The Effect of Training, Organizational Support, and Motivation on Employee Performance at PT Wahana Makmur Sejati

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Abstract

Introduction/Main Objectives: This study examines the influence of training, organizational support, and work motivation on employee performance at PT Wahana Makmur Sejati (WMS). The objective is to understand how these factors affect employee performance both individually and collectively.

Background Problems: Although PT Wahana Makmur Sejati has implemented employee training programs and provided organizational support in physical, psychological, and social forms, it remains necessary to evaluate whether these efforts effectively improve employee performance. In addition, the role of work motivation in shaping performance outcomes requires further examination.

Research Methods: A quantitative approach was employed involving 82 respondents. Data were collected through questionnaires and analyzed using validity and reliability testing, classical assumption tests, and multiple linear regression analysis.

Findings/Results: The results show that training, organizational support, and motivation have positive effects on employee performance. Training and motivation have a positive and significant effect on performance, while organizational support, although influential, does not show a statistically significant effect.

Conclusion: The study concludes that employee performance at PT Wahana Makmur Sejati is significantly improved through effective training and strong work motivation. Organizational support contributes to performance but has not yet been optimized, indicating the need to strengthen recognition and appreciation from supervisors to further enhance employee performance.

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Keywords: Training, Organizational Support, Motivation, Performance

Introduction

The rapid pace of change in today's era requires every business to be able to adapt in order to maintain growth and development. Jakarta, as one of Indonesia's major business hubs, experiences continuous daily development. One of the growing sectors is the automotive industry, particularly motorcycles. PT Wahana Makmur Sejati (WMS) is a main dealer of X motorcycles serving the Jakarta–Tangerang area, and it has been operating for 53 years. Throughout its business journey and development, PT Wahana Makmur Sejati has continuously implemented strategic changes and adaptations to ensure business sustainability. Many factors can influence an organization's ability to achieve business success, one of which is human resource management (HRM). One way to ensure smooth business operations is by implementing a well-structured and measurable management system. Measurable employee performance evaluation is an integral part of HRM.

Employee performance at PT WMS is assessed through performance appraisals (PA), which are conducted at the end of each annual work period. Performance is categorized as Excellent, Good, Fair, Poor, and Very Poor. A comparison of employee performance at PT WMS in 2024 with that of 2023 shows an increase in the number of employees categorized as Excellent. Employees in the Fair category also showed improvement. However, there was a decline in the number of employees in the Good category. This phenomenon indicates that changes in employee performance at PT WMS occur both in the direction of improvement and decline. Based on the trends in employee improvement initiatives and innovations conducted in 2023 and 2024, there has been an increase in improvement and innovation activities. A similar trend was observed in employee learning activities at PT WMS, where active learning increased by 22% in 2024 compared to 2023. These field observations suggest that there are several factors influencing employee performance at PT WMS.

Employee performance can be optimized when supported by the company or organization. Support may take physical, psychological, and social forms. Previous empirical studies have shown that when employees are recognized and supported by the organization, it positively contributes to performance improvement (Devi & Hilma, 2025). In addition to support, motivation is another driver of performance enhancement. Motivation can significantly influence employee performance (Firmansyah & Havidz, 2020). Employees can be motivated to perform better when their needs are fulfilled, such as physiological needs, safety, social relationships, recognition and appreciation, and self-actualization (Maslow in Showkat Ahmad & Sakthivel, 2022). Besides organizational support and motivation, training is also a key factor in driving performance. Training that aligns with organizational needs can enhance both employee performance and overall organizational performance (Firmansyah & Havidz, 2020). However, other studies have suggested that organizational support can have a negative effect on employee performance (Syaharuddin & Inka, 2025).

The novelty of this study lies in its research objective, which is to examine the influence of training, organizational support, and motivation on employee performance, focusing on employees from staff to supervisor levels. Employees at these levels play a crucial role in organizational business development. Staff to supervisor-level employees implement company strategies and management decisions, thus playing a key role in driving organizational performance. This study provides both practical and theoretical contributions to human resource management.

Research Methods

This study employs a quantitative research approach. Quantitative research is a method used to examine a specific population or sample by collecting data through research instruments and analyzing it statistically to test predetermined hypotheses (Sugiyono, 2013 in Sarjito & Sutianingsih, 2022). This approach was applied to examine the effect of independent variables—Training (X1), Organizational Support (X2), and Motivation (X3)—on the dependent variable, Employee Performance, both partially and simultaneously. Data analysis was conducted using SPSS version 26.0.

The research was conducted at PT Wahana Makmur Sejati, located at Gedung Wahanaartha, Jl. Raya Gunung Sahari No. 32, Central Jakarta, in November 2025. The population consisted of 268 employees. A probability sampling technique was used, with a minimum target sample of 73 respondents. Primary data were collected using a questionnaire distributed to respondents via Google Forms. Responses were measured using a 5-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.
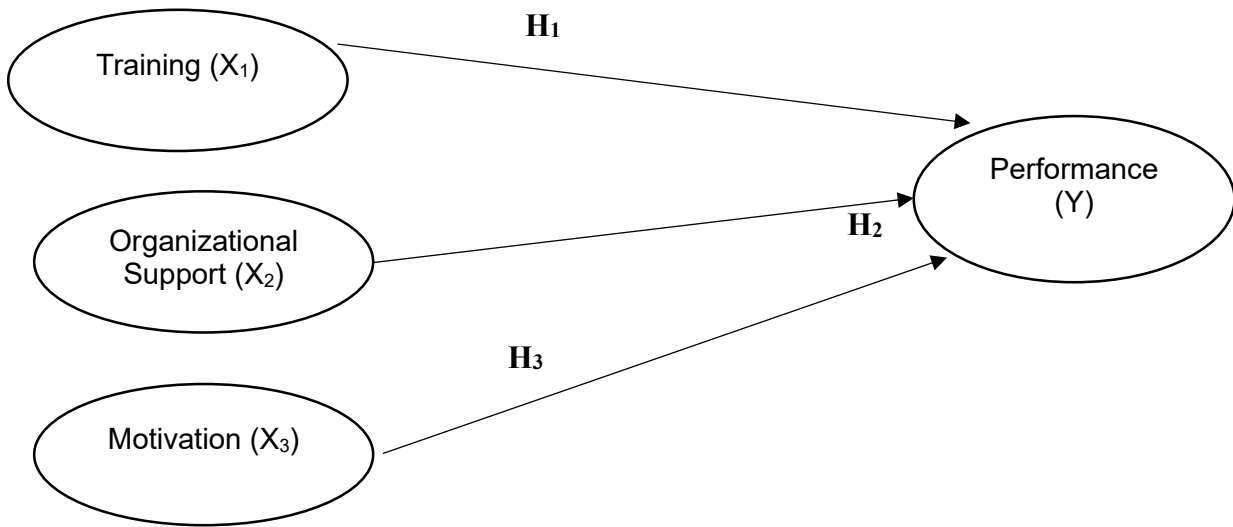
Variables in this study were measured using indicators adapted from previous research while adjusting them to fit the current study context. The Training variable was measured through indicators such as training objectives, participants, materials, methods, and instructors (Mulyadi, R. Hidayati, T. & Maria S., 2018 in Muhammad Rifqi et al., 2023). Organizational Support was measured based on Devi & Hilma (2025), including physical, psychological, and social support. Motivation indicators were derived from Maslow's theory (Maslow in Showkat Ahmad & Sakthivel, 2022), emphasizing that increased employee motivation, resulting from the fulfillment of physiological needs, safety, social relationships, recognition, and self-actualization, leads to improved performance. Employee Performance was measured through work results, task completion time, collaboration, cost efficiency, and supervision (Dwijayanti, 2021 in Muhammad Rifqi A. et al., 2023).

Data analysis was performed using SPSS 26.0 to conduct a series of statistical tests. Validity and reliability tests confirmed that the research instruments were valid and suitable for this study. After data collection, descriptive statistical analysis was conducted to provide an overview of respondent characteristics. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were then performed to ensure that the data were valid and suitable for further statistical analysis. Following these tests, multiple linear regression analysis, t-tests, and F-tests were conducted. Multiple linear regression was used to examine the effect of independent variables on the dependent variable. The t-test assessed whether each independent variable individually influenced the dependent variable, while the F-test evaluated whether all independent variables collectively affected the dependent variable.

Result

A. Statistical Test Results

Based on the conceptual framework in Figure 1, this study proposes four hypotheses. The first hypothesis posits that training has an influence on employee performance. The second hypothesis suggests that organizational support contributes to employee performance. The third hypothesis assumes that motivation plays a role in determining employee performance. Finally, the fourth hypothesis states that training, organizational support, and motivation simultaneously affect employee performance.

Figure 1 Research Conceptual Framework

Description : ———————▶ as an effect on

Source: Researcher's primary data, 2025

Table 1. Validity Test Results

Variable	No	r test	r table	Sig test	Sig (α)	Status
	1	0.578	0.217	0.000	0.05	Valid
	2	0.671	0.217	0.000	0.05	Valid
	3	0.541	0.217	0.000	0.05	Valid
	4	0.544	0.217	0.000	0.05	Valid
	5	0.633	0.217	0.000	0.05	Valid
	6	0.637	0.217	0.000	0.05	Valid
Performance	7	0.684	0.217	0.000	0.05	Valid
	8	0.733	0.217	0.000	0.05	Valid
	9	0.723	0.217	0.000	0.05	Valid
	10	0.743	0.217	0.000	0.05	Valid
	11	0.676	0.217	0.000	0.05	Valid
	12	0.721	0.217	0.000	0.05	Valid
	13	0.702	0.217	0.000	0.05	Valid
	14	0.733	0.217	0.000	0.05	Valid
	15	0.697	0.217	0.000	0.05	Valid
	16	0.760	0.217	0.000	0.05	Valid
Training	17	0.690	0.217	0.000	0.05	Valid
	18	0.723	0.217	0.000	0.05	Valid
	19	0.779	0.217	0.000	0.05	Valid
Organization Support	20	0.527	0.217	0.000	0.05	Valid
	21	0.763	0.217	0.000	0.05	Valid
	22	0.719	0.217	0.000	0.05	Valid
	23	0.569	0.217	0.000	0.05	Valid
	24	0.692	0.217	0.000	0.05	Valid
	25	0.718	0.217	0.000	0.05	Valid
	26	0.742	0.217	0.000	0.05	Valid
	27	0.709	0.217	0.000	0.05	Valid
	28	0.833	0.217	0.000	0.05	Valid
Motivation	29	0.797	0.217	0.000	0.05	Valid
	30	0.741	0.217	0.000	0.05	Valid
	31	0.742	0.217	0.000	0.05	Valid
	32	0.506	0.217	0.000	0.05	Valid
	33	0.766	0.217	0.000	0.05	Valid
	34	0.740	0.217	0.000	0.05	Valid

Variable	No	r test	r table	Sig test	Sig (α)	Status
	35	0.802	0.217	0.000	0.05	Valid
	36	0.734	0.217	0.000	0.05	Valid
	37	0.437	0.217	0.000	0.05	Valid

Source: Researcher's primary data, 2025

This study involved 82 respondents who completed the questionnaire, a sample size that satisfies the minimum research requirements. The results of the validity test indicate that all item correlation coefficients exceeded the critical r-value of 0.217. Furthermore, the associated significance levels were below the 5% threshold ($p < 0.05$). Accordingly, based on the criteria of r-calculated values greater than the r-table value and significance levels below the specified threshold, all questionnaire items are deemed valid.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Mininum Cronbach's Alpha	Count of Responden	Count of Item	Status
Performance, Training, Organization Support, Motivation	0.969	0.60	82	37	Reliable

Source: Researcher's primary data, 2025

The reliability analysis produced a Cronbach's Alpha coefficient of 0.969, which exceeds the commonly accepted minimum threshold of 0.60. This result indicates a high level of internal consistency. Consequently, the research instrument is considered appropriate for use in this study.

B. CLASSICAL ASSUMPTION TESTS RESULT

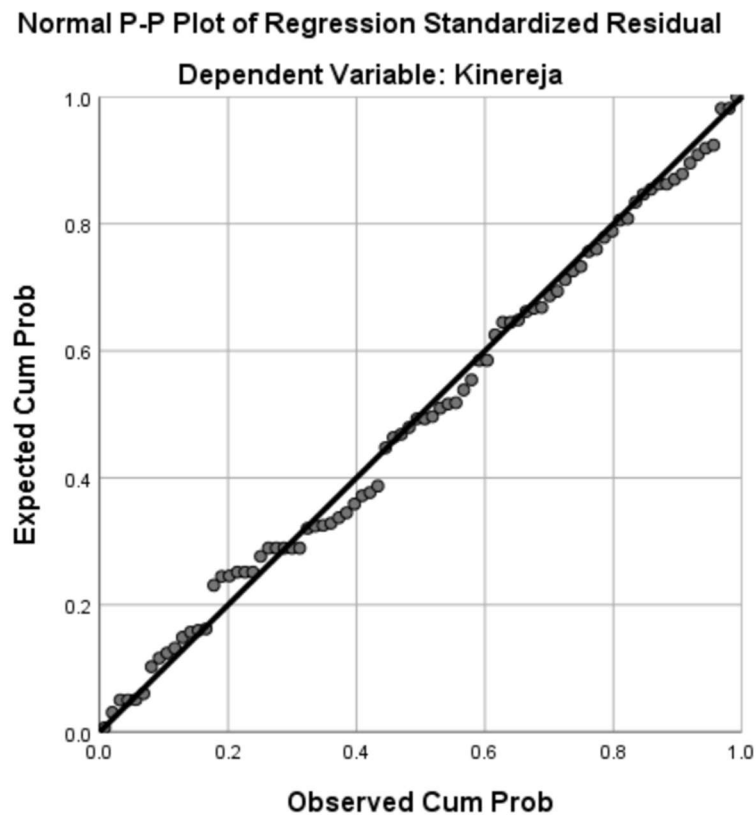**Table 3. Normality Test Result : Kolmogorov-Smirnov**

One-SampleKolmogorov-Smirnov Test		Unstandardized Residual
N		82
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.94759364
Most Extreme Differences	Absolute	.058
	Positive	.054
	Negative	-.058
Test Statistic		
Asymp. Sig. (2-tailed)		.200[c,d]

Test distribution is Normal
Test from data.
Lilliefors Significance Correction.
This ia a lower bound of the true significance

Figure 2. Normality Test Results : P-P Plot

The results of the normality test show an Asymp. Sig. value of 0.200, which exceeds the significance threshold of 0.05, indicating that the data are normally distributed. This conclusion is further supported by the P–P Plot, where the data points closely align with the diagonal line. Accordingly, the normality assumption is satisfied, and the data are suitable for subsequent statistical analyses.

Table 4. Multicollinearity Test Result

Variabel	Collinearity Statistics	
	Tolerance	VIF
Training	0.399	2.505
Organization Support	0.263	3.809
Motivation	0.224	4.467

Source: Researcher's primary data, 2025

The multicollinearity test results indicate that all independent variables have tolerance values exceeding 0.10, suggesting the absence of multicollinearity. In addition, all variance inflation factor (VIF) values are below the threshold of 10, further confirming that no multicollinearity exists among the variables. Therefore, all independent variables are suitable for inclusion in subsequent analyses.

C. HYPOTHESIS TEST RESULTS

Hypothesis testing was conducted to examine the effects of the independent variables on the dependent variable. The analysis employed both the partial significance test (t-test) and the simultaneous significance test (F-test). The t-test was used to evaluate the individual effect of each independent variable on the dependent variable, whereas the F-test was applied to assess the combined effect of all independent variables.

Table 5. Individual Parameter Significance Test Results

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	8,464	2,127		3,979	0,000
	Training	0,173	0,070	0,284	2,463	0,016
	Organization Support	0,042	0,145	0,041	0,289	0,773
	Motivation	0,227	0,071	0,491	3,189	0,002

    a.   Dependent Variable : Performance

Source: Researcher's primary data, 2025

In this study, the critical t-value used for hypothesis testing is 0.217. The results indicate that the t-statistics for Training, Organizational Support, and Motivation exceed the critical value, suggesting that all independent variables have a positive effect on employee performance. However, differences are observed in the significance levels across the variables. Training and Motivation exhibit significance values below 0.05, indicating statistically significant effects on performance, whereas Organizational Support has a significance value above 0.05, suggesting that its effect on performance is not statistically significant.

Table 6. Simultaneous Significance Test (F-Test) Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	436,513	3	145,504	36,93	.000[b]
	Residual	307,243	78	3,939		
	Sum	743,756	81			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Training, Organization Support

Source: Researcher's primary data, 2025

Consistent with the results of the partial significance tests, the simultaneous effect of the independent variables was examined using the F-test by considering both the significance value and the F-statistic. The findings show that the calculated significance value is below 0.05, indicating that the independent variables jointly influence employee performance. Furthermore, with a sample size of 82, the critical F-value is 2.72. Since the calculated F-value exceeds the critical value, it can be concluded that Training, Motivation, and Organizational Support simultaneously have a statistically significant effect on employee performance.

Table 7. Coefficient of Determination Test (R²) Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766[a]	0,587	0,571	1,985

 a. Predictors: (Constant), Training, Organization Support, Motivation

 b. Dependent Variable: Performance

Source: Researcher's primary data, 2025

The coefficient of determination test was conducted to assess the overall influence of the independent variables on the dependent variable. The calculation results show an R-square value of 0.587, which means that 58.7% of the performance variable (Y) can be explained by the variables Training (X1), Organizational Support (X2), and Motivation (X3) together. Thus,

41.3% is influenced by other variables outside this study that need to be examined for their effect on the dependent variable (Performance).

Table 8. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	8,464	2,127		3,979	0,000
	Training Organization	0,173	0,070	0,284	2,463	0,016
	Support	0,042	0,145	0,041	0,289	0,773
	Motivation	0,227	0,071	0,491	3,189	0,002

Source: Researcher's primary data, 2025

To assess the magnitude of the effects of the independent variables on the dependent variable, a multiple linear regression analysis was performed. The results indicate that Training has a positive and statistically significant effect on employee performance, where a one-unit increase in Training is associated with an increase of 0.173 units in the performance score. Organizational Support demonstrates a positive but statistically insignificant effect, with a one-unit increase corresponding to a 0.042-unit increase in performance. Motivation shows a positive and statistically significant effect on performance, as a one-unit increase in Motivation leads to a 0.227-unit increase in the performance score.

Discussion

Based on the hypothesis testing results, it was found that the first hypothesis (H1), which states that Training has a significant effect on employee performance at PT WMS, is supported. Respondents generally assessed that the training provided is effective, relevant, and beneficial, both in terms of the materials delivered, the implementation methods, the instructors, and its impact on work abilities. The opportunity to participate in company-provided training received the highest rating (Mean = 4.48), indicating that the company has successfully made training accessible to employees. Another high rating was given for the use of technology in training, which helps respondents better understand the material. However, improvements are needed, particularly by adopting more engaging and interactive training methods. Therefore, it can be concluded that PT WMS has provided technology-based training that facilitates employees in understanding the material to enhance knowledge and skills, while also needing to offer more varied and interactive methods.

The second hypothesis explains that Organizational Support affects performance, but the effect is not significant. Respondents generally assessed that organizational support can influence employee performance at PT WMS. The highest-rated support was perceived to come from harmonious and mutually supportive relationships among coworkers (M = 4.48). This aligns with Gabriel S. & Ferryal A. (2022), who stated that coworker support can enhance employee performance. However, there are aspects that still need improvement, such as re-evaluating employee engagement activities conducted by PT WMS so that employees feel more motivated after participating in these activities. Additionally, recognition and support from supervisors are necessary to build more positive relationships within workgroups. This is consistent with Lauhiyah & M. Kholil (2025), who stated that providing acknowledgment and rewards to employees can increase their productivity.

The third hypothesis, based on the analysis, explains that Motivation has a significant effect on performance. Respondents assessed that motivation driven by fulfilled physical needs (M = 4.50) influences performance. The higher the employee motivation, the better their performance (Adinda et al., 2023). In addition to fulfilled physical needs, respondents also

rated that a sense of pride after completing tasks well affects performance (M = 4.48). However, regarding tasks that have been completed successfully, respondents felt that recognition from supervisors was still lacking (M = 3.99).

Based on the analysis for the fourth hypothesis, the results show that Training, Organizational Support, and Motivation simultaneously have a positive effect on performance. Together, these variables influence performance, although the degree of effect differs for each variable. A total of 58.7% of the performance variable can be explained by Training, Organizational Support, and Motivation, leaving 41.3% influenced by other variables outside this study that need to be investigated for their effect on performance.

Conclusion

The results indicate that Training (H1) has a statistically significant effect on employee performance. This finding suggests that effective training implementation, increased opportunities for employee participation, and training content aligned with job requirements contribute to improved performance. In contrast, Organizational Support (H2) demonstrates a positive but statistically insignificant effect on performance, indicating that existing support mechanisms may require further optimization. In particular, enhanced recognition and support from supervisors could play a more substantial role in strengthening employee performance.

Motivation (H3) is found to have a positive and statistically significant effect on employee performance. Motivation arising from the fulfillment of employee needs contributes to higher performance levels, with physiological needs identified as the most influential factor. Furthermore, recognition from supervisors is essential to further strengthen motivation that positively affects performance. These findings are consistent with the study by Marno Nugroho (2020), which reports that training and motivation positively influence employee performance.

Overall, the results of the simultaneous test (H4) indicate that Training, Organizational Support, and Motivation collectively exert a positive effect on employee performance. This implies that improvements in training quality, stronger organizational support, and higher levels of employee motivation, when implemented together, can significantly enhance employee performance.

Acknowledgement

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