



The Effect of Training on Employee Motivation and Performance at the Secretariat of the DPRD of North Sumatra Province

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Abstrak

Penelitian dilakukan untuk mencari bagaimana pengaruh secara langsung dan tidak langsung dari Pelatihan (X) terhadap Kinerja Pegawai (Y) pada Sekretariat DPRD Provinsi Sumatera Utara melalui Motivasi (Z). Populasi pada penelitian sebanyak 107 pegawai negeri sipil dengan jumlah sampel yang digunakan sebanyak 52 orang pegawai negeri sipil menggunakan rumus Slovin. Teknik sampling yang digunakan adalah purposive sampling. Penelitian ini dilakukan di tahun 2022. Data yang digunakan data primer yang diambil langsung dari responden dengan menggunakan kuesioner. Penelitian ini menggunakan data kuantitatif yang diolah dengan SPSS 24.0 dengan analisis jalur (path analysis). Hasil path analysis menunjukkan pelatihan secara langsung berpengaruh positif dan signifikan terhadap motivasi dengan nilai Standardized Coefficients Beta Pelatihan sebesar 0,900 dengan signifikan 0,000. Pelatihan secara langsung berpengaruh positif dan signifikan terhadap kinerja pegawai dengan nilai Standardized Coefficients Beta Pelatihan sebesar 0,931 dengan signifikan 0,000. Motivasi secara langsung berpengaruh positif dan signifikan terhadap kinerja pegawai dengan nilai Standardized Coefficients Beta Pelatihan sebesar 0,942 dengan signifikan 0,000. Hasil path analysis juga menunjukkan bahwa secara tidak langsung pelatihan tidak memiliki pengaruh yang signifikan terhadap kinerja pegawai melalui motivasi yang artinya motivasi tidak mampu memediasi pengaruh pelatihan terhadap kinerja pegawai. Pengaruh tidak langsung pelatihan terhadap kinerja pegawai melalui motivasi sebesar 0,848 yang lebih kecil dari pengaruh langsung pelatihan terhadap kinerja pegawai sebesar 0,931.

Kata Kunci: *Pelatihan, Motivasi, Kinerja Pegawai*

Abstract

The research was conducted to find out how the direct and indirect influence of Training (X) on Employee Performance (Y) at the Secretariat of the DPRD of North Sumatra Province through Motivation (Z). The population in the research was 107 civil servants with the number of samples used as many as 52 civil servants using the Slovin formula. The sampling technique used was purposive sampling. This research was conducted in 2022. The data used were primary data taken directly from respondents using a questionnaire. This research used quantitative data that was processed with SPSS 24.0 with path analysis. The results of the path analysis showed that training directly had a positive and significant effect on motivation with the Standardized Coefficients Beta Training value of 0.900 with a significant 0.000. Training directly had a positive and significant effect on employee performance with the Standardized Coefficients Beta Training value of 0.931 with a significant value of 0.000. Motivation directly had a positive and significant effect on employee performance with a value of Standardized Coefficients Beta Training of 0.942 with a significant value of 0.000. The results of the path analysis also showed that indirectly training did not have a significant effect on employee performance through motivation, which meant that motivation was not able to mediate the effect of training on employee performance. The indirect effect of training on employee performance through motivation was 0.848 which was smaller than the direct effect of training on employee performance of 0.931.

Keywords: Training, Motivation, Employee Performance.

INTRODUCTION

Human resources or can be called employees is one element that is an important element in supporting the progress of a company. Employees have an important role as human resources in achieving the completion of the tasks and responsibilities assigned by the leadership. Seeing the importance of employees in the organization, employees need more serious attention to the tasks performed so that organizational goals are achieved.

Human resource management is the science and art of managing the relationships and roles of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society. (Hasibuan, 2019:10)

There are factors that affect the performance of the Secretariat of DPRD North Sumatra Province employees, namely individual competence, job training, organizational support, work motivation, management support (Hariandja, 2018:10).

The phenomenon of training at the Secretariat of the DPRD of North Sumatra

Province is that the training received by employees is training from outside so that the training material is not in accordance with the problems that occur during the training.

The phenomenon of work motivation at the Secretariat of the DPRD of North Sumatra Province, which is seen from the attitude of employees who are less motivated, for example, such as employees who often do not go in and are often late to the office, and when doing assignments where there are still employees who are less enthusiastic in completing tasks so that the work results of employees not optimal.

Based on the background of the problem and the formulation of the problem, the research objectives are: To find out and test whether the training has a positive and significant effect on motivation at the Secretariat of the DPRD of North Sumatra Province. To find out and test whether training has a positive and significant effect on employee performance at the Secretariat of the DPRD of North Sumatra Province. To find out and test whether motivation has an effect on employee performance at the

Secretariat of the DPRD of North Sumatra Province. To find out and test whether motivation mediates the relationship between training and performance at the DPRD Secretariat of North Sumatra Province.

LITERATURE REVIEW

Performance

Employee performance is a function of the interaction between ability and motivation (Robbins, 2016:260). Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017:67) based on the understanding of the performance of the experts above, it can be concluded that performance is a job done to achieve results and work performance in realizing company goals.

Training

Training is a short-term educational process that uses a systematic and organized procedure in which non-managerial employees learn technical knowledge and skills for a limited purpose. (Mangkunegara, 2017:44). Training is a systematic process of changing employee behavior to achieve organizational goals related to the skills and abilities of employees to carry out current jobs. (Rivai dan sagala, 2017:169). Based on the opinions of the experts above, it can be concluded that training is an effort to improve the ability of employees both in skills and knowledge that is carried out by the company in improving the quality and results of human resources.

Motivation

Motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and driven to do activities with sincerity, pleasure and sincerity so that the results of the activities he does get good and quality results. (Afandi, 2018:23). Motivation is defined as a mover or drive in humans that can cause,

direct, and organize behavior (Siagian, 2019:3). Based on the opinions of the experts above, it can be concluded that motivation is the driving force or impetus in a person to want to behave and work diligently and well in accordance with the duties and obligations that have been given to him in order to achieve a goal.

METHOD

Research approach

This type of research uses associative research with a quantitative approach. causal associative research is research that aims to determine the relationship between two or more variables. Causal relationship is a causal relationship one variable (independent) affects other variables (dependent) (Sugiyono, 2019:55).

Research Time and Place

The place that is the object of research is the Secretariat of the DPRD of North Sumatra Province, which is located at Jl. Imam Bonjol No. 5 Medan. This research was conducted from June 2022 to August 2022.

Population and Sample

Population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by research to be studied and then conclusions are drawn (Sugiyono, 2019:80). The population of civil servants at the DPRD Secretariat of North Sumatra Province is 107 people. Determination of the sample in this study using the proportional area random sampling technique, which is where the sample is taken from each population which is taken randomly based on the proportion of the number of employees in each subpopulation. The number of samples at the DPRD Secretariat of North Sumatra Province was 52 samples from 107 populations using the slovin formula.

$$n = \frac{N}{1 + N(e)^2}$$

sample is part of the number and characteristics possessed by the population (Sugiyono, 2019:81).

Data Types and Sources

The data used in this research is quantitative data. The data is measured or calculated directly, in the form of information or explanation stated in the form of numbers which will then be analyzed from primary data and secondary data.

The source of data in this study is primary data in the form of questionnaires distributed to respondents and then using secondary data obtained from journals, books, government publications and other supporting data sources.

Research variable

This research variable uses 3 variables, namely: Training (X), Motivation (Z), and Employee Performance (Y).

Data collection technique

Questionnaire is a data technique that is done by giving a set or written questions to respondents to answer them. This questionnaire is addressed to PNS Secretariat of DPRD North Sumatra Province using a Likert scale. Then the data collection technique using interviews where the interview is a data collection technique in a survey method that uses oral questions to research subjects.

Data analysis technique

The data quality test is a variable measurement using a questionnaire instrument. This test is conducted to determine whether the instrument used is valid and reliable. Before the data is analyzed and evaluated, the data is tested with validity and reliability tests.

Validity test is used to measure the validity or validity of a questionnaire. Valid

means that the instrument used can measure what is being measured. Validation is the extent to which a measuring instrument is appropriate in measuring a data, in other words whether the measuring instrument used does measure something you want to measure. (Rusiadi, 2016:106).

Data reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct." Reliability test is carried out to measure a questionnaire is said to be reliable or reliable, if a person's answer to a question is consistent or stable from time to time and is carried out with Cronbach's alpha coefficient (Manullang dan Pakpahan, 2014:92).

The classical assumption test is to determine the feasibility of the path analysis model, then the classical assumption test will be carried out which aims to determine whether the path estimation results are really feasible to use or not. The criteria for classical assumption test requirements are normality test, multicollinearity test, heteroscedasticity test.

Normality test is a residual assumption test that is normally distributed (Rusiadi, 2016:268). This assumption must be met for a good linear regression model. The normality test was performed on the model's residual value. If the assumption is violated, the regression model is considered invalid with the number of samples. There are three ways to detect whether the normal residual is normally distributed, namely by *histogram normal curve*, *kurva p-p plot*, *Kolmogorov-smirnov*.

The multicollinearity test aims to test whether there is a correlation between the independent (independent) variables in the regression model.(Rusiadi, 2016:154). This test is carried out to see the value of tolerance and variance inflation factor (VIF) from the results of the analysis using SPSS. If there is an independent variable that has a tolerance value of more than 0.10, the VIF value is less than 10, it can be

concluded that there is no multicollinearity between the independent variables in the regression model.

The heteroscedasticity test is used to see whether there is an inequality of variance from the residuals of one observation to another observation (Rusiadi, 2016:160). In this study, the way to detect the presence or absence of heteroscedasticity is to look at the graph plot between the predicted value of the dependent variable, namely ZPRED and the residual SRESID

Path Analysis provides an explicit causality relationship between variables based on theory (Ghozali, 2015:139). The purpose of path analysis is to explain the direct and indirect effects of several variables as causal variables, to several other variables as effect variables.

The coefficient of determination is used to find out how big the relationship of several variables is in a clearer sense (Sugiyono, 2019:284). The coefficient of determination will explain how much change or variation in a variable can be explained by changes or variations in other variables.

RESULTS AND DISCUSSION

Result of Respondent's Description Analysis

From the results of processing respondents' data using SPSS version 24, the results of the respondents' descriptions were obtained as follows: respondents based on gender obtained data on male respondents as many as 21 respondents (40.4%) and female respondents as many as 31 respondents (59.6%). Based on age, the results obtained were 1 respondent aged 21 years (1.9%), aged 21-25 years as many as 10 respondents (19.2%), aged 26-30 years as many as 13 respondents (25.0%), aged 31-35 years as many as 9 respondents (17.3%), aged 36-40 years as many as 9 respondents (17.3%), aged 41-45 years as many as 5 respondents (9.6%), aged 46-50 years as

many as 3 respondents (5.8%), aged over 50 years as many as 2 respondents (3.8%). Based on the latest education, the results of the respondents with the last education being SMA/SMK were 3 respondents (5.8%), the last education was D3 as many as 4 respondents (7.7%), the last education was S1 as many as 36 respondents (69.2%), 9 respondents with the latest master's degree education (17.3%). Based on the working period of the respondents by working for 1-2 years as many as 2 respondents (3.8%), for 3-4 years as many as 4 respondents (7.7%), for 5-6 years as many as 11 respondents (21.2%), for 7-8 years as many as 14 respondents (26.9%), for 9-10 years as many as 10 respondents (19.2%), more than 10 years as many as 11 respondents (21.2%). Based on the marital status of respondents who have never been married as many as 14 respondents (26.9%), married as many as 36 respondents (69.2%), widowed/widow status as many as 2 respondents (3.8%).

Analysis Results Description of Training Variables (X)

Based on the results of respondents' answers regarding the training variable (X) shows that the average respondent's answer is 4.10. The average of the 10 indicators is 4, meaning that the training has a very good influence on the Secretariat of the DPRD of North Sumatra Province. The highest indicator is X3.2, namely: employees receive training materials in line with the training objectives which have a mean of 4.21. Then the X4.1 indicator is: employees receive training that has the right and easy-to-understand training method which has a mean of 4.21. While the lowest indicator is X4.2, namely: employees quickly master the material presented due to the training method provided which has a mean of 3.82.

Analysis Results Description of Motivation Variables (Z)

Based on the results of respondents' answers regarding the motivation variable (Z), the average value of respondents'

answers is 4.16, which means that the influence of motivation is very good at the Secretariat of the DPRD of North Sumatra Province. The highest indicator of Z3.2 is: The facilities provided by the agency always work very well with a mean value of 4.28. While the lowest value is the Z5.1 indicator, namely: The leadership really appreciates the hard work done by employees with a mean value of 4.05.

Analysis Results Description of Employee Performance Variables (Y)

Based on the results of the data processing of the answers to the questionnaire given to the respondents regarding the employee performance variable (Y), the average value of the respondents' answers was 4.20, which means that the employee performance was very good at the secretariat of the DPRD of North Sumatra Province. The highest indicator of Y2.1 is: All employees' work is completed on time with a mean value of 4.28. While the lowest indicator is Y1.1, namely: The work results of employees meet the requirements and standards set by agencies and leaders with a mean value of 4.11.

Validity Test Results

The results of the validity test show that all statement items in the Training variable (X) have an rcount value greater than 0.30 so that all statement items are declared valid and feasible to use.

The results of the validity test show that all statement items on the Motivation variable (Z) have an rcount value greater than 0.30 so that all statement items are declared valid and feasible to use.

The results of the validity test show that all statement items on the Employee Performance variable (Y) have an rcount value greater than 0.30 so that all statement items are declared valid and feasible to use.

Reliability Test Results

Based on the results of the reliability test for the Training variable (X) it can be

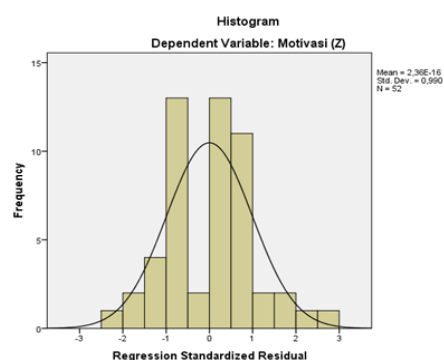
seen that the value of Cronbach's Alpha is 0.923 where this value is greater than 0.60 so it can be concluded that it is reliable.

Based on the results of the reliability test for the Motivation variable (Z) it can be seen that the value of Cronbach's Alpha is 0.925 where this value is greater than 0.60 so it can be concluded that it is reliable.

Based on the results of the reliability test for the Employee Performance variable (Y) it can be seen that the value of Cronbach's Alpha is 0.913 where this value is greater than 0.60 so it can be concluded that it is reliable.

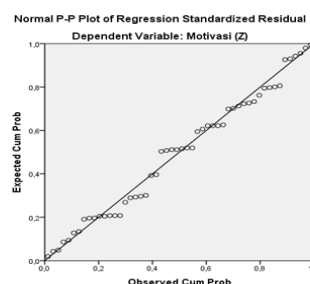
Normality Test Results

Figure 1 Graph approach (Histogram) from X to Z.



The histogram of the SPSS processing results above shows that the histogram has a graph that has a convexity in the middle. The graph also has a bell-like shape and doesn't tilt to the left or right. This indicates that the residual data has been normally distributed.

Figure 2 P-P Plot from X to Z



The P-P Plot image above shows that the spread of data, which consists of 52 data points, spreads around the Motivation (Z) diagonal axis, the data spreads and

follows the diagonal axis constantly and many data points spread around the diagonal line. This indicates that the data has been normally distributed.

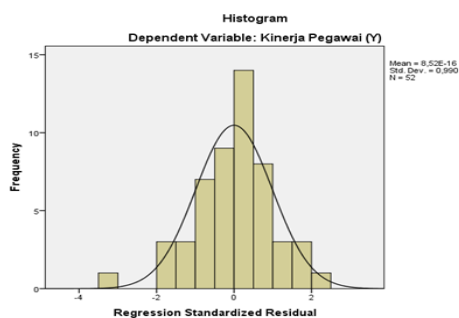
Figure 3 Kolmogorov Smirnov Normality Test from X to Z

One-Sample Kolmogorov-Smirnov Test		
		<i>Unstandardized Residual</i>
N		52
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	3,51688708
Most Extreme Differences	Absolute	0,086
	Positive	0,086
	Negative	-0,080
Test Statistic		0,086
Asymp. Sig. (2-tailed)		0,200^{a,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Sumber: Hasil Pengolahan Data dengan SPSS Ver. 24 (2022)

The results of the Kolmogorov-Smirnov test in the table above show that the significant value generated is 0.200. This significant value can be seen in the Asymp value. Sig. (2-tailed) on the results of the Kolmogorov-Smirnov test. This significant value is greater than 0.05. So based on the Kolmogorov-Smirnov test, the relationship from Training (X) to Motivation (Z) was normally distributed. The results of the Histogram test, P-P Plot test, and Kolmogorov-Smirnov test showed that the data were normally distributed, so the regression model of Training (X) on Motivation (Z) could be used because it had been proven normal based on the tests carried out.

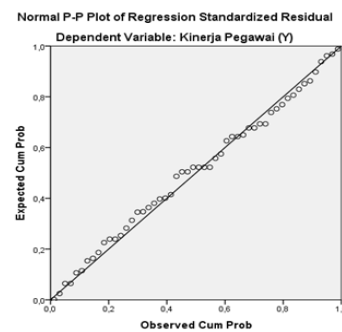
Figure 4 Graph Approach (Histogram) from X to Y.



The histogram of the SPSS processing results above shows that the histogram has a graph that has a convexity

in the middle. In addition, the graph also has a bell-like shape and does not tilt to the left or right. This indicates that the residual data has been normally distributed.

Figure 5 P-P Plot from X to Y



The P-P Plot image above shows that the spread of data, which consists of 52 data points, spreads around the diagonal axis of Employee Performance (Y), the data spreads and follows the diagonal axis constantly and many data points spread around the diagonal line. This indicates that the data has been normally distributed.

Figure 6 Kolmogorov Smirnov Normality Test from X to Y

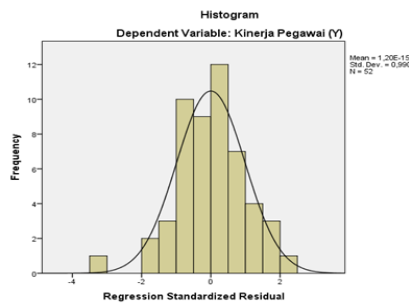
One-Sample Kolmogorov-Smirnov Test		
		<i>Unstandardized Residual</i>
N		52
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	2,44748549
Most Extreme Differences	Absolute	,064
	Positive	,055
	Negative	-,064
Test Statistic		0,064
Asymp. Sig. (2-tailed)		0,200^{a,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Sumber: Hasil Pengolahan Data dengan SPSS Ver. 24 (2022)

The results of the Kolmogorov-Smirnov test in the table above show that the significant value generated is 0.200. This significant value can be seen in the Asymp value. Sig. (2-tailed) on the results of the Kolmogorov-Smirnov test. This significant value is greater than 0.05. So based on the Kolmogorov-Smirnov test, the relationship of Training (X) to Employee Performance (Y) has been normally distributed. The results of the Histogram test, P-P Plot test, and Kolmogorov-Smirnov test showed that the data were normally distributed, so the regression

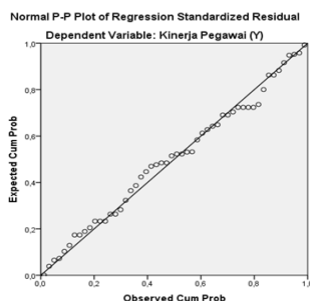
model of Training (X) on Employee Performance (Y) could be used because it had been proven normal based on the tests carried out.

Figure 7 Graph Approach (Histogram) from Z to Y



The histogram of the SPSS processing results above shows that the histogram has a graph that has a convexity in the middle. In addition, the graph also has a bell-like shape and does not tilt to the left or right. This indicates that the residual data has been normally distributed.

Figure 8 P-P Plot from Z to Y



The P-P Plot image above shows that the spread of data, which consists of 52 data points, spreads around the diagonal axis of Employee Performance (Y), the data spreads and follows the diagonal axis constantly and many data points spread around the diagonal line. This indicates that the data has been normally distributed.

Figure 9 Kolmogorov Smirnov Normality Test from Z to Y

One-Sample Kolmogorov-Smirnov Test		
		<i>Unstandardized Residual</i>
N		96
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	2,24646895
Most Extreme Differences	Absolute	0,089
	Positive	0,089
	Negative	-0,065
Test Statistic		0,089
Asymp. Sig. (2-tailed)		0,200^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Sumber: Hasil Pengolahan Data dengan SPSS Ver. 24 (2022)

The results of the Kolmogorov-Smirnov test in the table above show that the significant value generated is 0.200. This significant value can be seen in the Asymp. Sig. (2-tailed) on the results of the Kolmogorov-Smirnov test. This significant value is greater than 0.05. So based on the Kolmogorov-Smirnov test, the relationship of Motivation (Z) to Employee Performance (Y) has been normally distributed. The results of the Histogram test, P-P Plot test, and Kolmogorov-Smirnov test showed that the data had been normally distributed, so the regression model of Motivation (Z) on Employee Performance (Y) could be used because it had been proven normal based on the tests carried out. Therefore, based on the normality test that has been carried out, it shows that all the regressions used both X and Z regressions, X regressions on Y, and Z regressions on Y have been normally distributed.

Multicollinearity Test Results

Figure 10 Multicollinearity Test Results from X to Z

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Pelatihan (X)	1,000	1,000

a. Dependent Variable: Motivasi (Z)

Sumber: Hasil Pengolahan Data dengan SPSS Ver. 24 (2022)

The results of the multicollinearity test above show that the Training variable (X) has a tolerance value of 1,000 where the value is greater than 0.10 and has a VIF value of 1,000 where the value is less than 10. So it can be concluded that the Training variable (X) free from the problem of Multicollinearity.

Figure 11 Multicollinearity Test Results from X to Y

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Pelatihan (X)	1,000	1,000

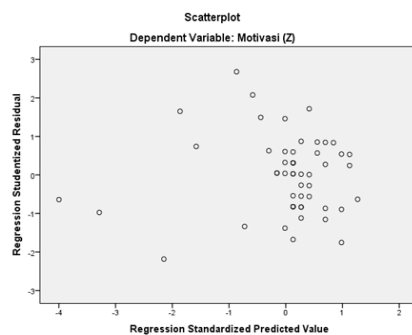
a. Dependent Variable: Kinerja Pegawai (Y)

Sumber: Hasil Pengolahan Data dengan SPSS Ver. 24 (2022)

The results of the multicollinearity test above show that the Training variable (X) has a tolerance value of 1,000 where the value is greater than 0.10 and has a VIF value of 1,000 where the value is less than 10. So it can be concluded that the Training variable (X) free from the problem of Multicollinearity.

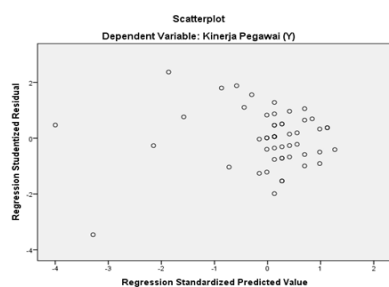
Heteroscedasticity Test Results

Figure 12 of X against Z



The scatterplot image above shows that the 52 data points spread randomly above and below the 0 line on the Y axis, besides that the data points also do not form a certain clear pattern. This shows that there is no heteroscedasticity in the regression model of the relationship between Training (X) and Motivation (Z).

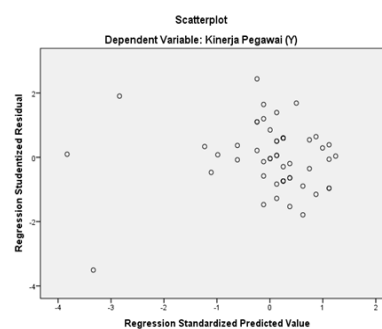
Figure 13 of X against Y



The scatterplot image above shows that the 52 data points spread randomly above and below the 0 line on the Y axis, besides that

the data points also do not form a certain clear pattern. This shows that there is no heteroscedasticity in the regression model of the relationship between training (X) and employee performance (Y).

Figure 14 of Z against Y



The scatterplot image above shows that the 52 data points spread randomly above and below the 0 line on the Y axis, besides that the data points also do not form a certain clear pattern. This shows that there is no heteroscedasticity in the regression model of the relationship between Motivation (Z) and Employee Performance (Y).

Path Analysis Test Results

Direct influence

Figure 15 the results of the analysis of X against Z (path model I)

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	7,386	2,950		2,504	0,016
	Pelatihan (X)	1,036	0,071	0,900	14,638	0,000

a. Dependent Variable: Motivasi (Z)

Sumber: Hasil Pengolahan Data dengan SPSS Ver. 24 (2022)

The direct effect can be seen in the Standardized Coefficients Beta value, while the significant level can be seen in Sig.

Figure 16 the results of the analysis of X against Y (path model II)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,478	2,053		2,668	0,010
Pelatihan (X)	0,890	0,049	0,931	18,071	0,000

a. Dependent Variable: Kinerja Pegawai (Y)

Sumber: Hasil Pengolahan Data dengan SPSS Ver. 24 (2022)

The direct effect can be seen in the Standardized Coefficients Beta value, while the significant level can be seen in Sig.

Figure 17 results of the analysis of Z against Y (path model III)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,943	1,988		1,480	0,145
Motivasi (Z)	0,783	0,039	0,942	19,924	0,000

a. Dependent Variable: Kinerja Pegawai (Y)

Sumber: Hasil Pengolahan Data dengan SPSS Ver. 24 (2022)

The direct effect can be seen in the Standardized Coefficients Beta value, while the significant level can be seen in Sig.

Indirect Effect of X on Y

The indirect effect of training (X) on employee performance (Y) can be found using the following equation:

$$py_{X Y} = (pz_{X X}) * (py_{Z Y})$$

Based on these equations, it is obtained:

$$py_{X Y} = (pz_{X X}) * (py_{Z Y})$$

$$py_{X Y} = (0,900) * (0,942)$$

$$py_{X Y} = 0,848$$

So that the indirect effect of Training (X) on Employee Performance through Motivation (Y) is 0.848.

Coefficient of Determination Test Results (R²)

Figure 18 the results of the determination test of X against Z

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,900^a	0,811	0,807	3,55188

a. Predictors: (Constant), Pelatihan (X)

b. Dependent Variable: Motivasi (Z)

Sumber: Hasil Pengolahan Data dengan SPSS Ver. 24 (2022)

The magnitude of the relationship between training (X) and motivation (Z) can be seen from the value of R square in the table above. The value of R square shows the number 0.811, so that Training (X) contributes or contributes 81.1% to Motivation (Z). The level of closeness of Training (X) to Motivation (Z) is very close. This is indicated by an R value of 0.900 where this value is in the range of values from 0.8 to 0.99 which indicates a very close relationship.

Figure 19 the results of the determination test of X against Y

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,931^a	0,867	0,865	2,47184

a. Predictors: (Constant), Pelatihan (X)

b. Dependent Variable: Kinerja Pegawai (Y)

Sumber: Hasil Pengolahan Data dengan SPSS Ver. 24 (2022)

The relationship between training (X) and employee performance (Y) can be seen from the value of R square in the table above. The value of R square shows the number 0.867, so that Training (X) contributes or contributes 86.7% to Employee Performance (Y). The level of closeness of Training (X) to Employee Performance (Y) is very close. This is indicated by an R value of 0.931 where this value is in the range of values from 0.8 to 0.99 which indicates a very close relationship.

Figure 20 results of the Z determination test against Y

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,942^a	0,888	0,886	2,26882

a. Predictors: (Constant), Motivasi (Z)

b. Dependent Variable: Kinerja Pegawai (Y)

Sumber: Hasil Pengolahan Data dengan SPSS Ver. 24 (2022)

The magnitude of the relationship between Motivation (Z) and Employee Performance (Y) can be seen from the value of R square in the table above. The value of R square shows the number 0.888, so that Motivation (Z) contributes or contributes 88.8% to Employee Performance (Y). The

level of closeness of motivation (Z) to employee performance (Y) is very close. This is indicated by an R value of 0.942 where this value is in the range of values from 0.8 to 0.99 which indicates a very close relationship.

Hypothesis 1 (H1)

The results of the path analysis show that the Standardized Coefficients Beta of Training (X) on Motivation (Z) is 0.900 with a significant of 0.000. This shows that training has a positive effect because the Standardized Coefficients Beta value is positive, besides that it also shows that training has a significant effect because the significant value of 0.000 is smaller than 0.05. Then accept H_a and reject H_o . So it can be concluded that training (X) has a positive and significant influence on the motivation (Z) of employees working at the DPRD Secretariat of North Sumatra Province. The results of this study indicate that the proposed hypothesis H1 is proven to be true and can be accepted.

Hypothesis 2 (H2)

The results of the path analysis show that the Standardized Coefficients Beta of Training (X) on Employee Performance (Y) is 0.931 with a significant of 0.000. This shows that training has a positive effect because the Standardized Coefficients Beta value is positive, besides that it also shows that training has a significant effect because the significant value of 0.000 is smaller than 0.05. Then accept H_a and reject H_o . So it can be concluded that Training (X) has a positive and significant influence on Employee Performance (Y) at the DPRD Secretariat of North Sumatra Province. The results of this study indicate that the proposed H2 hypothesis is proven to be true and acceptable.

Hypothesis 3 (H3)

The results of the path analysis show that the Standardized Coefficients Beta of Motivation (Z) on Employee

Performance (Y) is 0.942 with a significant of 0.000. This shows that motivation has a positive effect because the Standardized Coefficients Beta value is positive, besides that it also shows that motivation has a significant effect because the significant value of 0.000 is smaller than 0.05. Then accept H_a and reject H_o . So it can be concluded that motivation (Z) has a positive and significant influence on employee performance (Y) at the DPRD Secretariat of North Sumatra Province. The results of this study indicate that the proposed hypothesis H3 is proven to be true and can be accepted.

Hipotesis 4 (H4)

The results of the path analysis show that the indirect effect of training (X) on employee performance (Y) through motivation (Z) is 0.848 while the direct effect of training on employee performance is 0.931. This indicates that the indirect effect is smaller than the direct effect, so that indirectly the Motivation variable (Z) is not a mediating variable of Training (X) on Performance (Y) thus H4 is rejected (not accepted).

CONCLUSION

Based on the results of testing and data analysis that has been carried out, in this study the following conclusions can be drawn:

1. Training directly has a positive and significant effect on employee work motivation at the Secretariat of the DPRD of North Sumatra Province with a Standardized Coefficients Beta value of 0.900 and a significant value of 0.000.
2. Training directly has a positive and significant impact on employee performance at the Secretariat of the DPRD of North Sumatra Province with a Standardized Coefficients Beta value of 0.931 and a significant value of 0.000.

3. Motivation directly has a positive and significant effect on employee performance at the DPRD Secretariat of North Sumatra Province with a Standardized Coefficients Beta value of 0.942 and a significant value of 0.000.
4. Indirect training through work motivation has no significant effect on employee performance at the DPRD Secretariat of North Sumatra Province with the indirect effect of training on employee performance through motivation of 0.848 which is smaller than the direct effect of 0.931.

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