



**THE INFLUENCE OF EMPLOYEE DEVELOPMENT AND WORK
MOTIVATION ON EMPLOYEE PERFORMANCE AT PT LOBARA
DUTA ANUGRAH SURABAYA**

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ABSTRACT

PT Lobar Duta Anugrah Surabaya plays a key role in implementing industrial revolution and transformation strategies. As a pioneer in human resource services in Surabaya, the company provides recruitment, training, and HR consulting. This study aims to analyze and describe the influence of employee development and work motivation on employee performance at PT Lobar Duta Anugrah Surabaya. Specifically, it seeks to determine: (1) the simultaneous effect of employee development and motivation on performance, (2) the partial (individual) effect of each variable, and (3) which variable has the most dominant influence. The research uses multiple linear regression analysis to examine how employee development and work motivation affect employee performance, both simultaneously and partially. Data were processed using SPSS version 31.00, and hypothesis testing was conducted through statistical tests and classical assumption tests. The results show that both employee development and work motivation significantly affect employee performance, both jointly and individually. Among the two variables, employee development has the most dominant influence, with a partial contribution of 40.6% to performance improvement.

Keywords: *Employee Development, Work Motivation, Employee Performance*

A. INTRODUCTION

In today's era of globalization and the growing development of industrial businesses, the pressure of business competition has become increasingly intense. Many service companies in Indonesia now require employees to enhance their capabilities in all areas to achieve optimal performance. One key factor in job execution is the process of achieving targets in accordance with the performance standards set and expected by the organization. The service industry is one of the fastest-growing sectors in Indonesia, expanding into various fields such as human resource placement, education, and medical services. This industry demands a high level of human resources to meet customer satisfaction, which is a mandatory requirement for players in this sector.

The growth of companies with a certain level of quality—both in terms of employees and internal systems—cannot be separated from employee behavior and discipline, which are expected by the organization. Therefore, it is necessary to implement regulations to maintain order, provide job training, and promote career development for the benefit of both the company and the employees. Employees who show poor or declining performance may be given warnings or disciplinary action, including termination. These decisions are made by management to enforce compliance and encourage employees to adhere to company policies.

Job training is the implementation of Standard Operating Procedures (SOP) in organizational management. It is a vital function of human resource management because the better the training, the higher the likelihood of employees receiving recognition for their achievements. Without proper training, an organization will struggle to reach optimal results.

Career development is also essential in supporting employee work efficiency. Evaluating employees' career progress helps management make decisions regarding employee performance assessments. PT Lobar Duta Anugrah Surabaya plays an important role in carrying out industrial revolution and transformation strategies. It is a pioneer in human resource placement, labor recruitment, training, and HR consulting services in Surabaya. The company also contributes significantly to workforce absorption, reducing unemployment, and supporting economic development. These goals can only be achieved through strong employee performance. A lack of employee development can stem from insufficient leadership attention. Without it, the organization's goals may be hindered due to low employee quality and lack of cooperation. Therefore, employee development must be prioritized, as Indonesia, being a large country, must invest in human capital. Improving employee quality through development efforts will foster teamwork, accountability, and a healthy work environment.

Similarly, low work motivation can affect the achievement of management functions and objectives at PT Lobar Duta Anugrah Surabaya. A lack of enthusiasm leads to decreased employee performance. Hence, it is crucial to improve work motivation across all staff. This study aims to improve employee development and work motivation, with the expectation that both factors will contribute positively to enhancing employee performance at PT Lobar Duta Anugrah Surabaya, and in turn, help achieve the company's goals and functions effectively.

Employee Development

Employee development is a structured process designed to enhance the knowledge, skills, and abilities of employees to improve individual and organizational performance. According to Mondy and Noe (2016), employee development is a systematic effort by organizations to improve individual work effectiveness through training and education. Dessler (2020) also states that employee development is an essential part of Human Resource Development (HRD), which includes training, education, and experience to achieve optimal performance. Flippo (2009) describes employee development as a process aimed at improving technical, theoretical, conceptual, and moral capabilities in line with job and organizational needs. Simamora (2006) adds that employee development must be continuous and relevant to the organization's dynamics and challenges. Werther and Davis (1996) argue that employee development programs help prepare individuals for promotions, fill higher-level positions, and adapt to technological changes.

Furthermore, Noe (2010) emphasizes that effective training and development can increase productivity, loyalty, and job satisfaction. Rivai (2009) points out that employee development also plays a role in building motivation and a strong team spirit. Therefore, investment in employee development is essential for organizations to remain competitive.

Work Motivation

Work motivation is an internal or external force that drives individuals to act and achieve organizational goals. Robbins and Judge (2019) explain that motivation is a process that accounts for an individual's intensity, direction, and persistence in achieving a particular objective. Maslow (2022) proposed that human motivation is driven by a hierarchy of needs, from physiological needs to self-actualization, which influence work behavior. Herzberg (2021) distinguished between motivators (achievement, recognition, responsibility) and hygiene factors (salary, working conditions), both of which affect job satisfaction and motivation differently. McClelland (1961) introduced the theory of needs that includes the need for achievement, affiliation, and power as the main drivers of motivation in the workplace. Vroom (1964), through his Expectancy Theory, stated that an employee's motivation depends on how much they believe their effort will lead to good performance and desired outcomes. Hasibuan (2017) also noted that high work motivation is reflected in enthusiasm, responsibility, and persistence in performing duties. Siagian (2006) added that strong motivation improves employee loyalty and reduces absenteeism.

Therefore, good work motivation is a crucial foundation for encouraging productivity and improving individual performance within the organization

Employee Performance

Employee performance refers to the work results achieved by an employee in carrying out the tasks assigned to them. Bernardin and Russell (2013) state that performance is the record of outcomes resulting from specific job functions over a certain period. Gibson et al. (2006) explain that performance is influenced by motivation, ability, role perception, and working conditions. According to Robbins (2015), employee performance can be measured through indicators such as work quantity, work quality, punctuality, and teamwork capabilities. Mangkunegara (2017) highlights that performance is influenced by competence, motivation, and the opportunity provided to employees to demonstrate their abilities. Mathis and Jackson (2006) add that performance can be evaluated based on the achievement of individual work goals and their alignment with organizational standards. Armstrong (2014) emphasizes that performance management is a strategic process aimed at improving organizational effectiveness by enhancing individual and team performance. Tika (2006) mentions that employee performance reflects their work potential as shown through real work outcomes. Objective and structured performance appraisal helps organizations make important decisions regarding promotions, training, or rewards. (Pratama & Arifin, 2024)

B. RESEARCH METHODOLOGY

The general objective of research is essentially the same: it is a reflection of the human desire to continually seek knowledge. The urge to acquire and develop knowledge is a fundamental human need and often serves as the motivation for conducting research. According to Sugiyono (2021), based on the level of explanation, research can be categorized as follows:

Descriptive Research: This type of research is conducted to determine the value of an independent variable, either one or more, without making comparisons or connecting it with other variables.

1. **Comparative Research:** This is research that involves comparisons. The variables used remain independent variables, but the samples involve more than one group or are taken at different times.
2. **Associative Research:** This type of research aims to determine the influence or relationship between two or more variables. Associative research is considered the highest level compared to descriptive and comparative, as it can lead to the development of theories that can explain, predict, and control phenomena.
3. **The research object** refers to the source of data collection. In this study, the research population is the employees of PT Lobar Duta Anugrah Surabaya, totaling 40 individuals, from which a complete sample of the population is taken.

According to Hadi (2020), the population is a group of individuals with at least one common characteristic. The population is the basis for generalizing the findings obtained from the sample. Therefore, research is conducted on only a portion of the population, and this portion is referred to as the sample. In this study, the sampling technique used is probability sampling, specifically the simple random sampling method. Sugiyono (2021:126) defines simple random sampling as the process of selecting sample members from the population in a completely random manner, without considering any strata within the population. Hence, the total sample in this study consists of all 40 employees.

The data analysis technique used in this study is multiple linear regression analysis. This model is chosen because the researcher aims to determine the extent to which the variables of

employee development and work motivation affect employee performance, both simultaneously and partially. Data processing is conducted using the SPSS software, through which the influence of employee development and work motivation on employee performance can be measured. Hypothesis testing is performed using statistical tests and classical assumption tests. The model applied is the multiple linear regression analysis model.

C. RESEARCH RESULTS AND DISCUSSION

In this study, the degree of freedom (df) is calculated as $40 - 2 - 1 = 37$. With an alpha level of 0.05, the r table value from the Product Moment correlation is 0.316. If the calculated r value (for each item, this can be found in the Corrected Item-Total Correlation column) is greater than the r table value and the r value is positive, then H_0 is rejected and H_a is accepted. Therefore, the item or question is considered valid, as shown in the table below.

Table 1 validity test

No	Variabel	CorrectedItem-Total Correlation	R tabel	Validitas
1	Employee Development (X1)	0,923	0,316	Valid
2	Work Motivation (X2)	0,921	0,316	Valid
3	Employee Performance	0,959	0,316	Valid

Data sources: processed by researchers (2025)

The analysis results can be seen in the output above. In the "Item Total Statistics" section, the "Corrected Item - Total Correlation" column shows the calculated r-value for each question as an indicator of the variable. The r-values for each question are positive and greater than the Product Moment r-table value of 0.316. Therefore, it can be concluded that all question items are valid.

Reliability Test

The results of the reliability test of the instrument used in this study can be seen in the table below.

Table 2 Reliability Test

No	Variabel	Cronbach's Alpha	rtabel	Reliabilitas
1	Employee Development (X1)	0,953	0,316	Reliabel
2	Work Motivation (X2)	0,952	0,316	Reliabel
3	Employee Performance	0,952	0,316	Reliabel

Data sources: processed by researchers (2025).

From this table it can be seen that the reliability test on each variable shows the Cronbach Alpha value obtained is greater than 0.6 so that the answers given by respondents can be trusted or reliable.

Multiple Linear Regression Analysis

Uji F– Simultant

From the results of the analysis with the help of the SPSS for Windows computer program version 31.0, the results of the F test in this study can be known. The results of the simultaneous F test analysis are shown in the following Anova table.

Table 3 F Test (Multiple Linear Regression)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	15,666	2	7,833	103,004	,000 ^b
1 Residual	2,814	37	,076		
Total	18,480	39			

Data sources: processed by researchers (2025).

The F test results show a calculated F value of 103.004. While the F table value with degree of freedom = $n - k - 1 = 40 - 2 - 1 = 37$ is 2.32. Therefore, the F_h value of $103.004 > F_t$ of 2.32; then H_a is accepted and H_0 is rejected. This means that the regression model successfully explains the variation of the independent variables as a whole, to what extent it affects the dependent variables.

The results of the partial t-test can be seen in the SPSS output in the following coefficient table:

Table 4 t Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	,199	,264		,755	,455		
1 x1	,603	,105	,572	5,746	,000	,415	2,409
x2	,369	,090	,406	4,079	,000	,415	2,409

Data sources: processed by researchers (2025).

The t-test results show that the t-value for the Employee Development variable (X1) is 5.746; Work Motivation (X2) is 4.079. While the t-table value with a degree of freedom = $40 - 2 - 1 = 37$ with a significance level (α) = 5% is 1.684. The t-value for the Employee Development variable (X1) is $5.746 >$ the t-table value of 1.684; then H_a is accepted and H_0 is rejected. This means that the independent variable Employee Development (X1) can explain the dependent variable, namely the Performance of Surabaya employees (Y). The t-value for Work Motivation (X2) is $4.079 >$ the t-table value of 1.684; then H_a is accepted and H_0 is rejected. This means that the independent variable Work Motivation (X2) can explain the dependent variable, namely the Performance of PT Lobar Duta Anugrah Surabaya employees (Y). Table 6 t Test (Multiple Linear Regression).

The coefficient of determination value in this research model can be seen in the model summary as follows.

Table 5 coefficient of determination**ModelSummary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,921 ^a	,848	,840	,27577	2,278

Data sources: processed by researchers (2025).

Based on the model summary above, the R Square value is 0.848. This indicates that the contribution of the independent variables to the dependent variable is 84.8%. The remaining 15.2% is influenced by other variables outside the model used in this study.

Discussion

Employee development and work motivation are two essential components in improving human resource performance within an organization. In the context of PT Lobara Duta Anugrah Surabaya, employee development is considered a long-term investment to enhance the quality, skills, and competencies of employees, while work motivation serves as a psychological driver that stimulates enthusiasm and commitment in completing tasks. The results of this study indicate that employee development has a significant effect on employee performance. This finding aligns with the study conducted by Zahara et al. (2022), which stated that HR development through training and capacity building has a positive impact on employee productivity. Similarly, Putra and Wahyuni (2021) found that employee training and development activities directly enhance job competence and task completion speed. Additionally, Santoso and Dewi (2020) revealed that a tiered employee career development strategy improves service quality and customer satisfaction in service-based companies. Pratama et al. (2023) concluded that coaching and mentoring approaches within development programs help boost team effectiveness and adaptability to organizational changes. (Arifin et al., 2020)

In terms of work motivation, this research also shows a positive and significant effect on employee performance. This is supported by Hidayat and Lestari (2022), who emphasized that motivation plays a critical role in encouraging employees to work more effectively toward achieving set targets. Fauzan and Harahap (2021) further added that intrinsic motivation—such as recognition and a sense of responsibility—enhances employee loyalty and dedication. In line with these findings, Rahmawati et al. (2023) discovered that emotional motivation, such as social support and managerial trust, significantly boosts employee performance, particularly in high-pressure work environments. Nugroho and Asih (2021) also asserted that job satisfaction driven by motivation positively affects individual and team performance within organizations. (Setiawan, 2021)

Taken together, both employee development and work motivation simultaneously contribute significantly to achieving optimal employee performance. This result is reinforced by the study of Permana et al. (2022), which found that a combination of HR development and motivation provides the strongest impact on employee productivity and work quality. Amiruddin and Wahyuni (2023) demonstrated that companies capable of synergizing these two aspects tend to achieve higher levels of work efficiency and effectiveness. (Widawati & Arifin, 2021)

Therefore, it can be concluded that the improvement of employee performance at PT Lobara Duta Anugrah Surabaya is not solely dependent on technical skills, but also on organizational support in the form of structured training and the creation of a motivational work climate. These findings are expected to serve as a strategic reference for management in designing integrated human resource development programs to support sustainable performance enhancement. (Widawati & Arifin, 2021)

D. CONCLUSION AND SUGGESTION

Conclusion

Based on the results of the research and discussion conducted, the following conclusions can be drawn:

1. Employee Development has a significant influence on Employee Performance. The results of the study indicate that employee development has a positive and significant impact on employee performance at PT Lobar Duta Anugrah Surabaya. This means that the better the training, education, and competency enhancement programs provided by the company, the better the performance demonstrated by the employees. Employees who are continuously developed tend to be more competent, adaptable, and productive in carrying out their tasks.
2. Work Motivation significantly affects Employee Performance. The research also proves that work motivation has a positive and significant impact on employee performance. Employees with high levels of motivation—both intrinsic (internal drive) and extrinsic (external factors)—tend to demonstrate greater enthusiasm, loyalty, and responsibility, which translates into higher-quality work performance.
3. Employee Development and Work Motivation simultaneously influence Employee Performance. Together, the variables of employee development and work motivation contribute 84.8% to the improvement of employee performance, while the remaining 15.2% is influenced by other factors outside this study. This finding shows that these two variables are dominant factors in determining employee performance quality in the company.

Suggestions

1. Enhancing Employee Development Programs
PT Lobar Duta Anugrah Surabaya is advised to continuously improve and innovate its employee development programs, such as training, workshops, and career development opportunities. These programs should be aligned with current industry trends and tailored to meet the specific needs of each department to ensure long-term growth and performance improvement.
2. Creating a Motivating Work Environment
Management should focus on building a work environment that fosters motivation, including recognition programs, performance-based incentives, clear communication of goals, and opportunities for advancement. Psychological support, appreciation of employee contributions, and work-life balance are also crucial to maintaining high motivation levels.
3. Conducting Regular Performance Evaluations
The company should implement structured and consistent performance appraisals to assess employee achievements and identify areas for improvement. These evaluations should be transparent and used as a basis for promotions, bonuses, or further training.
4. Integrating Development and Motivation in HR Strategy
HR management should integrate employee development and motivation efforts into the company's strategic plan to ensure sustainability. These aspects should not be seen as separate activities, but as interconnected elements that drive organizational success.

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