

THE EFFECTS OF TRAINING, MOTIVATION, AND CREATIVITY ON EMPLOYEE PERFORMANCE

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Abstract

This study aims to analyze and identify the influence of training, motivation, and creativity on employee performance at PT Sinergi Gula Nusantara PG Lestari. This study uses a quantitative approach with an associative method, which is designed to test the causal relationship between independent and dependent variables. The variables of training, motivation, and creativity are hypothesized to have an influence on shaping employee performance. Data were obtained by distributing questionnaires to 50 respondents who are employees of PT Sinergi Gula Nusantara PG Lestari. Data analysis was carried out using SPSS, involving validity, reliability, normality, multicollinearity, heteroscedasticity, multiple linear regression, simultaneous test (F test), partial test (t test), and coefficient of determination. The results of the study indicate that simultaneously the variables of training, motivation, and creativity have a significant effect on employee performance. Partially, the variables of training, motivation, and creativity have a significant effect on employee performance.

Keywords: Training, Motivation, Creativity, Employee Performance

INTRODUCTION

It is important for companies to maximize human resource development by creating a supportive environment for them, so that each individual can grow and have a maximum impact on the company's goals (Ramadhan & Rachmadsyah, 2024). The main challenge is the ineffective management of employee training, motivation, and creativity, all three of which are crucial factors in supporting company growth (Lisnawati & Alhidayatullah, 2023). In the long term, using funds to develop employee skills not only improves individual performance but can also strengthen the company's competitiveness, making it better prepared to address future challenges (Arta et al., 2023). Likewise, motivation is a key factor determining an individual's performance. As an internal drive, motivation emerges as a person's desire to perform a particular action. Equally important than training and motivation is employee creativity. Creativity also improves the quality of employee performance, as they are motivated and rewarded to contribute optimally (Wijonarko, 2023).

Within PT Sinergi Gula Nusantara PG Lestari, several human resource-related phenomena have occurred. Several training sessions are held to support both hard and soft skills, with the aim of increasing employee productivity to support company operations. Morning briefings and sharing sessions are held to boost employee motivation and morale, encouraging them to remain enthusiastic and able to contribute their thoughts on their work. Employees are also given the freedom to express their creativity in carrying out their work so that the results of what they do can be maximized while still remaining within established guidelines. All of these phenomena occur with the hope that employee performance can be maximized and have a positive effect on company operations.

REVIEW OF LITERATURE

Human Resource Management

According to (Flippo in Rahardjo, 2022), human resource management encompasses various essential elements, such as the procurement, development, compensation, integration, and maintenance of human resources for an organization. The purpose of this function is to ensure that each individual can contribute optimally to the organization's primary goals and objectives. With proper recruitment, organizations can attract individuals with the necessary potential and skills. Furthermore, through development, employees can enhance their skills and knowledge through opportunities. Fair and adequate compensation also plays a crucial role in maintaining motivation and job satisfaction. Furthermore, good integration between team members and maintaining harmonious relationships in the work environment will create a conducive atmosphere, enabling all employees to work effectively towards achieving common goals.

Training

According to (Chan et al. in Putri & Astuti, 2022), training is a form of learning provided to improve employee performance in the context of their current work. The purpose of training is not only to meet future needs but also to be immediately applied to improve existing performance. Through training, employees can acquire relevant skills and knowledge that can be immediately used, so they can contribute more effectively to organizational goals.

Motivation

According to (Robbins in Khaeruman, 2021), motivation can be defined as an individual's willingness to exert maximum effort toward achieving organizational goals, guided by their ability to fulfill personal needs. In this context, motivation serves as the primary driver that directs employee behavior in the work environment. When employees perceive that their efforts will result in the fulfillment of certain needs, whether financial, reward, or personal development, they tend to be more committed to working hard and achieving organizational goals. Therefore, it is important for management to create an environment that supports motivation, such as providing appropriate incentives and creating a positive work culture. Thus, motivation not only plays a role in improving individual performance but also contributes to the overall success of the organization. Identifying and understanding the factors that motivate employees can be a strategic step for companies in increasing productivity and achieving long-term goals.

Creativity

According to Anderson & Hidayah (2023), creativity is the ability to generate fresh ideas and develop new approaches to address challenges and capitalize on opportunities. It's not just about thinking outside the box, but also about the ability to find more efficient and innovative solutions to existing problems. Creativity encourages individuals or groups to think differently, view a problem from multiple perspectives, and devise new, more effective ways to address it. In an ever-evolving world, creativity is key to adapting and growing, both in seeking new opportunities and in responding to the changes around us.

Employee performance

According to (Suciati & Deswarta, 2024), performance is a measure of the extent to which an employee can complete assigned tasks and achieve expected targets. Performance is crucial to ensure that employees meet established standards. The performance appraisal process will be more effective if it is based on precise and relevant measurements, covering various aspects, from the quality of work results to the efficiency of time in completing tasks. With accurate measurements, companies can assess the extent to which employees contribute to organizational goals, while providing a clear picture of which areas need improvement. Good performance appraisals also form the basis for career development, awarding rewards, or even improvements in employee training and coaching, which can ultimately drive overall organizational productivity and success.

RESEARCH METHOD

The method used in this research is associative research with a quantitative approach. Data collection uses a mixed method, both primary and secondary. The data sources used also use a mixed method, both from distributing questionnaires and previous research. Data analysis was carried out using SPSS, which involves tests of validity, reliability, normality, multicollinearity, heteroscedasticity, multiple linear regression, simultaneous tests (F tests), partial tests (t tests), and coefficients of determination.

RESULTS AND DISCUSSION

Validity Test

Table 1.
Validity Test Table

Variables	Rcount	Rtable	Information
Training(X1)	0.804	0.2787	Valid
	0.762	0.2787	Valid
	0.779	0.2787	Valid
	0.826	0.2787	Valid
	0.765	0.2787	Valid
	0.701	0.2787	Valid
Motivation (X2)	0.762	0.2787	Valid
	0.735	0.2787	Valid
	0.785	0.2787	Valid
	0.698	0.2787	Valid
	0.802	0.2787	Valid
	0.763	0.2787	Valid
Creativity(X3)	0.737	0.2787	Valid
	0.748	0.2787	Valid
	0.806	0.2787	Valid
	0.806	0.2787	Valid
	0.753	0.2787	Valid
	0.789	0.2787	Valid
Employee Performance(Y)	0.705	0.2787	Valid
	0.703	0.2787	Valid
	0.738	0.2787	Valid
	0.720	0.2787	Valid
	0.720	0.2787	Valid
	0.705	0.2787	Valid

Source: Data Processed by Researchers from SPSS (2025)

Test results: Validity indicates that each item in all variables is valid. This is evidenced by the calculated R value being greater than or equal to the R table. It can be concluded that all indicators in this study are considered valid. Therefore, the instrument used can be relied upon to measure the variables studied.

Reliability Test

Table 2.
Reliability Test

Variables	Cronbach's Alpha Calculation	Cronbach's Alpha Minimum	Information
Training(X1)	0.864	0.6	Reliable
Motivation (X2)	0.852	0.6	Reliable
Creativity(X3)	0.860	0.6	Reliable
Employee Performance(Y)	0.806	0.6	Reliable

Source: Data Processed by Researchers from SPSS (2025)

The reliability test showed that the calculated Cronbach Alpha value for each variable was greater than the minimum value of 0.6. Therefore, it can be concluded that the questionnaire used in this study is reliable and the instrument used is able to produce consistent and reliable data.

Normality Test

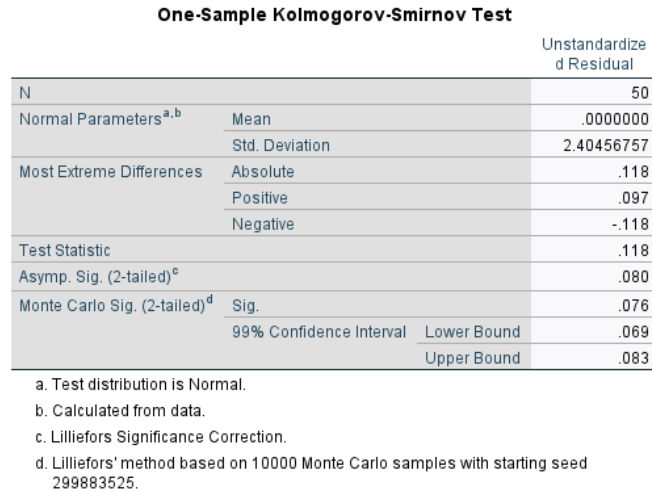


Figure 1.
Kolmogorov-Smirnov Test

Source: Data Processed by Researchers from SPSS (2025)

Figure 1 shows that the significance value is greater than 0.05. Therefore, it can be concluded that the data in this study are normally distributed.

Multicollinearity Test

Table 3.
Multicollinearity Test Table

Independent Variable	Collinearity Statistics		Information
	Tolerance	VIF	
Training(X1)	0.812	1,231	non-multicollinear
Motivation (X2)	0.762	1,313	non-multicollinear
Creativity(X3)	0.930	1,076	non-multicollinear

Source: Data Processed by Researchers from SPSS (2025)

Based on Table 3, it shows that the VIF value of the three independent variables in this study is less than 10. The training variable (X1) has a VIF value of 1,231, motivation (X2) has a VIF value of 1,313, and creativity (X3) has a VIF value of 1,076. Based on these results, it can be concluded that there are no symptoms of multicollinearity in the regression model because the VIF value of each variable is less than 10.

Heteroscedasticity Test

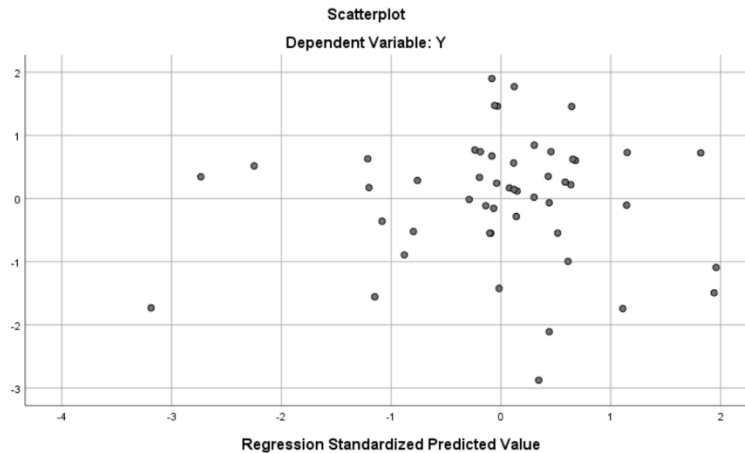


Figure 2.
Heteroscedasticity Test

Source: Researcher Data Processing from SPSS (2025)

Based on Figure 4.2, the points in the image appear to be randomly distributed both above and below the number 0 on the Y-axis, and the image does not form a specific pattern. Therefore, it can be concluded that the regression model used does not experience heteroscedasticity, and the regression model can be applied in hypothesis testing.

Multiple Linear Regression Analysis

Table 4.
Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	6,088	4,553		1,337	0.188		
X1	0.279	0.124	0.310	2,254	0.029	0.812	1,231
X2	0.265	0.128	0.294	2,066	0.044	0.762	1,313
X3	0.239	0.099	0.311	2,420	0.020	0.930	1,076

Source: Data Processed by Researchers from SPSS (2025)

Based on Table 4, the following regression equation is obtained:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3$$

$$\text{Employee performance} = 6.088 + 0.279 X_1 + 0.265 X_2 + 0.239 X_3$$

The interpretation of the multiple linear regression above is:

a. a = 6.088

The constant (a) is 6.088, indicating that if the variables X1 (training), X2 (motivation), and X3 (creativity) have a value of 0, then the employee performance level remains at 6,088.

b. $b_1 = 0.279$

The training coefficient (X1) has a positive value of 0.279, which means that every 1 unit increase in the training variable (X1) will increase employee performance by 0.279 units, assuming that the other independent variables remain constant.

c. $b_2 = 0.265$

The motivation coefficient (X2) has a positive value of 0.265, which means that every 1 unit increase in the motivation variable (X2) will increase employee performance by 0.265 units, assuming that the other independent variables remain constant.

d. $b_3 = 0.239$

The creativity coefficient (X3) has a positive value of 0.239, which means that every 1 unit increase in the creativity variable (X3) will increase employee performance by 0.239 units, assuming that the other independent variables remain constant.

Simultaneous Test (F Test)

Table 5.
Simultaneous Test Table (F test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	117,165	3	39,055	6,341	0.001
	Residual	283,315	46	6,159		
	Total	400,480	49			

Source: Data Processed by Researchers from SPSS (2025)

Based on Table 5 and the simultaneous test steps (F test), the calculated F is 6.341, and the F table is 2.84. The conclusion obtained is that the calculated $F >$ from the F table so that H_0 is rejected and H_1 at a significance level of 5% is accepted. This shows that simultaneously training (X1), motivation (X2), and creativity (X3) have a significant effect on employee performance (Y1).

Partial Test (t-Test)

Table 6
Partial Test Table (t-test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,088	4,553		1,337	0.188
	X1	0.279	0.124	0.310	2,254	0.029
	X2	0.265	0.128	0.294	2,066	0.044
	X3	0.239	0.099	0.311	2,420	0.020

Source: Data Processed by Researchers from SPSS (2025)

Based on Table 6 above, we get the following conclusions:

1. The effect of training on employee performance
The training variable (X1) has a calculated t value > t table of 2.254 > 2.0129 and has a significance value < 0.05. So it can be concluded that Ho is rejected and H1 is accepted, which means that the training variable (X1) partially has a significant effect on employee performance (Y).
2. The influence of motivation on employee performance
The motivation variable (X2) has a calculated t value > t table of 2.066 > 2.0129 and has a significance value < 0.05. So it can be concluded that Ho is rejected and H1 is accepted, which means that the motivation variable (X2) partially has a significant effect on employee performance (Y).
3. The influence of creativity on employee performance
The creativity variable (X3) has a calculated t value > t table of 2.420 > 2.0129 and has a significance value < 0.05. So it can be concluded that Ho is rejected and H1 is accepted, which means that the creativity variable (X3) partially has a significant effect on employee performance (Y).

Coefficient of Determination

Table 7.
Coefficient of Determination

Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate	Durbin-Watson
1	0.541	0.293	0.246	2,482	0.824

Source: Data Processed by Researchers from SPSS (2025)

Based on Table 7, the R Square value (coefficient of determination) is 0.293. This indicates that the training (X1), motivation (X2), and creativity (X3) variables contribute 29.3% to the employee performance variable (Y). While the remaining 70.7% is influenced by other variables not examined in this study.

CONCLUSION

Based on the results of the analysis and research that have been carried out, the following conclusions were obtained:

1. The variables training (X1), motivation (X2), and creativity (X3) simultaneously have a significant effect on employee performance (Y) at PT Sinergi Gula PG Lestari.
2. The training variable (X1) has a partially significant effect on employee performance (Y) at PT Sinergi Gula PG Lestari. Effective training will improve employees' knowledge, skills, and abilities that are relevant to their jobs. More competent employees tend to have better performance because they know how to perform tasks correctly and efficiently.
3. The motivation variable (X2) has a partial and significant effect on employee performance (Y) at PT Sinergi Gula PG Lestari. Motivated employees will exert more energy and effort in carrying out their tasks. They not only do what is asked, but also strive to exceed expectations, which will certainly have an impact on their performance.
4. The creativity variable (X3) partially has a significant effect on employee performance (Y) at PT Sinergi Gula PG Lestari. Creative employees tend not only to follow existing

procedures but also to look for new, more efficient, and effective ways to carry out tasks, which ultimately contribute to employee performance.

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