
PENGARUH PELATIHAN, KOMUNIKASI DAN MOTIVASI KERJA TERHADAP KINERJA PEGAWAI PADA DINAS PEMERINTAH KABUPATEN LABUHANBATU UTARA. SUMATERA UTARA

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Abstract

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This study aims to examine and analyze the impact of training, communication, and work motivation on employee performance at the Government Office of Labuhanbatu Utara Regency. This research is quantitative in nature. The sampling technique used is saturated sampling, with a total of 74 respondents. Data obtained were analyzed using validity tests, reliability tests, classical assumption tests, multiple linear regression tests, hypothesis tests, and the coefficient of determination test, utilizing SPSS (Statistic Package for the Social Sciences). The results of partial testing show that training has a significant effect on employee performance, communication has a significant effect on employee performance, and work motivation has a significant effect on employee performance. Meanwhile, simultaneous testing indicates that training, communication, and work motivation collectively have a positive and significant effect on employee performance at the Government Office of Labuhanbatu Utara Regency. The originality of this research lies in its focus on the combined influence of these variables on employee performance in a governmental setting. The findings imply that enhancing training, communication, and motivation can significantly improve employee performance.

Keywords:

Training; Communication; Work Motivation; Employee Performance.

INTRODUCTION

Employee performance is a crucial factor for any institution. Performance is seen as the expression of employees' work behavior, such as job achievements in accordance with their roles within the institution over a certain period. Employee performance is a determining factor for the success and sustainability of an organization. In every organization, human resources are an essential component to initiate operations. However, this must be supported by good performance because, without it, the organization will not achieve its goals.

The roles, duties, and responsibilities of the Department of Economy and Regional Resource Management in Labuhanbatu Utara Regency involve managing, supervising, evaluating, coordinating, and overseeing regional financial management and bookkeeping, as well as regional

assets. This includes budget management, identifying future financial needs, and aligning them with the vision, values, direction, and goals of the department. This responsibility requires optimal human resource performance.

The Department of Finance and Regional Assets in Labuhanbatu Utara Regency is a government agency established under Regional Regulation No. 5 of 2011 concerning the Organization and Work Procedures of Regional Apparatus of Labuhanbatu Utara and followed by Regional Regulation No. 17 of 2011 on the main tasks and functions. The department's primary role includes local economic revenue services and financial management, addressing regional financial and investment management issues. To fulfill these tasks, optimal human resources are essential.

Effective performance evaluation is necessary to understand and measure overall employee performance, which includes providing benefits and sanctions, job transfers and promotions, and participation in training programs. According to Dessler and Counter, one way to enhance employee performance in a company is by designing and implementing training programs that meet the company's needs, which is a learning process. Various factors affect job satisfaction, including motivation, communication, and work stress. Motivation, as a potential source for employees, can develop independently or under the influence of external factors, significantly impacting the achievement of activities depending on circumstances. Motivated employees offer a competitive edge in business (Rauan and Tewal, 2019).

The Regional Financial and Asset Management Agency supports local government administration and is accountable to the region. The highest leadership in managing regional finance and assets is the chief of staff, who reports to the governor through the regional secretary.

In early 2021, the Department of Finance and Regional Assets of Labuhanbatu Utara moved its office from a single building housing several departments to a new, larger building. The department consists of four divisions: Accounting, Budget, Treasury, and Assets. The expanded office space has led to decreased direct and intensive communication related to work, potentially causing a decline in the performance of civil servants and staff due to less effective communication and synchronization.

Issues related to human resources at the Labuhanbatu Utara Regional Office include communication problems, which also affect the enhancement of human resource performance. Maintaining relationships with employees requires effective communication.

The collection of performance data aims to obtain accurate, complete, timely, and consistent performance data useful in decision-making related to improving government agency performance, adhering to the principles of value for money, efficiency, and effectiveness. Performance data for 2019 was collected by integrating the required performance data for registration. The performance data from the Department of Internal Economic and Financial

Management of Labuhanbatu Utara Regency, North Sumatra Province, for 2019 was systematically compiled based on the Financial Performance Report of the 2019 APBD Activities, quarterly, semi-annual, and annual reports. At the end of the year, this information was compiled, processed, and returned to the implementing units for necessary explanations and corrections before being presented in this performance report.

Research Gap

Previous studies have shown that employee performance can be influenced by various factors, including training, communication, and motivation. However, there is limited research specifically examining these factors within the context of governmental organizations in Indonesia, particularly in the financial and asset management sectors. This study aims to fill this gap by investigating the specific impacts of training, communication, and motivation on employee performance in a regional government setting.

Novelty

This research is novel in its focus on the combined influence of training, communication, and motivation on employee performance within a governmental agency. While existing literature often examines these variables in isolation or within private sector organizations, this study provides new insights into how these factors interplay in a public sector context.

Research Objectives

The objectives of this research are:

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1. To examine the influence of training on employee performance in the Department of Finance and Regional Assets of Labuhanbatu Utara Regency.
2. To analyze the impact of communication on employee performance in the same department.
3. To investigate the effect of work motivation on employee performance within the department.
4. To assess the combined influence of training, communication, and motivation on employee performance in the Department of Finance and Regional Assets of Labuhanbatu Utara Regency.

By achieving these objectives, the study aims to provide recommendations for improving employee performance through enhanced training programs, better communication strategies, and increased motivation efforts within the organization.

METHODS

In this study, the material was analyzed descriptively and quantitatively. Quantitative analysis was

carried out using the SPSS program by testing validity, reliability, classical acceptance tests (normality test, multicollinearity test, heteroscedasticity test), multiple linear regression analysis, hypothesis testing (T test) and determination coefficient test (R-square). Before the data is analyzed and evaluated, the data is first tested with:

Variable Operation

Research Variables Research variables use 3 (Three) independent variables, namely, the first independent variable is the Training variable (X1), the second independent variable is Communication (X2), and one dependent variable is employee performance (Y).

RESULT AND DISCUSSION

Data Description

In this study, the authors made data processing in the form of a questionnaire consisting of 10 statements for employee performance variables (Y), 10 statements for training variables (X1), 10 statements for communication variables (X2), and 10 statements for work motivation variables (X3). The questionnaire was distributed to 74 respondents consisting of employees at the Labuhanbatu Utara Regency Government Office.

Data Analysis of Research Variables

The following researchers will attach a frequency table of the results of the respondents' answer scores from the questionnaire that the author distributed, namely:

Employee Performance Variable (Y)

Variable Y in this study was measured through 10 statements distributed to 74 respondents and filled in according to what was experienced. The responses of each respondent to the employee performance variable are as follows:

Tabel
Distribution of Respondents' Answers Employee Performance (Y)

Jawaban Responden							
No	Variabel Kinerja (Y)	SS	S	N	TS	STS	Total
		5	4	3	2	1	
1	Pernyataan Y1	45.9%	45.9%	6.8%	1.4%	0.0%	100%
2	Pernyataan Y2	32.4%	59.5%	5.4%	2.7%	0.0%	100%
3	Pernyataan Y3	41.9%	44.6%	10.8%	2.7%	0.0%	100%
4	Pernyataan Y4	40.5%	51.4%	4.1%	2.7%	1.4%	100%
5	Pernyataan Y5	21.6%	71.6%	4.1%	2.7%	0.0%	100%
6	Pernyataan Y6	40.5%	55.4%	2.7%	1.4%	0.0%	100%
7	Pernyataan Y7	35.1%	55.4%	6.8%	2.7%	0.0%	100%
8	Pernyataan Y8	31.1%	60.8%	6.8%	1.4%	0.0%	100%

9	Pernyataan Y9	35.1%	62.2%	2.7%	0.0%	0.0%	100%
10	Pernyataan Y10	36.5%	58.1%	5.4%	0.0%	0.0%	100%
Mean		36.06%	56.49%	5.56%	1.77%	0.14%	100%

Sumber: hasil pengolahan data SPSS 25

1. Variabel Pelatihan (X1)

The X1 variable in this study was measured through 10 statements distributed to 74 respondents and filled in according to what was experienced. The responses from each respondent to the training variable are as follows :

Tabel

Distribusi Jawaban Responden Pelatihan (X1)

Jawaban Responden							
No	Variabel Pelatihan (X1)	SS	S	N	TS	STS	Total
		5	4	3	2	1	
1	Pernyataan X1.1	13.5%	67.6%	10.8%	8.1%	0.0%	100%
2	Pernyataan X1.2	9.5%	74.3%	13.5%	1.4%	1.4%	100%
3	Pernyataan X1.3	8.1%	77.0%	12.2%	2.7%	0.0%	100%
4	Pernyataan X1.4	6.8%	75.7%	14.9%	2.7%	0.0%	100%

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5	Pernyataan X1.5	6.8%	78.4%	10.8%	4.1%	0.0%	100%
6	Pernyataan X1.6	17.6%	64.9%	12.2%	5.4%	0.0%	100%
7	Pernyataan X1.7	13.5%	63.5%	17.6%	5.4%	0.0%	100%
8	Pernyataan X1.8	9.5%	67.6%	17.6%	5.4%	0.0%	100%
9	Pernyataan X1.9	13.5%	67.6%	13.5%	5.4%	0.0%	100%
10	Pernyataan X1.10	10.8%	73.0%	13.5%	2.7%	0.0%	100%
Mean		10.96%	70.96%	13.66%	4.33%	0.14%	100%

Sumber: hasil pengolahan data SPSS 25

2. Variabel Komunikasi (X2)

The X2 variable in this study was measured through 10 statements distributed to 74 respondents and filled in according to what was experienced. The responses of each respondent to the communication variable are as follows :

Tabel

Distribusi Jawaban Responden Komunikasi (X2)

Jawaban Responden							
No	Variabel Komunikasi	SS	S	N	TS	STS	Total

	(X2)	5	4	3	2	1	
1	Pernyataan X2.1	31.1%	48.6%	12.2%	8.1%	0.0%	100%
2	Pernyataan X2.2	32.4%	54.1%	9.5%	2.7%	1.4%	100%
3	Pernyataan X2.3	32.4%	55.4%	2.7%	9.5%	0.0%	100%
4	Pernyataan X2.4	66.2%	32.4%	1.4%	0.0%	0.0%	100%
5	Pernyataan X2.5	48.6%	48.6%	2.7%	0.0%	0.0%	100%
6	Pernyataan X2.6	51.4%	44.6%	1.4%	2.7%	0.0%	100%
7	Pernyataan X2.7	40.5%	47.3%	6.8%	5.4%	0.0%	100%
8	Pernyataan X2.8	31.1%	51.4%	13.5%	4.1%	0.0%	100%
9	Pernyataan X2.9	36.5%	58.1%	5.4%	0.0%	0.0%	100%
10	Pernyataan X2.10	40.5%	51.4%	2.7%	5.4%	0.0%	100%
Mean		41.07%	49.19%	5.83%	3.79%	0.14%	100%

Sumber: hasil pengolahan data SPSS 25

3. Variabel Motivasi Kerja (X3)

Variable X3 in this study was measured through 10 statements distributed to 74 respondents and filled in according to what was experienced. The responses of each respondent to the work motivation variable are as follows :

Tabel
Distribusi Jawaban Responden Motivasi Kerja (X3)

No	Variabel Motivasi Kerja (X3)	SS	S	N	TS	STS	Total
		5	4	3	2	1	
1	Pernyataan X3.1	24.3%	66.2%	6.8%	1.4%	1.4%	100%
2	Pernyataan X3.2	12.2%	75.7%	8.1%	4.1%	0.0%	100%
3	Pernyataan X3.3	23.0%	62.2%	12.2%	2.7%	0.0%	100%
4	Pernyataan X3.4	24.3%	67.6%	4.1%	2.7%	1.4%	100%
5	Pernyataan X3.5	17.6%	73.0%	9.5%	0.0%	0.0%	100%
6	Pernyataan X3.6	20.3%	67.6%	10.8%	1.4%	0.0%	100%
7	Pernyataan X3.7	16.2%	67.6%	13.5%	2.7%	0.0%	100%
8	Pernyataan X3.8	16.2%	74.3%	8.1%	1.4%	0.0%	100%
9	Pernyataan X3.9	14.9%	73.0%	12.2%	0.0%	0.0%	100%
10	Pernyataan X3.10	18.9%	74.3%	6.8%	0.0%	0.0%	100%
Mean		18.79%	70.15%	9.21%	1.64%	0.28%	100%

Sumber: hasil pengolahan data SPSS 25

Statistik Deskriptif

Tabel
Hasil Uji Statistik Deskriptif

Descriptive Statistics							
	N	Range	Minimu m	Maximu m	Mean	Std. Deviation	Varianc e
Pelatihan	74	15	30	45	38.82	3.812	14.530
Komunikasi	74	18	32	50	42.73	5.540	30.693
Motivasi Kerja	74	16	31	47	40.55	3.829	14.661
Kinerja Pegawai	74	16	32	48	42.66	4.162	17.323
Valid (listwise)	N 74						

Sumber: hasil pengolahan data SPSS 25

Based on table 4.5 above, the descriptive statistical test shows that the sample used in this study is 74. The explanation of the descriptive statistical test above is :

1. Training (X1)

From the table above, it can be seen that the minimum value of training is 30 and the maximum value is 45. These results indicate that the training value which is the independent variable in this study ranges from 30 to 45 with an average of 38.82 at a standard deviation of 3.812. The average value is greater than the standard deviation value ($38.82 > 3.812$) which indicates that the distribution of training values is in a good category.

2. Communication (X2)

From the table above, it can be seen that the minimum value of communication is 32 and the maximum value is 50. These results indicate that the communication value which is the independent variable in this study ranges from 32 to 50 with an average of 42.73 at a standard deviation of 5.540. The average value is greater than the standard deviation value ($42.73 > 5.540$) which indicates that the distribution of communication values is in the good category.

3. Work Motivation (X3)

From the table above, it can be seen that the minimum value of work motivation is 31 and the maximum value is 47. These results indicate that the value of work motivation which is the dependent variable in this study ranges from 31 to 47 with an average of 40.55 at a standard deviation of 3.829. The average value is greater than the standard deviation value

(40.55 > 3.829) which indicates the distribution of work motivation values in the good category.

4. Employee performance (Y)

Dari tabel diatas dapat diketahui bahwa nilai minimum kinerja pegawai sebesar 32 dan nilai maksimum adalah 48. Hasil tersebut menunjukkan bahwa nilai kinerja pegawai yang menjadi variabel dependen dalam penelitian ini berkisar antara 32 sampai dengan 48 dengan rata-rata 42,66 pada standar deviasi 4,162. Nilai rata-rata lebih besar dari nilai standar deviasi ($42,66 > 4,162$) yang menunjukkan sebaran nilai kinerja pegawai dalam kategori baik.

Uji Instrumen Penelitian

Uji Validitas

The validity test data for all variables will obtain a correlation value or rcount. This value is then compared with the rtable value (provision value). At the next stage, the rtable is sought at

a significance level of 0.05 with a 2-sided test and the amount of data ($n = 74$), so the value of the rtable provision is 0.2287.

$$df = N - 2$$

$$df = 74 - 2$$

$$df = 72 \text{ (rtabel } 0.2287 \text{ attached).}$$

The following are the results of testing the validity of the research instrument data on the employee performance variable (Y) that has been tested :

Tabel

Uji Validitas Variabel Kinerja Pegawai (Y)

Variabel	r _{hitung}	r _{tabel}	Keterangan
Y1	0,714	0,2287	Valid
Y2	0,648	0,2287	Valid
Y3	0,756	0,2287	Valid
Y4	0,770	0,2287	Valid
Y5	0,558	0,2287	Valid
Y6	0,585	0,2287	Valid
Y7	0,635	0,2287	Valid
Y8	0,571	0,2287	Valid
Y9	0,495	0,2287	Valid
Y10	0,574	0,2287	Valid

Sumber: hasil pengolahan data SPSS 25

Based on the validity test of the employee performance variable instrument (Y) above, it can be understood that all statement items are declared valid with the provisions of the comparison of the $r_{count} > r_{table}$ value ($r_{count} > 0.2287$). Thus the employee performance variable instrument (Y) in this study can be used as a whole to be included in the next test .

The following are the results of testing the validity of the research instrument data on the training variable (X1) that has been tested :

Tabel
Uji Validitas Variabel Pelatihan (X1)

Variabel	r_{hitung}	r_{tabel}	Keterangan
X1.1	0,627	0,2287	Valid
X1.2	0,595	0,2287	Valid

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X1.3	0,505	0,2287	Valid
X1.4	0,621	0,2287	Valid
X1.5	0,518	0,2287	Valid
X1.6	0,606	0,2287	Valid
X1.7	0,618	0,2287	Valid
X1.8	0,503	0,2287	Valid
X1.9	0,692	0,2287	Valid
X1.10	0,589	0,2287	Valid

Sumber: hasil pengolahan data SPSS 25

Based on the validity test of the training variable instrument (X1) above, it can be understood that all statement items are declared valid with the provisions of the comparison of the $r_{count} > r_{table}$ value ($r_{count} > 0.2287$). Thus the training variable instrument (X1) in this study can be used as a whole to be included in the next test.

Furthermore, the results of testing the validity of the research instrument data on the communication variable (X2) that has been tested are as follows:

Tabel
Uji Validitas Variabel Komunikasi (X2)

Variabel	r_{hitung}	r_{tabel}	Keterangan
X2.1	0,736	0,2287	Valid
X2.2	0,732	0,2287	Valid
X2.3	0,734	0,2287	Valid
X2.4	0,666	0,2287	Valid
X2.5	0,791	0,2287	Valid

X2.6	0,829	0,2287	Valid
X2.7	0,870	0,2287	Valid
X2.8	0,720	0,2287	Valid
X2.9	0,875	0,2287	Valid
X2.10	0,781	0,2287	Valid

Sumber: hasil pengolahan data SPSS 25

Based on the validity test of the communication instrument (X2) above, it can be understood that all statement items are declared valid, provided that the comparison of the $r_{count} > r_{table}$ value ($r_{count} > 0.2287$). Thus the communication variable instrument (X2) in this study can be used as a whole to be included in the next test. Furthermore, the results of testing the validity of the research instrument data on the work motivation variable (X3) which has been tested

Tabel

Uji Validitas Variabel Motivasi Kerja (X3)

Variabel	rhitung	rtabel	Keterangan
X3.1	0,658	0,2287	Valid
X3.2	0,723	0,2287	Valid
X3.3	0,683	0,2287	Valid
X3.4	0,775	0,2287	Valid
X3.5	0,683	0,2287	Valid
X3.6	0,587	0,2287	Valid
X3.7	0,604	0,2287	Valid
X3.8	0,634	0,2287	Valid
X3.9	0,492	0,2287	Valid
X3.10	0,441	0,2287	Valid

Sumber: hasil pengolahan data SPSS 25

Based on the validity test of the work motivation instrument (X3) above, it can be understood that all statement items are declared valid in terms of the comparison of the $r_{count} > r_{table}$ value ($r_{count} > 0.2287$). Thus the work motivation variable instrument (X3) in this study can be used as a whole to be included in the next test.

Uji Reliabilitas

Tabel

Uji Reliabilitas Variabel Kinerja Pegawai (Y)

Reliability Statistics

Cronbach's	
Alpha	N of Items

.836	10
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Sumber: hasil pengolahan data SPSS 25

Based on the reliability test table, it can be understood that the employee performance variable (Y) used in this study has a reliability value with a Cronbach'alpha value of 0.836. This shows that the reliability coefficient value for variable Y is greater than 0.60 or $0.836 > 0.60$.

Furthermore, the results of testing the reliability of the research instrument data on the training variable (X1) that has been tested are as follows :

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Tabel

Uji Reliabilitas Variabel Pelatihan (X1)

Reliability Statistics

Cronbach's Alpha	N of Items
.789	10

Sumber: hasil pengolahan data SPSS 25

Based on the reliability test table data above, it can be understood that the training variable (X1) used in this study has a reliability value with a Cronbach'alpha value of 0.789. This shows that the reliability coefficient value for variable X1 is greater than 0.60 or $0.789 > 0.60$.

Furthermore, the results of testing the reliability of the research instrument data on the communication variable (X2) that has been tested are as follows :

Tabel

Uji Reliabilitas Variabel Komunikasi (X2)

Reliability Statistics

Cronbach's Alpha	N of Items
.919	10

Sumber: hasil pengolahan data SPSS 25

Based on the reliability test table data above, it can be understood that the communication variable (X2) used in this study has a reliability value with a Cronbach'alpha value of 0.919. This shows that the reliability coefficient value for the communication variable is greater than 0.60 or $0.919 > 0.60$.

Furthermore, the results of testing the reliability of the research instrument data on the

work motivation variable (X3) which has been tested :

Tabel
Uji Reliabilitas Variabel Motivasi Kerja (X3)

Reliability Statistics

Cronbach's	
Alpha	N of Items
.832	10

Sumber: hasil pengolahan data SPSS 25

Based on the reliability test table data above, it can be understood that the work motivation variable (X3) used in this study has a reliability value with a Cronbach's alpha value of 0.832. This shows that the reliability coefficient value for the work motivation variable is greater than 0.60 or $0.832 > 0.60$.

Thus, it can be concluded that all statements on each variable in this questionnaire are reliable because they have a Cronbach's Alpha value greater than 0.60. This shows that each item is able to obtain consistent data, which means that if the question is asked again, an answer that is relatively the same as the previous answer will be obtained.

1) Uji Kolmogorov-Smirnov

Non-parametric method one sample kolmogorov-smirnov (one sample K-S). If the K-S value is significant then the residuals are abnormal, but if the K-S is not significant then the residuals are normally distributed. If the significance is more than 0.05, the residuals are normally distributed.

Tabel
Uji Normalitas Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test

		Unstandardize d Residual
N		74
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.78887286
	Most Extreme Absolute Differences	.131
	Positive	.069
	Negative	-.131
Test Statistic		.131

Asymp. Sig. (2-tailed)	.003 ^c
Exact Sig. (2-tailed)	.142
Point Probability	.000

a. Test distribution is Normal.

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b. Calculated from data.

c. Lilliefors Significance Correction.

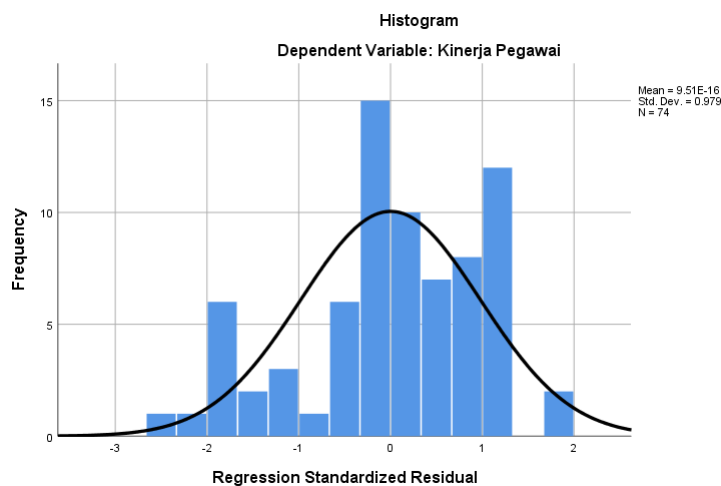
Sumber: hasil pengolahan data SPSS 25

Based on the test results using the one sample Kolmogorov-Smirnov method (one sample K-S) test, the Exact. Sig. (2-tailed) of 0.120 which is greater than 0.05 or ($0.120 > 0.05$), so it can be concluded that the residual values are normally distributed and data analysis or hypothesis testing can be carried out with relevant statistical techniques.

2) Histogram Graph and Normal P-Plots

Pengujian normalitas selanjutnya dalam penelitian ini dilakukan dengan histogram dan *P – Plots*. Berikut ini adalah hasil uji normalitas menggunakan ketentuan uji histogram dengan menggunakan aplikasi SPSS:

**Gambar
Grafik Histogram**

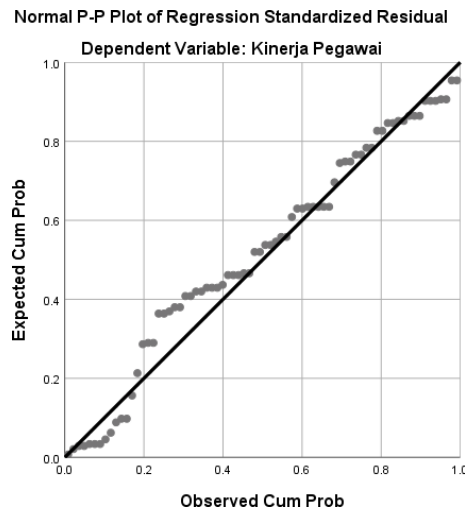


Sumber: hasil pengolahan data SPSS 25

Based on the normal distribution test criteria using a histogram, it can be seen that the data is normally distributed because the distribution of this data forms a bell and is not skewed to the left or right.

Furthermore, the following are the results of the normality test using the P-Plots test provisions using the SPSS application :

Gambar



Grafik Normal P-Plots

Sumber: hasil pengolahan data SPSS 25, 2023

In the picture above, it is known from the normality test results that the data spreads around the diagram from the results of the points approaching the diagonal line, so it can be concluded that the data processed is normally distributed data from the normality test is fulfilled. So that data analysis or hypothesis testing can be carried out with relevant statistical techniques.

Uji Multikolinearitas

The following are the results of multicollinearity testing for the effect of training variables, communication and work motivation on employee performance can be seen in table , which is as follows:

Tabel
Hasil Uji Multikolinieritas
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.813	4.190		1.149	.255		
	Pelatihan	.289	.100	.265	2.894	.005	.768	1.303
	Komunikasi	.226	.069	.301	3.293	.002	.770	1.299

Motivasi Kerja	.419	.100	.385	4.187	.000	.757	1.321
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a. Dependent Variable: Kinerja Pegawai

Sumber: hasil pengolahan data SPSS 25

From the results of data processing in table 4.15 above, it is known that the VIF value for the training variable (X1) is 1,303, the communication variable (X2) is 1,299 and the work motivation variable (X3) is 1,321. From each independent variable shows the VIF value <10. Meanwhile, when viewed from the tolerance value for the training variable (X1) is 0.768, the communication variable (X2) is 0.770 and the work motivation variable (X3) is 0.757. These results indicate that the tolerance value is greater than 0.1 (tolerance > 0.1). So it can be concluded that there are no symptoms of multicollinearity between the independent variables as indicated by the VIF and tolerance values.

Uji Heteroskedastisitas

1) Uji Glejser

The Glejser test is a test that proposes to regress the absolute value of the residual against the independent variable.

**Tabel
Hasil Uji Glejser
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.892	2.567		2.295	.025
	Pelatihan	-.042	.061	-.091	-.679	.499
	Komunikasi	-.043	.042	-.136	-1.018	.312
	Motivasi Kerja	-.007	.061	-.016	-.117	.907

a. Dependent Variable: Abs_res

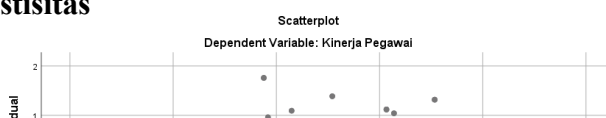
Sumber: hasil pengolahan data SPSS 25

Based on table 4.16 above, it can be seen that the significance value of all independent variables > 0.05, which is indicated by the significance value of training is 0.499, the significance value of communication is 0.312 and the significance value of work motivation is 0.907. So it can be concluded that there is no heteroscedasticity in the research data.

2) Uji Scatterplot

Gambar

Uji Heteroskedastisitas



Sumber:

hasil pengolahan data SPSS 25

Based on Figure 4.3 above, it can be seen that the data (dots) spread evenly above and below the zero line, do not gather in one place, and do not form a certain pattern so it can be concluded that in this regression test there is no heteroscedasticity which indicates that this regression model is suitable for use to see the value of employee performance based on the independent variables of training, communication and work motivation.

Pengujian Hipotesis

Uji t (Parsial)

Tabel
Uji Parsial (Uji t)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.813	4.190		1.149	.255
	Pelatihan	.289	.100	.265	2.894	.005
	Komunikasi	.226	.069	.301	3.293	.002
	Motivasi Kerja	.419	.100	.385	4.187	.000

a. Dependent Variable: Kinerja Pegawai

Sumber: hasil pengolahan data SPSS 25

For the t test criteria carried out at the $\alpha = 5\%$ level with two directions and the value of $df = n - 2$ ($74 - 2$) = 72, the t table value is 1.993. Based on the table above, it can be concluded that the hypothesis test of each independent variable on the dependent variable is as follows :

1. Effect of Training (X1) on Employee Performance (Y)

Based on the t test table data above, it can be seen that the coefficients acquisition value for the effect of training on employee performance, namely the tcount value of 2.894 with a ttable value of 1.993.

The decision-making criteria in this study are:

Based on the results of testing individually the effect of training on employee performance, the value of $t_{count} > t_{table}$ ($2.894 > 1.993$) and has a significant number of 0.005 which means < 0.05 ($0.005 < 0.05$). Based on the decision-making criteria, it can be concluded that H_0 is rejected and H_a is accepted, this shows that there is a significant positive effect between training and employee performance at the North Labuhanbatu Regency Government Office..

2. Effect of Communication (X2) on Employee Performance (Y)

Based on the t test table data above, it can be seen that the coefficients acquisition value for the effect of communication on employee performance, namely the tcount value of 3.293 with a ttable value of 1.993.

Based on the results of testing individually the effect of communication on employee performance, the $t_{count} > t_{table}$ value is obtained ($3.293 > 1.993$) and has a significant number of 0.002 which means < 0.05 ($0.002 < 0.05$). Based on the decision-making criteria, it can be concluded that H_0 is rejected and H_a is accepted, this shows that there is a significant positive influence between communication on employee performance at the North Labuhanbatu Regency Government Office..

3. The Effect of Work Motivation (X3) on Employee Performance (Y)

Based on the t test table data above, it can be seen that the coefficients acquisition value for the effect of work motivation on employee performance, namely the tcount value of 4.187 with a ttable value of 1.993. The decision-making criteria in this study are:

Based on the results of testing individually the effect of work motivation on employee performance, the value of $t_{count} > t_{table}$ ($4.187 > 1.993$) and has a significant number of 0.000 which means < 0.05 ($0.000 < 0.05$). Based on the decision-making criteria, it can be concluded that H_0 is rejected and H_a is accepted, this shows that there is a significant positive influence between work motivation on employee performance at the North Labuhanbatu Regency Government Office.

Uji f (Simultan)

Tabel
Uji f (Simultan)
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
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1	Regression	696.774	3	232.258	28.634	.000 ^b
	Residual	567.780	70	8.111		
	Total	1264.554	73			

a. Dependent Variable: Kinerja Pegawai

b. Predictors: (Constant), Motivasi Kerja, Komunikasi, Pelatihan

Sumber: hasil pengolahan data SPSS 25

From the table above, the Fcount value is 28.634 and the significant level is 0.000, for an error of 5% and a 2-party test (regression - df - 2). While the Ftable value based on the F test table with a significant level of 5% is 2.70 (Ftable data attached).

From the data above, it is obtained that the value of $f_{count} > f_{table}$ value ($28.634 > 2.74$) then seen with the results of a significant probability value sig 2-tailed ≤ 0.05 ($0.000 < 0.05$), then H_a is accepted and (H_0 is rejected). From the results of the SPSS calculation above, it shows that there is a significant positive influence between training, communication and work motivation simultaneously on employee performance at the North Labuhanbatu Regency Government Office.

Uji Koefisien Korelasi

Tabel
Uji Koefisien Korelasi

Correlations

		Pelatihan	Komunikasi	Motivasi Kerja	Kinerja Pegawai
Pelatihan	Pearson Correlation	1	.396**	.413**	.543**
	Sig. (2-tailed)		.000	.000	.000
	N	74	74	74	74
Komunikasi	Pearson Correlation	.396**	1	.410**	.563**
	Sig. (2-tailed)	.000		.000	.000
	N	74	74	74	74

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		Pelatihan	Komunikasi	Motivasi Kerja	Kinerja Pegawai
Motivasi Kerja	Pearson Correlation	.413**	.410**	1	.618**
	Sig. (2-tailed)	.000	.000		.000
	N	74	74	74	74

Kinerja Pegawai	Pearson	.543**	.563**	.618**	1
	Correlation				
	Sig. (2-tailed)	.000	.000	.000	
	N	74	74	74	74

** . Correlation is significant at the 0.01 level (2-tailed).

Sumber: hasil pengolahan data SPSS 25

Based on the correlation test results in the table above, the coefficient value of the training variable (X1) on employee performance (Y) is 0.543, meaning that the training variable (X1) has a moderate level of relationship (Moderate) to the employee performance variable (Y). Furthermore, the coefficient value of the communication variable (X2) on employee performance (Y) is 0.563, meaning that the communication variable (X2) has a moderate level of relationship to the employee performance variable (Y). Next, the coefficient value of the work motivation variable (X3) on employee performance (Y) is 0.618, meaning that the work motivation variable (X3) has a strong level of relationship to the employee performance variable (Y).

Uji Koefisien Determinasi

Tabel
Uji Koefisien Determinasi

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.742 ^a	.551	.532	2.848	2.081

a. Predictors: (Constant), Motivasi Kerja, Komunikasi, Pelatihan

b. Dependent Variable: Kinerja Pegawai

Sumber: hasil pengolahan data SPSS 25

In the table above, it can be seen that the results of the regression analysis as a whole show an R Square value of 0.551, indicating that the correlation or relationship between employee performance (dependent variable) and training, communication and work motivation (independent variable) has a level of relationship that is equal to 0.551 :

$$D = R^2 \times 100\%$$

$$D = 0,551 \times 100\%$$

$$D = 55,1 \%$$

This figure identifies that employee performance (dependent variable) with training, communication and work motivation (independent variable) is 55.1%, while the remaining 44.9% is explained by other factors not examined.

Analisis Regresi Linier Berganda

Tabel
Uji Regresi Linier Berganda
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.813	4.190		1.149	.255
	Pelatihan	.289	.100	.265	2.894	.005
	Komunikasi	.226	.069	.301	3.293	.002
	Motivasi	.419	.100	.385	4.187	.000
	Kerja					

a. Dependent Variable: Kinerja Pegawai

Sumber: hasil pengolahan data SPSS 25

- 1) Based on Table 4.21, the multiple linear regression equation can be obtained as follows:
- 2) From this equation it can be explained that:
 - 3) 1) If the value of the variables consisting of training, communication and work motivation has a value of zero, the employee performance variable will remain at 4.813 because the constant value shows a value of 4.813.
 - 4) 2) The training coefficient value (X1) of 0.289 indicates that the training variable (X1) has a significant effect on employee performance, if the more appropriate the training provided, the employee performance can increase.
 - 5) 3) The communication coefficient value (X2) of 0.226 indicates that the communication variable (X2) has a significant effect on employee performance, if the better the communication, the employee performance can increase.

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- 6) 4) The coefficient value of work motivation (X3) of 0.419 indicates that the work motivation variable (X3) has a significant effect on employee performance, if the better the work motivation is, the employee performance can increase.
- 7) 5) The sig value on the three variables, namely training (X1) of 0.005, communication (X2) of 0.002 and work motivation (X3) of 0.000 which means significant because the figure is below 0.05.

CONCLUSION

Based on the analysis of the data and tests conducted in this study on the influence of training,

communication, and work motivation on employee performance at the Labuhanbatu Utara Regency Government Office, several conclusions can be drawn. Firstly, the study found a positive and significant impact of training on employee performance. This indicates that appropriate and targeted training programs can significantly enhance the competencies and performance of employees. Secondly, the research demonstrated that effective communication, both vertical and horizontal, has a positive and significant effect on employee performance, highlighting the importance of clear and efficient communication channels within the organization. Thirdly, work motivation was also found to have a positive and significant influence on employee performance, suggesting that motivational strategies play a critical role in optimizing employee output.

Given these findings, it is recommended that the Labuhanbatu Utara Regency Government Office should focus on several key areas. The office should prioritize identifying and addressing the specific training needs of employees, ensuring that all staff members have access to relevant training that enhances their skills and competencies. Additionally, the office should cultivate a communication-friendly environment by fostering both vertical and horizontal communication, thereby improving overall organizational efficiency. Finally, the office should implement robust motivational strategies, such as providing positive incentives, opportunities for professional development, bonuses, and recognition for outstanding performance, to continually boost employee morale and performance.

By focusing on these areas—training, communication, and motivation—the Labuhanbatu Utara Regency Government Office can ensure sustained improvements in employee performance, thereby enhancing the overall effectiveness and efficiency of the organization.

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