (Y). Moreover, the regression coefficient is 0.461. Therefore, it can be concluded that Ha2, which supports the significant impact of work motivation on employee performance, is accepted.

These findings demonstrate that employees' motivation can be observed through their sense of responsibility in fulfilling their work obligations. When faced with incomplete tasks, employees demonstrate their commitment by willingly working overtime to ensure completion. Employees with a high sense of responsibility exhibit strong work motivation. They take ownership of their assigned tasks and strive to deliver optimal performance. Additionally, employees perceive their work as challenging and interesting, which further motivates them to perform their tasks effectively and accurately. These employees show a high level of agreement regarding the challenging and interesting nature of their work, and they express a strong desire to excel in such tasks while maintaining a sense of responsibility. These findings align with the theory proposed by Arianto and Kurniawan (2020), which defines motivation as a process that influences individuals to meet their diverse needs by channeling their capacity to work productively and actively, aligned with their duties and obligations. Therefore, understanding and addressing motivational factors can enable companies to achieve optimal employee performance in line with established standards.

Motivation serves as a driving force for a person's willingness to work. When employees are motivated, their enthusiasm for work increases, which positively impacts their performance. Motivation is a crucial aspect for companies, managers, and organizations, as it directly contributes to their success in achieving goals. Similarly, PT Bank SUMUT Syariah Karya Sub-Branch Medan recognizes the importance of motivation in stimulating employee engagement. However, the provision of motivation in the company is currently inconsistent and uneven. Employees only receive motivation, such as awards, if they meet monthly targets or excel in their performance. In cases where no employee fulfills these requirements, no awards are given. Consequently, it is essential

for the company to enhance motivation provision for all employees, fostering enthusiasm for work and ultimately improving employee performance.

This research aligns with a study conducted by Erlangga (2022) titled "The Effect of Training and Motivation on Employee Performance at BJB Bank in Balaraja Banten Branch." The study supports the notion that work motivation has a significant impact on employee performance. Thus, the better the motivation provided to employees, the higher their performance levels will be, as evidenced at Bank BJB in the Balaraja Banten Branch.

4.2.3. The Effect of Training (X1) and Work Motivation (X2) on Employee Performance (Y)

The research conducted on employee performance variables reveals that the majority of respondents, who are employees of PT Bank SUMUT Syariah Sub-Branch Karya Medan, perceive the company's performance as quite good. This observation is based on their answers to the 10 items related to employee performance, where they predominantly selected strongly agree and agree responses. These responses indicate the factors that influence employees' performance, including the quantity and quality of results, timeliness, attendance, and collaborative abilities.

Employee performance refers to the quality and quantity of work carried out by employees in fulfilling their assigned responsibilities (Mangkunegara, 2020). It serves as a measure of a company's success since employee productivity significantly impacts overall outcomes. Therefore, companies must assess employee performance to ensure and maintain productivity. Good performance entails adhering to company procedures and protocols in alignment with predefined goals, both at the individual and organizational levels.

The results of the simultaneous test (F-test) demonstrate that the job training variable (X1) and work motivation (X2) collectively influence employee performance at PT Bank SUMUT Syariah Sub-Branch Karya Medan. This is evident from the obtained F-statistic value of 30.042, which is greater than 3.29, and a significance value of 0.000, which is less than 0.05. These findings indicate that the independent variables, training (X1) and work motivation (X2), have a significant and equal effect on the dependent variable, employee performance (Y). The correlation test (R) reveals a value of 0.808, indicating a strong relationship between the independent variables (X1 and X2) and the dependent variable (Y). This signifies an interconnectedness of 80.8% between the variables. The R square value is 0.652 or 65.2%, indicating that employee performance at PT Bank SUMUT Syariah Sub-Branch Karya Medan can be influenced by training (X1) and work motivation (X2), while the remaining percentage is influenced by other variables not considered in this study. Among the six indicators of employee performance (Y), the Timeliness indicator holds an influence of 65.7%. This can be attributed to the provision of comprehensive training by professional trainers who effectively convey the training material, as well as the use of training methods tailored to the needs and preferences of employees. Moreover, employees exhibit high motivation levels driven by a sense of responsibility and an interest in their work. As a result, they are motivated to perform their tasks accurately and efficiently, ultimately leading to optimal performance for the company.

This research aligns with a study conducted by Husain et al. (2021) titled "The Effect of Training and Motivation on Employee Performance at PT. Bank Sulutgo Manado." The findings of their study indicate a positive and significant relationship

between the independent variables, training and motivation, and the dependent variable, employee performance.

5. CONCLUSION

Based on the results of the research and discussion, several conclusions can be drawn. Firstly, the job training variable has a positive but insignificant effect on the performance of employees at PT Bank SUMUT Syariah Sub-Branch Office Medan. The partial test (T-test) indicates that the t-statistic value (1.932) is greater than the t-table value (1.694), with a significance value (0.062) higher than 0.05. Although good training can enhance employee performance, the use of mismatched training methods may hinder their effectiveness. Secondly, the work motivation variable shows a significant impact on employee performance. The partial test results demonstrate a t-statistic value of 2.472, surpassing the t-table value (1.997), with a significance value (0.019) lower than 0.05. High work motivation among employees can improve their performance, while low motivation can have a detrimental effect. Lastly, the combined effect of job training and work motivation variables on employee performance is significant. The simultaneous test (F-test) indicates that the F-statistic value (30.042) exceeds the F-table value (3.29), with a significance value (0.000) smaller than 0.05. Additionally, the coefficient of determination (R Square) reveals that job training and work motivation variables can explain 65.2% of the variance in employee performance.

Based on the research findings, several suggestions can be made. Firstly, PT Bank Sumut Syariah Sub-Branch Office Medan should provide consistent support for training activities. Continuous training in employees' respective fields will maximize the benefits and improve performance. Secondly, attention should be given to employee motivation. Recognizing and rewarding employees for their abilities and achievements will increase work motivation, resulting in enhanced performance. Lastly, it is essential for PT Bank Sumut Syariah Sub-Branch Office Medan to maintain and improve employee performance consistently. Emphasizing the importance of quantity and quality in work, coupled with regular performance evaluations, will contribute to continuous improvement in employee performance.

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