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**THE EFFECT OF TRAINING AND EMPLOYEE MOTIVATION ON EMPLOYEE PRODUCTIVITY: A LITERATURE REVIEW****Ritha F. Dalimunthe<sup>1</sup>, Siti Hajar<sup>2</sup>, Safira Nadila Pardede<sup>3</sup>, Bertiana Sirait<sup>4</sup>, Nahda Ivana<sup>5</sup>**

Manajemen, Universitas Sumatera Utara, Indonesia

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**Correspondence**Email: [1panjaitansiti11@gmail.com](mailto:1panjaitansiti11@gmail.com),[2safiranadila31@gmail.com](mailto:2safiranadila31@gmail.com),[3bertianasirait21@gmail.com](mailto:3bertianasirait21@gmail.com),[4nahdaivana122@gmail.com](mailto:4nahdaivana122@gmail.com)

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**Abstract**

This study aims to determine the effect of training and employee motivation on employee productivity. The method used in writing this article is with qualitative methods and literature review (Library Research). Research results The literature review shows that training and work motivation have a positive influence on employee work productivity. Proper training can improve employees' skills and knowledge, allowing them to work more efficiently and effectively. High employee motivation can also increase productivity as motivated employees tend to be more passionate and dedicated in completing their tasks. The studies conducted show that training and motivation have a positive influence on employee work productivity, both individually and simultaneously. Company policies that support employee skill development and create a motivating work environment can yield long-term benefits in the form of increased productivity, performance and job satisfaction.

**Keywords:** Training, Motivation, Work Productivity, Employees.**INTRODUCTION**

In the era of globalization and increasingly fierce business competition, employee productivity is one of the key factors that determine the success of an organization. To optimize work productivity, companies must understand and manage the factors that influence employee performance, including training and motivation.

Training is a process designed to improve employees' skills, knowledge and attitudes towards their work. Through effective training, employees can develop new competencies, improve existing skills, and understand the work procedures needed to achieve desired results. Proper training not only helps employees in improving their performance, but also increases job satisfaction and loyalty towards the company.

On the other hand, motivation is an internal factor that drives individuals to act or behave in a certain way. High employee motivation plays an important role in improving their performance. Well-motivated employees tend to have a high level of commitment to organizational goals, perform tasks with enthusiasm, and look for ways to improve their productivity.

Therefore, research on the effect of training and motivation on employee work productivity is important for managers and organizational leaders. Understanding how effective training and strong motivation can improve employee performance will help companies design more effective employee development strategies and create a work environment that supports growth and achievement.

## LITERATURE REVIEW

### 1. The Importance of Productivity in the Context of Globalization and Business Competition

In the era of globalization and increasingly fierce business competition, employee productivity is one of the key factors that determine the success of an organization. Porter (1985) emphasized that organizational competitiveness is highly dependent on workforce productivity. Drucker (1999) also underlines that productivity improvement is a crucial element to achieve operational efficiency and effectiveness in a global context.

### 2. Employee Training

Employee training is a process designed to improve employees' skills, knowledge, and attitudes toward their jobs. Effective training serves as a tool to improve employee competence and performance, which ultimately increases productivity.

- **Noe (2010)** explains that effective training can help employees adapt to changes in the work environment and improve their competencies.
- **Goldstein & Ford (2002)** found that training that focuses on practical and job-relevant skills has a significant positive impact on employee performance and productivity.
- **Kirkpatrick (1994)** developed a four-level model of training evaluation: reaction, learning, behavior and outcomes. This model is used to measure the effectiveness of training and its impact on productivity. Proper training not only helps employees improve their performance but also increases job satisfaction and loyalty to the company.

#### Empirical Studies on Training:

- **Salas et al. (2012)** found that well-designed training can improve employees' knowledge and skills, which in turn increases productivity.
- **Aguinis & Kraiger (2009)** conducted a meta-analysis of various studies and found that training significantly improves employee performance and organizational effectiveness.

### 3. Employee Motivation

Employee motivation is an internal factor that drives individuals to act or behave in a certain way. High motivation plays an important role in improving employee performance and productivity.

- Maslow (1943) with his Hierarchy of Needs Theory suggested that basic needs must be met before individuals can achieve higher motivation. Well-motivated employees tend to have a high level of commitment to organizational goals, perform tasks with enthusiasm, and look for ways to improve their productivity.
- Herzberg (1959) introduced the Two-Factor Theory which divides motivational factors into motivators and hygiene factors. Motivators such as achievement and recognition directly affect productivity.
- Vroom (1964) with Expectancy Theory states that motivation depends on individuals' expectations that their efforts will result in good performance and desired outcomes.

**Empirical Studies on Motivation:**

- **Deci & Ryan (2000)** with Self-Determination Theory showed that intrinsic motivation, such as a sense of accomplishment and job satisfaction, is more effective in increasing productivity than extrinsic motivation.
- **Locke & Latham (2002)** assert that setting clear and challenging goals can increase employee motivation and productivity.

**4. Employee Work Productivity**

Employee work productivity refers to the efficiency and effectiveness with which employees accomplish their tasks. High productivity is an important indicator of successful organizational performance.

- **Drucker (1999)** emphasizes the importance of productivity in achieving organizational goals and states that productivity improvement can be achieved through work process improvement and employee competency development.
- **Robbins & Coulter (2012)** explain that productivity is the result of a combination of individual, work, and work environment factors, including training and motivation.

**5. The Effect of Training on Employee Productivity**

Research shows that proper training can improve employee productivity.

- **Salas et al. (2012)** found that well-designed training can improve employees' knowledge and skills, which in turn increases productivity.
- **Aguinis & Kraiger (2009)** conducted a meta-analysis of various studies and found that training significantly improves employee performance and organizational effectiveness.

Good training enables employees to develop new competencies, improve existing skills, and understand the work procedures required to achieve desired results. This not only helps employees improve their performance, but also increases job satisfaction and loyalty to the company.

**6. The Effect of Motivation on Employee Productivity**

Motivation has a major influence on employee work productivity.

- **Deci & Ryan (2000)** with Self-Determination Theory showed that intrinsic motivation, such as a sense of accomplishment and job satisfaction, is more effective in increasing productivity than extrinsic motivation.
- **Locke & Latham (2002)** assert that setting clear and challenging goals can increase employee motivation and productivity.

Well-motivated employees tend to have a high level of commitment to organizational goals, perform tasks with enthusiasm, and look for ways to improve their productivity. Strong motivation plays an important role in improving employee performance and productivity.

**7. Interaction between Training and Motivation**

Several studies have also explored the interaction between training and motivation in improving productivity.

- **Tracey et al. (1995)** found that successful training not only improves skills but also influences employees' motivation to apply new skills in the workplace.

- **Chiaburu & Tekleab (2005)** stated that employee motivation to learn and develop is a key factor influencing the success of training programs and their impact on productivity.

The interaction between training and motivation is important because effective training can increase motivation, and high motivation can strengthen the effectiveness of training. Further research is needed to explore the optimal combination of training and motivation that can maximize employee productivity.

From the above literature review, it can be concluded that both training and motivation have a significant influence on employee work productivity. Effective training improves employees' skills and knowledge, while proper motivation increases morale and perseverance. The interaction between training and motivation is also important, as effective training can increase motivation, and high motivation can strengthen the effectiveness of training.

Further research is needed to explore the optimal combination of training and motivation that can maximize employee productivity. A deep understanding of how effective training and strong motivation can improve employee performance will help companies design more effective employee development strategies and create a work environment that supports organizational growth and achievement.

## RESEARCH METHODOLOGY

The method used in writing this article is a qualitative method and library research. Investigating the relationship or influence between theories and variables in books and journals referenced from Mendeley, Google Scholar, and other online media. Qualitative research requires conducting a literature search in accordance with methodological assumptions. This means that it must be used inductively so as not to direct the researcher's questions.

## RESULTS AND DISCUSSION

The results and discussion section of the study titled “The effect of training and employee motivation on employee work productivity: a review of the literature” presents a synthesis and analysis of the main findings of the reviewed literature. This section explains the relationship between the effects of training, employee motivation, and employee productivity, drawing insights from the existing literature.

### 1. The Effect of Job Training and Motivation on Employee Productivity

This study used a causal quantitative design and involved all employees of PT Gasandry. The results show that both training and work motivation have a positive influence on employee work productivity. In addition, training also has a positive impact on work motivation, which in turn increases employee work productivity.

### 2. The Effect of Training and Motivation on Employee Productivity in the production department of PT Subaindo Cahaya Polintraco.

This study uses descriptive and inferential statistical techniques with PLS applications. The results show that motivation has a positive and significant influence on work productivity, while training has no significant effect because employees already understand the training materials provided. However, simultaneously, training and motivation together affect work productivity.

### 3. Effect of Training and Work Motivation on Employee Work Productivity at Ud Kurnia Handicraft in Buleleng

Data were collected using questionnaire techniques and document recording and then analyzed using path analysis.

The results show that there is a positive relationship between training and work motivation on employee productivity at UD Kurnia Handicraft. This shows that training and motivation play a role in efforts to increase employee work productivity, while training has a significant influence on employee work motivation. This means that training plays an important role in increasing employee work motivation and work motivation is also proven to have a positive effect on employee work productivity.

### 4. The effect of training and work motivation on employee work productivity

The data analysis used is multiple linear regression analysis used in testing the research hypothesis using the Statistical Package for the Social Sciences (SPSS) version 20.

The result shows that the training given to the employees of PT Bhumi Phala Perkasa in Balikpapan has a positive effect on their work productivity. An increase in the training program for a year will increase employees' work productivity while an improved work motivation is also proven to have a significant effect on employees' work productivity. Increased work motivation for a year will give a bigger impact on productivity compared to training.

### 5. The Effect of Training and Motivation on Employee Productivity at PT Lion Mentari Airlines Soekarno Hatta International Airport Cengkareng.

The method used is explanatory research with analysis techniques using statistical analysis with regression testing, correlation, determination and hypothesis testing.

The results show that the effect of training and motivation on employee work productivity at PT Lion Mentari Airlines Soekarno Hatta International Airport Cengkareng is significant. Training has a significant effect of 37.8%, motivation has a significant effect of 51.6%, and training and motivation simultaneously have a significant effect of 60.4%. The results of this study indicate that companies can increase employee work productivity by using indicators on training and motivation.

In conclusion, the results and discussion section of this research explains the complex dynamics that job training and motivation are important factors that significantly affect employee productivity. By synthesizing key findings from the literature review, this section provides actionable insights for entrepreneurs, policymakers, and researchers who want to navigate Effective training and good motivation programs can improve employee performance and generate higher output for the company.

#### Company

In the context of the journal title "The Effect of Training and Employee Motivation on Employee Productivity: A Literature Review", the company will be the focus of discussion.

The company's role in improving employee work productivity through training and motivation is very important. Companies are responsible for identifying employee training needs by conducting a skills gap analysis, which aims to assess existing and required skills to achieve company goals. Once these needs are identified, companies must design and implement relevant and effective training programs. A good training program involves various methods, such as on-the-job training, e-learning and workshops, and ensures that

all employees have equal access to participate. Evaluating the effectiveness of training and collecting feedback from trainees are also crucial steps that companies should take for continuous improvement.

In addition to training, companies also play an important role in motivating employees. This can be done by providing fair and attractive incentives and rewards, such as bonuses, salary increases and performance awards. Companies should also create a supportive work environment, by building a positive and inclusive corporate culture and providing comfortable working facilities. Inspiring leadership from company managers and executives is critical to motivating employees, and companies should provide leadership training to ensure managers are able to motivate their teams effectively.

By integrating training and motivation strategies, companies can create a holistic approach that improves overall employee productivity. Obstacles such as limited budgets and resistance to change can be overcome by allocating adequate resources, effectively communicating the benefits of training and motivation, and leveraging technology to make training programs more efficient. Thus, companies can play a significant role in achieving optimal work productivity through proper training and motivation.

#### **The effect of training on employee productivity for companies:**

A literature review can explore how training has a significant influence on employee productivity for companies. Training improves employees' skills and knowledge, which enables them to work more efficiently and effectively. When employees understand their tasks better and have the necessary skills to carry them out, they can get the job done faster and with higher quality.

#### **Employee Motivation on Employee Productivity for the company:**

Employee motivation has a significant impact on employee work productivity for the company. Motivated employees tend to be more passionate and dedicated in completing their tasks. They feel they have a clear and relevant purpose to their work, which inspires them to work harder and more focused. This directly improves their work efficiency and output.

#### **Policy implications:**

This study discusses policy recommendations aimed at supporting companies in utilizing training and motivation on employee productivity. Companies need to allocate sufficient resources for quality training programs and effective motivation strategies. This includes budgets for attending seminars, trainings, and workshops, as well as for providing incentives and rewards to outstanding employees. Company policies should also support these employee development activities by providing adequate time and support.

Furthermore, companies should adopt a holistic approach in designing training and motivation policies. This involves integrating training programs with motivational strategies to create a work environment that supports and motivates employees as a whole. This policy should be supported by clear and transparent communication from company management about the goals, expectations and benefits of training and motivation programs.

Company policies should also address evaluation and measurement of the effectiveness of training and motivation programs. This involves collecting data on the concrete results achieved by employees following training, as well as feedback from employees on the effectiveness of the motivational strategies implemented. Based on this

information, companies can make adjustments and continuous improvements to their policies to ensure that they achieve the desired results.

In addition, company policies should also pay attention to aspects such as inclusiveness and fairness in the implementation of training and motivation programs. All employees should have equal opportunities to access training and receive rewards for their performance. This includes paying attention to the needs of employees with diverse backgrounds and needs, and ensuring that these programs are not biased or discriminatory.

Overall, the right policies in managing the effect of training and motivation on employee productivity will help companies achieve their goals more effectively and efficiently. By allocating adequate resources, integrating training and motivation programs, conducting quality evaluations, and paying attention to aspects of inclusivity and fairness, companies can create a work environment that motivates employees to give their best and improve overall productivity.

## CONCLUSION

In conclusion, the literature review on “The Effect of Employee Training and Motivation on Employee Productivity: A Literature Review” highlights the importance of training and motivation in improving employee work productivity for companies. Through the literature review that has been presented, it can be concluded that proper training and effective motivation strategies can significantly improve employee performance and output. The studies conducted show that training and motivation have a positive influence on employee work productivity, both individually and simultaneously.

Company policies that support employee skill development and create a motivating work environment can yield long-term benefits in the form of increased productivity, performance and job satisfaction. By taking steps to provide relevant and effective training, and creating a motivating work culture, companies can achieve better results and become more competitive in an increasingly complex and rapidly changing market.

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