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The Impact of Training and Work Motivation on the Employee Performance: Evidence on Kampar Regency Inspectorate

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This study aims to analyze the effect of training and work motivation on the performance of the Kampar Inspectorate employees. The data collection by distributing questionnaires directly to the Kampar Inspectorate employees using a purposive technique and obtained 63 respondents. Method analysis using a quantitative approach with multiple linear regression analysis. The finding indicate that the effect of training and work motivation simultaneously and partially has a positive effect on employee performance, this evidence showed that the training carried out by the Kampar Inspectorate and work motivation effectively improve the employee's performance while the motivation has a stronger influence than training on performance. The findings demonstrate the implication for training and work motivation are importance to improving the employee performance and key role of increasing employee performance to be professional.

Keywords: Training, Work Motivation, Employee Performance, Kampar Inspectorate

Introduction

The Regent's Inspectorate is an internal government oversight agency that is directly responsible to the Regent for effective, efficient, open, and accountable management of state finances. As the Government's Internal Supervisory Agency (APIP), the Regional Inspectorate has a very important role and work unit in managing functions and responsibilities as well as achieving the vision and mission as well as government programs. Referring to Government Regulation of the Republic of Indonesia Number 12 of 2017, Regional Auditors have the responsibility to provide guidance and supervision in the form of inspection, review, supervision, evaluation, supervision, and technical guidance, in accordance with applicable guidelines and

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instructions. supervision and supervision of the Regulation of the Minister of Home Affairs (Permendagri) of 2018 Number 35 concerning Policies for Supervision of Regional Government Administration in 2019 to prioritize APIP's work in preventing corruption through the implementation of APIP capacity building activities, assistance, review, monitoring and evaluation as well as inspections. Enables APIP to function as an internal control system that provides adequate assurance on the performance of the organization's tasks and functions during audits, reviews, assessments, monitoring and other supervisory activities to ensure that activities are carried out as specified, according to appropriate benchmarks and promote good governance. good governance through leadership.

According to Presidential Decree No. 54 of 2018 concerning the National Strategy for Prevention of Corruption the Government Internal Supervisory Apparatus (APIP) is tasked with preventing corruption, but in practice APIP has not carried out its duties as a supervisory body optimally. This is evidenced by the many non-compliance problems, weaknesses in the internal control system, as well as problems of effectiveness, efficiency, and economy (3E), this is reinforced by the Semester Examination Results Summary (IHPS) by the State Audit Board (BPK) in 2018-2020 against agencies government agencies, the following findings are shown in table 1.

Table 1. BPK Audit Results Against Government Agencies

Objects and findings	BPK Audit Results			Total
	2018	2019	2020	
Number of audit objects	1,196	1,140	1,239	3,507
Total findings	14,184	13,210	12,938	40,332
Non	10,191 (Rp 14.85 trillion)	9,361 (Rp 16.11 trillion)	8,728 (Rp 20.92 trillion)	28,280 (Rp51.88 trillion)
SPI Weaknesses	8,742	8,207	8,669	25,618
3E Issues	2,916 (Rp 2.99 trillion)	2,877 (Rp 2.03 trillion)	3,140 (Rp 4.68 trillion)	8,933 (Rp9.69 trillion)

Source: processed from IHPS I and II of 2018, 2019, and 2020

Poor performance of Inspectorate employees can be driven by several factors, bothnal or external. According to Happiness and Astuti (2019) several factors affect employee performance both inside and outside the company, including: training provided to employees, level of compensation, motivation, work environment, reward system, and cost of living. Two efforts that are often applied by companies to improve employee performance are training and motivating employees. According to Jones and George (2016: 361) training is the process of teaching organizational members how to carry out their duties and supporting them in developing the insights and skills needed to become effective participants. Kadarisman (2012:296) Work motivation is the impetus that exists in a person to act and work hard based on his authority and responsibility Hasibuan, (2013:143) Motivation is useful for providing impetus that motivates a person Passion for work that makes employees work together, carry out tasks with effective, and have job satisfaction.

Studies (Marjaya and Pasaribu 2019; Razak 2021) found that training will improve employee performance, because it will increase knowledge, abilities, skills, and expertise so that it will improve employee performance (Erwin and Suhardi, 2020). the company will improve employee performance (Mubarok and Putra, 2018). Motivation is caused by several needs that have not been met, resulting in pressure or dissatisfaction which leads to an increase in employee productivity. By giving motivation to employees, it can cause employees to increase and improve performance so that work productivity increases. Research conducted by (Elvina and Chao 2019; Erwin and Suhardi 2020; Handayani 2018) proves that employee motivation has a positive impact on employee performance and productivity.

This study is intended to examine the impact of training and motivation on the performance of the Kampar inspectorate employees, which in this study seeks to reveal comprehensive training both from the suitability of the training material, the benefits of the training, the facilities provided in the training, the instructor, and the next training time for the motivation of this study. build a construct based on Maslow's theory of needs so that motivation includes physiological needs, sense of security and safety, social needs, esteem, and self-actualization so that the two independent constructs used in the study will contribute methodologically and the study design that takes the location of the Kampar inspectorate specifically will contribute practically.

Literature Review

Performance is the result of the efforts of individuals or several people within a company to achieve organizational goals legally based on their authority and responsibility, while still complying with the law and without violating morals and ethics. (Afandi, 2018:83). Sulistiyani and Rosidah (2018:232) Training is a systematic pattern for improving employee behavior to improve organizational goals. This type of training is important because of the methods used to keep, maintain employees and at the same time improve their skills so that they can improve. Robbins and Judge (2013:236) Motivation is a process that describes the intensity, direction, and persistence of individual efforts to achieve goals, and while general motivation is related to efforts to achieve any goal, we will narrow the focus to organizational goals to show our unique interests in work.

The Effect of Training on Employee Performance

Sulistiyani and Rosidah, (2018:232) explain training as a systematic effort to encourage changes in employee behavior and attitudes in a direction in increasing organizational goals. Training is one of the efforts used by organizations in achieving work performance higher education (Ibrahim, Boerhannoeddin, and Bakare, 2017), training is considered a fundamental tool in developing organizational capacity to improve its performance and achieve its goals (Sasidaran, 2018). Tho'in, (2018) training will improve the performance of Islamic bank employees in Surakarta, Erwin and Suhardi (2020) training will increase knowledge, abilities, skills, and expertise so that it will improve employee performance.

The Effect of Motivation on Employee Performance

Motivation is a driving force that encourages individuals to carry out their duties as best they can. Someone who is motivated makes the right choice in carrying out something because it satisfies his desire because basically motivation motivates employees to do their job well to achieve their goals. (Rivai and Sagala, 2014: 870). There are many forms of motivation that can be given to employees including salaries, incentives, and opportunities for promotions, security, and health insurance in the form of insurance, so that providing motivation will increase the enthusiasm of employees to work better and give all the abilities they give to the company. Several previous studies that have provided evidence that motivation has a positive impact on employee performance (Elvina and Chao 2019; Erwin and Suhardi 2020; Handayani 2018) mean that the motivation of employees both internally and externally will improve employee performance. In addition, the motivation of employees will indirectly increase organizational performance (Dobre, 2013).

Training and Work Motivation Impact on Employee Performance

In carrying out training there are several things that must be considered so that the training carried out can improve employee performance including training methods, training materials and instructor selection. A study conducted by Kusuma et al., (2015) found that job training will

improve employee performance. The study of Shahzadi et al., (2014) found that work motivation improves the performance of teachers in public and private schools in Pakistan. Then studies (Boe 2014; Marjaya and Pasaribu 2019; Razak 2021) found that simultaneously training and work motivation will improve employee performance. With the training and work motivation provided to Kampar Inspectorate employees, it is hoped that it will improve individual and organizational performance, because of the large responsibility of the Kampar Inspectorate as regional internal supervisor as representatives of the central government in overseeing the performance of local governments.

Methods

This study is an explanatory study using a quantitative approach aimed at analyzing the relationship between variables through hypothesis testing. This study was conducted at the Kampar Regency Inspectorate Office located on Jalan Pramuka, Langgini, Bangkinang District, Kampar Regency, Riau 28463. Purposive sampling is a sampling technique used in this study by use some criteria are as follows:

1. Kampar Regency Inspectorate Employees
2. Civil Servants employess
3. Have been work more than 5 years

Based on the criteria set by the researcher, obtained 63 samples used in this study which will be presented in table 2.

Table 2. Demographic Respondents

Profile	N	Percentage
Gender		
Male	39	61.9
Female	24	38,1
Total	63	100
Last Education		
SMA	4	6,3
D3	-	0
Bachelors	38	60,3
Masters	21	33.4
Total	63	100

Source: Study survey 2021

Table 2 shows the profile of the respondents used in this study, namely 63 respondents who are employees of the Kampar Inspectorate which consists of 39 men or 61.9% of the total respondents and 24 female respondents or 38.1% of the total respondents, then based on Education there are 4 employees with the latest education is SMA worth 6.3% of the total respondents, 38 respondents who have an undergraduate education or 60.3% of the total respondents and 21 respondents or 33.4% of the total respondents who have a strata 2 education.

Table 3. Variables, Definition, Measurements Variables

No	Variable	Definition	Indicators
1	Work Motivation	Motivation is a process that describes the intensity, direction, and persistence of individual efforts to achieve goals. Robbins and Judge (2013)	M1= The salary you receive is appropriate. M2= Work equipment in your office is complete. M3= Your office provides health benefits. M4= You get a pension. M5= Your office provides accident insurance. M6= You interact with coworkers. M7= You have a good working relationship with your boss. M8= You got a promotion. M9= Your office rewards work performance.

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			M10= You get recognition from employers and coworkers. M11= You get the opportunity to develop your potential. M12= You are given the freedom to express ideas/ideas.
2	Performance	Performance is the result of the efforts of individuals or several people within a company to achieve organizational goals. (Affandi, 2018)	K1= You can complete tasks. K2= You complete the task on time. K3= You are thorough in completing tasks. K4= Your complete tasks quickly. K5= You finish the job neatly. K6= You have a good work. K7= You really understand the work procedure. K8= You use work facilities well. K9= You have the competence to complete the job. K10= You work seriously. K11= You can complete tasks without the help of superiors. K12= You arrived on time. K13= You obey company rules.
3	Training	Training defined as a systematic effort to encourage changes in employee behavior and attitudes in a direction in increasing organizational goals. Sulistiyani and Rosidah, (2018)	T1= The training materials you follow are in accordance with job skills. T2= The material provided during the training is in accordance with the level of education. T3= The training materials provided support your problem solving on the job. T4= The training you take increases your job skills. T5= The training you participate in develops the ability to get the job done. T6= The training facilities that you participate in are very adequate. T7= The training material that you follow is very complete. T8= Instructors who provide training have adequate qualifications. T9= Instructors who provide training can motivate participants. T10= The training time is in accordance with the needs of the job.

In the research study, the data collection technique using survey method. The survey was conducted by distributing questionnaires offline to the Kampar Regency Inspectorate employees directly and accompanied to obtain a high response rate and to ensure that the questionnaires distributed were filled out correctly and in accordance with existing conditions. The questionnaire includes two parts. The first part contains the respondent's identity such as gender, age, educational background, years of service. The second part contains statements of study variables that will be analyzed with a measurement scale using a Likert scale of 1 -5 (1 = strongly disagree, 2 = strongly agree, 3 = neutral, 4 = agree, 5 = strongly agree).

Analysis method for hypothesis testing H1, H2, H3 in this study using a quantitative approach with multiple linear regression analysis. Classical Assumption test have conducted before test the hypothesis study.

Results

Descriptive Statistics

Table 4 reports statistics descriptive study in two panels. Panel A shows summary statistics for the variables. The average value of the performance variable is 4.13, ranging from 3 to 5, then the motivation variable has a value between 3-5 and the average BD-Index score in the sample is

4.23, then the training variable has an average value of 3 .95 with a distribution of values in the range of 3-5.

Table 4. Descriptive statistics

Panel A data description						
K	N	Min	Max	Mean	Mean	Std. Deviation
Performance	63	3	5	4.13	4.07	.907
Work Motivation	63	3	5	4.24	4.11	.911
Training	63	3	5	3.95	3.92	.958

Source: Study survey 2021

Validity and Reliability

Test the validity test in this study uses the product moment by comparing the results Pearson correlation calculation with a significance level of 5% (Arikunto, 2013:87). The study item is said to be valid if the significance value of the Pearson correlation < 0.05 if the significance value of the Pearson correlation > 0.05 then the study item is declared invalid so that the indicator must be deleted. From the results of product moment test, all items used in the study, both performance, motivation and training constructs have a significance value > 0.05 and have an r-count value in the range of 0.888-0.987 > r-table 0.2441 so that the items used for each construct in the study is valid.

Testing the reliability of the instrument by looking at the value of Cronbach alpha which represents the internal consistency of the measuring instrument (Sugiyono, 2018:132).

Table 5. Cronbach's Alpha of Each Construct

Construct	Cronbach's alpha	Number of items
Performance	0.990**	13
Training	0.993**	10
Motivation	0.982**	12

Source: Data processed by SPSS version 25, Description: +value 0.10-0.20 Not reliable, ++ value 0.20 -0.40 is almost reliable, +++ the value is 0.40-0.60 Quite reliable, *the value is 0.60-0.80 is reliable, ** the value is 0.80-1 is very reliable.

Table 5 above shows that Cronbach's alpha for the constructs of performance, training and motivation are still 0.990, 0.993 and 0.982, each value is above 0.9 so it can be concluded that the measurement items in the study are reliable and proven to be reliable.

Classical Assumption

1. Test Normality

Test Normality test is one of the classical assumptions that is carried out to test the distribution of data, whether viewed by using a scatter plot distribution or by using statistical testing, some say that statistical calculations are more accurate in determining the normality distribution. In this study normality testing using kurtosis and Skweeness. The following is the normality test with kurtosis and skweeness presented in table 6.

Table 6. Normality test

Construct	Indicators	N	Skewness		Kurtosis	
		Statistic	Statistic	Std. Error	Statistics	Std.Errors
Performance	K1	63	-.258	.302	-1.760	.595
	K2	63	-.326	.302	-1.766	.595
	K3	63	-.158	.302	-1.727	.595
	K4	63	-.226	.302	-1.804	.595
	K5	63	-.158	.302	-1.727	.595
	K6	63	-.324	.302	-1.716	.595
	K7	63	-.191	.302	-1.741	.595
	K8	63	-.287	.302	-1.657	.595
	K9	63	-.128	.302	-1.818	.595
	K10	63	-.226	.302	-1.804	.595
	K11	63	-.032	.302	-1.951	.595
	K12	63	.228	.302	-1.896	.595
	K13	63	.162	.302	-1.880	.595
Training	T1	63	.097	.302	-1.942	.595
	T2	63	.098	.302	-2.021	.595
	T3	63	.163	.302	-1.965	.595
	T4	63	.163	.302	-1.965	.595
	T5	63	.196	.302	-1.932	.595
	T6	63	.194	.302	-1.844	.595
	T7	63	.162	.302	-1.924	.595
	T8	63	.195	.302	-1.889	.595
	T9	63	.129	.302	-1.867	.595
	T10	63	.195	.302	-1.889	.595
Work Motivation	M1	63	-.498	.302	-1.632	.595
	M2	63	-.459	.302	-1.593	.595
	M3	63	-.498	.302	-1.632	.595
	M4	63	-.684	.302	-1.467	.595
	M5	63	-.684	.302	-1.467	.595
	M6	63	-.260	.302	-1.810	.595
	M7	63	-.226	.302	-1.804	.595
	M8	63	.229	.302	-1.937	.595
	M9	63	-.032	.302	-1.951	.595
	M10	63	.130	.302	-1.955	.595
	M11	63	.097	.302	-1.942	.595
	M12	63	.130	.302	-1.955	.595

Source: data processed by SPSS version 25

2. Multicollinearity Test

Multicollinearity tested by looking at the Variance Inflation Factor (VIF) value, the study model is free from multicollinearity problems if the VIF value does not exceed 10. The following results from the multicollinearity test are presented in table 7.

Table 7. Value of Variance Inflation Factor

No	Construct	VIF Value
1	Training	2.853
2	Work Motivation	2.853

Source: data processed by SPSS version 25

From the results of the multicollinearity test, the VIF value of the motivation and training constructs is 2.853 each. So that it can be interpreted that there is no strong correlation between the independent variables used in the study.

3. Heteroscedasticity Test

Heteroscedasticity test in this study used the Glesjer test. The Glesjer test is carried out by regressing the absolute value of the residual from the estimated model to the explanatory variables. The model in the study is free from heteroscedasticity problems if the results of the regression test on the absolute residual have a significance value of > 0.05 (5%) or it is called a homoscedasticity condition, on the other hand if the significance value is < 0.05 (5%) then heteroscedasticity occurs. The following test results are presented in table 8.

Table 8. The Results of The Heteroscedasticity Test

No	Construct	Significance value	Decision
1	Training	0.388	Homoscedasticity
2	Work Motivation	0.676	Homoscedasticity

Source: data processed by SPSS version 25

The results of the test motivation and training constructs both have a significance value of $0.271 > 0.05$ and $0.339 > 0.05$, so the model already free from heteroscedasticity problems, meaning that there is no problem of variance differences for each data observation used in the study.

Hypothesis Testing

Test the hypothesis by looking at the value of the F test and T test and the significance value (p-value). Table 9 presents the coefficient values and significance of each path.

Table 9. Hypothesis Testing and p-value

Hypothesis	Path Analysis	H2	F/T Value	P-value
H1	Motivation and Training on Performance	0.000	- 318,991	0.000
H2	Training on Performance	0.211	2.738	0.008
H3	Motivation on Performance	0.887	12.659	0.000

Source: data processed by SPSS version 25

Table 9 shows that 3 hypotheses tested in the study had a significance value at the 1% level. Testing the impact of motivation and training on performance obtained a calculated F value of $318,991 > 3.14$ and has a p-value of $0.000 < 0.05$ so that hypothesis 1 (H1) in this study is supported, then the training test on performance obtains a t-count value of $2.738 > 1.99834$ and has a p-value of $0.008 < 0.05$, so that hypothesis 2 (H2) in the study is supported, the last test of H3 where motivation on performance obtained a t-count value of $12.659 < 1.99834$ and a p-value of $0.000 < 0.05$ so that the hypothesis in this study is supported .

Training and work motivation simultaneously have a positive impact on the performance of the Kampar Inspectorate's employees. Having a good performance is the hope of all organizations, both government and private organizations. Some things that are usually done by organizations are providing training and work motivation. Therefore, this finding give empirically evidence that motivation and training will improve the performance of the Kampar Regency Inspectorate employees. The results of this study are in line with studies (Boe 2014;

Marjaya and Pasaribu 2019; Razak 2021) which found that training and work motivation can simultaneously increase employee performance.

Employees with good performance are valuable assets that must be maintained by employees, so it is necessary for companies to improve the quality of their employees so that employee performance is good and always stable so it is necessary to carry out programs that can improve employee performance. In carrying out the training there are several things that must be considered so that the training carried out is able to improve employee performance including training methods, training materials and instructor selection. The study of Kusuma et al., (2015) explained that job training will improve employee performance, Shahzadi et al., (2014) found work motivation to improve the performance of public and private school teachers in Pakistan. There are several trainings conducted by the Kampar Inspectorate to improve employee performance which is manifested in substantive and non-substantive training. This training is carried out to improve the performance of inspectorate employees who have duties as guidance and supervision in the form of audits, reviews, supervision, evaluation, supervision, and technical guidance to local governments, so that with the training of Kampar Inspectorate employee's performance will increase, so that they are able to carry out their duties properly. On the other hand, the provision of work motivation in the form of incentives, salaries, opportunities for promotion are important because of the heavy workload of Inspectorate employees, then the provision of security guarantees in the form of health insurance and health benefits also plays a role as one of the factors that increase the performance of the Kampar Inspectorate employees.

Impact of Training on Employee Performance at the Kampar Inspectorate Employee. Training is based on training metrics and is designed to provide insight, knowledge, skills, attitudes, and behaviors around leadership tools to meet the leadership competency requirements for certain structural positions. In the Kampar Inspectorate, training is divided into two types, firstly, substantial training related to general training and non-substantial training related to functional positioning. Vestibule training is intended to prepare an employee for a certain position or certain tasks that the employee has never done before. From the results of testing the impact of training on performance, the T arithmetic value is $2.738 > 1.99834$ and the p-value is $0.008 < 0.05$ with a coefficient value (β) of 0.211 so that hypothesis 2 in this study is supported. This shows that employee training will improve the performance of the Kampar Inspectorate employees. Training is a method that businesses use to nurture, nurture, nurture their employees while improving their skills to improve performance.

This finding line with several studies (Afroz, 2018; Tho'in, 2018; Erwin and Suhardi, 2020) which stated that training will improve employee performance, and the more frequency of training carried out, the higher the increase in performance (Mubarok and Putra, 2018). Training is a process of teaching certain knowledge and skills so that employees have the skills and can carry out their duties well, training is a method used by organizations to achieve higher work performance (Ibrahim, Boerhannoeddin, and Bakare, 2017), training is considered a tool fundamental in developing organizational capacity to improve its performance and achieve its goals (Sasidaran, 2018). A training model is considered adequate if it has a curriculum, approach, and strategy that follows the learning needs of the target and the problems that occur so that training can increase employee performance in accordance with the expected standards.

Schattke (2019), motivation is an internal feeling that starts from humans in one way, either intentionally or unintentionally, to do work in a good way and with high performance to be more enjoyable and not as a a must. From the results of testing the impact of motivation on performance, the t-value is $12.659 > 1.99834$ and the p-value is $0.000 < 0.05$ with a coefficient (β) of 0.887 so that work motivation will improve the performance of the Kampar Regency Inspectorate employees. This study supports previous studies (Elvina and Chao 2019; Erwin and Suhardi 2020; Handayani 2018) motivation has a positive impact on employee performance,

meaning that the motivation of employees both internally and externally will increase employee performance. Employees with high motivation both materially and non-materially will improve performance and will show more performance to the office where they work.

There are several motivational indicators that are used to improve the performance of the Kampar Inspectorate employees, namely by providing appropriate salaries, providing adequate work facilities, providing health benefits, accident insurance, pension funds, awards for achievements achieved, and a sense of security at work, then social interaction, and self-actualization. This is a form of appreciation given to employees who will increase their enthusiasm and encouragement, that they make a significant contribution in overseeing the performance of local governments. Furthermore, physiological needs become an important motivation in increasing the motivation of Kampar Inspectorate employees, every employee has the enthusiasm and drive to work if their physiological needs are met or commonly called basic needs such as fulfilling the need to earn a living and living allowances that can be used to meet personal and family needs; Thus, employees will be more focused on carrying out their duties as government internal supervisors whose task is to provide guidance and supervision of local governments.

Conclusion

The results of testing the hypothesis proposed in this study prove that training and motivation simultaneously have a positive impact on the performance of the Kampar Inspectorate employees. So that the more and better the quality of training provided to employees and the higher the work motivation provided by employees can impact the performance of the Kampar Inspectorate employees. However, of the two factors, work motivation has a stronger impact on employee performance when compared to training. Partially, the training has a positive impact on the performance of the Kampar Inspectorate employees, this proves that the higher the frequency of training and the higher the quality of the training provided to the Kampar Inspectorate employees, the performance of the Kampar Inspectorate employees will increase. Work motivation has a significant positive impact on employee performance. This proves that the higher the work motivation of the employees, the better the performance of the Kampar Inspectorate employees. Thus, by fulfilling all the needs desired by employees in the form of physiological, safety needs, social needs, esteem needs, and self-actualization will make employees more focused on work and able to complete work on time.

The training carried out in the Kampar Inspectorate should be given evenly, because not all employees are able to take part in the existing training program, so it would be better if the training was given equally to every employee in the Kampar Inspectorate. In addition, due to the current pandemic period, the training carried out is directed to online training, so that it will increase the equality of opportunity in participating in the training, but it must also be balanced with facilities to support the implementation of the online training to be more effective and efficient.

The work motivation of every employee is one of the things that has the most impact on improving employee performance. The provision of motivation to Kampar Inspectorate employees is quite good, both physiological and psychological. The Kampar Inspectorate provides adequate facilities to support performance, health insurance programs, as well as a comfortable emotional environment to maintain morale, increase employee morale and job satisfaction, increase productivity, discipline, create a work climate and good interpersonal relationships. This kind of environment must always be maintained so that the performance of the Kampar Inspectorate employees remains good. For future researchers to add other variables that have not been studied in this study, external variables that can improve employee performance

such as family environment, community environment where employees live, religiosity and so on.

This study has limitation while qualitative approach to data collection only using survey method. Hope that further research will use other methods to support the results of the study, such as interviews, because the survey method has weaknesses in internal validity so that researchers cannot control all factors that might influence the variables used.

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