The Influence of Training and Organizational Culture on Employee Work Motivation at PT Amanah Travel Indonesia Pekanbaru

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Abstract

This study aims to determine the effect of training and organizational culture on employee work motivation at PT Amanah Travel Indonesia Pekanbaru, both partially and simultaneously. The research employed a quantitative approach. The population consisted of 35 employees, and the entire population was selected as the research sample using a saturated sampling technique. Data were collected through questionnaires, interviews, observation, and documentation. The data were analyzed using descriptive statistical analysis and multiple linear regression with the assistance of SPSS version 24. Hypothesis testing was conducted through partial (t-test) and simultaneous (F-test) analyses, as well as the coefficient of determination (R^2). The results indicate that training has a positive and significant effect on employee work motivation, with a t-value of 4.050 and a significance level of 0.000. Organizational culture also has a positive and significant effect on employee work motivation, with a t-value of 2.648 and a significance level of 0.012. Furthermore, training and organizational culture simultaneously have a positive and significant effect on employee work motivation, as indicated by an F-value of 55.507 and a significance level of 0.000. The Adjusted R Square value of 0.762 indicates that training and organizational culture explain 76.2% of the variation in employee work motivation, while the remaining 23.8% is explained by other factors outside this research model. Therefore, training and organizational culture play an important role in improving employee work motivation at PT Amanah Travel Indonesia Pekanbaru.

Keywords: *Training, Organizational Culture, Work Motivation, Employees.*

A. INTRODUCTION

Employees are a fundamental part of an organization's ability to maintain its operations and achieve its objectives. Organizational performance is not determined solely by available resources or business strategies, but also by the capabilities and contributions of the people responsible for carrying out daily activities. For this reason, human resource management needs to ensure that employees have the competencies and work readiness required by the organization. (Terry, 2017) emphasizes the importance of management in coordinating organizational resources to accomplish established goals. Accordingly, employee performance and responsibility are important elements in supporting organizational effectiveness.

Employee motivation is reflected in the willingness of individuals to direct their efforts toward completing assigned responsibilities and supporting organizational targets. Employees who possess adequate motivation are more likely to demonstrate enthusiasm and maintain their involvement in workplace activities. (Hasibuan, 2016) associates motivation with the direction and encouragement of

human behavior, while (Hartatik, 2018) explains that motivation involves factors that initiate and sustain individual work behavior. These perspectives indicate that maintaining employee motivation is particularly relevant for service organizations, where the quality of daily employee performance contributes to the services received by customers.

Employee competence is one aspect that organizations can develop through structured training activities. Training enables employees to acquire additional knowledge and improve practical abilities that are relevant to their assigned responsibilities. (Sutrisno, 2019) views training as an organized learning process intended to develop employee competence. From another perspective, (Mangkunegara, 2017) describes training as a systematic short-term educational activity through which employees obtain the technical knowledge and skills needed for their work. In this regard, training is relevant not only to the development of employee capabilities but also to their readiness and confidence in performing workplace responsibilities.

Apart from employee competence, the organizational environment also shapes how individuals carry out their responsibilities. Organizational culture provides shared values and behavioral expectations that guide interactions among members of an organization. (Fahmi, 2017) relates organizational culture to the common values and principles that influence employee conduct. Robbins, as cited in (Krisnandi et al., 2019) , also highlights the role of shared organizational values and meaning in distinguishing one organization from another. When these values are reflected in everyday activities, they can provide a basis for cooperation, responsibility, and constructive relationships among employees. Such conditions are relevant to maintaining employee involvement and work motivation.

The present research was conducted at PT Amanah Travel Indonesia Pekanbaru, which provides travel-related services, including Hajj and Umrah arrangements, ticket reservations, visa and passport processing, hotel bookings, and tour services. Operating in the travel-services sector requires the company to maintain employees who are capable of handling operational activities and providing appropriate customer services. The preliminary research data show that the average employee work motivation score was 3.975, which was classified in the agreement category. However, the workplace-comfort aspect recorded a lower average score of 3.2. This difference suggests that, despite the generally positive motivation assessment, certain aspects of the employees' working conditions still need attention.

The company's training records indicate that employee development activities were conducted during the 2023–2025 period. The programs included basic computer instruction, graphic design, and Siskopatuh training, which were intended to support employees in understanding the systems and procedures used in their work. The records show that basic computer training in February 2023 involved one employee, while graphic design training in April 2023 had three participants. The number of participants in graphic design training increased to 11 in February 2024.

Subsequently, seven employees attended Siskopatuh training in February 2025. These records illustrate the training activities undertaken by the company as part of its employee competency development efforts.

The preliminary survey also examined employees' perceptions of organizational culture at PT Amanah Travel Indonesia Pekanbaru. Based on responses from 10 employees, the average score for organizational culture was 4.375, placing it in the strongly agree category. The aspects considered in the survey included communication between employees and supervisors, cooperation within the workplace, employee initiative, and achievement orientation. These dimensions reflect the importance of interpersonal relationships and shared work practices in the organization. Maintaining these aspects requires consistent attention so that positive workplace values can continue to support employee involvement and organizational objectives.

The relationship between employee development, organizational culture, and work motivation has also been examined in previous research cited in this study. Widyastuti and Ismail (2024), in their study at the Inspectorate of Klaten Regency, reported that organizational culture, education, and training had positive and significant effects on employee motivation and performance. Research by Pangkey et al. (2019) identified a positive and significant influence of organizational culture on work motivation among administrative staff at PT Mandarin Expert. Similarly, Manese and Walangitan (2020) reported that organizational culture influenced employee motivation at PT PLN (Persero) Area Manado. These findings provide a relevant basis for examining the same research variables in the organizational setting of PT Amanah Travel Indonesia Pekanbaru.

The theoretical discussion, preliminary survey findings, company training records, and previous empirical studies provide the basis for investigating employee work motivation at PT Amanah Travel Indonesia Pekanbaru. The preliminary findings indicate that employee motivation and organizational culture have generally positive assessments, although workplace comfort remains an aspect requiring attention. The company's training records also demonstrate the implementation of several employee development activities. Therefore, this research is designed to assess the individual effect of training on employee work motivation, determine the influence of organizational culture, and evaluate the combined effect of both variables on employee work motivation at PT Amanah Travel Indonesia Pekanbaru.

B. LITERATURE REVIEW

1. Work Motivation

Work motivation can be understood as an internal and external driving process that influences how employees direct their efforts toward organizational goals. (Hasibuan, 2016) associates motivation with the encouragement that guides individuals to perform their duties with enthusiasm. (Hartatik, 2018) emphasizes the factors that initiate and sustain work behavior, while (Krisnandi et al., 2019)

explain that motivation is shaped by intrinsic and extrinsic psychological influences. Viewed together, these perspectives indicate that employee motivation involves not only the willingness to work but also the factors that determine the direction and consistency of employees' efforts in completing their responsibilities.

Work motivation is influenced by several factors, including personal maturity, educational level, personal desires and expectations, individual needs, fatigue and boredom, job satisfaction, and environmental conditions. These factors can influence employees' enthusiasm and willingness to perform their responsibilities. Therefore, organizations need to pay attention to employees' individual needs and working conditions to maintain and improve their motivation (Sariani et al., 2020).

According to(Hasibuan, 2016), work motivation can be measured through five indicators: achievement, recognition, the work itself, responsibility, and advancement. Achievement refers to employees' desire to develop their abilities and achieve optimal performance. Recognition relates to appreciation from the organization for employees' accomplishments. The work itself concerns the suitability of employees' abilities with their assigned tasks. Responsibility reflects employees' willingness to complete their duties, while advancement refers to opportunities for employees to improve their knowledge, abilities, and career development.

2. Training

Training is an important activity in human resource development because it helps employees improve their competencies and acquire the knowledge and skills required to perform their jobs. (Sutrisno, 2019) explains that training is a process aimed at improving employee competencies through organized educational activities. (Dessler, 2019) defines training as a process of teaching new or existing employees the basic skills they need to perform their jobs. Meanwhile, (Mangkunegara, 2017) describes training as a short-term educational process that uses systematic and organized procedures to provide employees with technical knowledge and skills.

Training aims to improve employees' knowledge, skills, attitudes, and competencies in accordance with organizational needs. According to Mangkunegara (2017), training can improve work productivity, strengthen employee morale and work enthusiasm, encourage optimal achievement, improve work quality, and support employee development. Furthermore, training provides several benefits, including increasing employee independence, motivation, a sense of belonging, employee retention, and company profitability (Sormin, 2024).

According to (Mangkunegara, 2017), training can be measured through five indicators: training objectives, training materials, training methods, training participants, and trainer qualifications. Training objectives refer to the specific and measurable outcomes expected from training activities. Training materials concern the knowledge and information provided to participants. Training methods relate to

the techniques used in delivering training, including discussions, simulations, demonstrations, and teamwork. Training participants refer to employees who meet the required qualifications, while trainer qualifications concern the expertise and ability of instructors to deliver training materials effectively.

3. Organizational Culture

Organizational culture represents the shared values, beliefs, assumptions, and norms that guide employee behavior within an organization. (Fahmi, 2017) explains that organizational culture results from the integration of individual cultural characteristics and behaviors into shared norms and philosophies that create collective identity and organizational pride. Similarly, (Sedarmayanti, 2017) defines organizational culture as a set of shared beliefs, attitudes, and values that develop within an organization. Furthermore, Kreitner and Kinicki, as cited in (Zuki, 2016) , explain that organizational culture consists of shared assumptions accepted by a group that influence how its members perceive, think about, and respond to their environment. Robbins (Krisnandi et al., 2019) explains that organizational culture consists of dominant values supported by an organization and a shared system of meaning accepted by its members.

Organizational culture serves several important functions within an organization. According to Robbins(Krisnandi et al., 2019) , organizational culture creates distinctions between organizations, establishes a sense of identity among members, facilitates commitment to collective interests, strengthens the social system, and guides and controls employee attitudes and behavior. Consequently, organizational culture provides a framework that helps employees understand organizational expectations and work together toward common objectives.

According to Robbins(Krisnandi et al., 2019) , organizational culture can be measured through five indicators: innovation and risk-taking, attention to detail, outcome orientation, team orientation, and employee aggressiveness. Innovation and risk-taking relate to employees' willingness to develop new ideas and take calculated risks. Attention to detail concerns accuracy and carefulness in performing tasks. Outcome orientation emphasizes achieving specific targets and organizational results. Team orientation focuses on cooperation and collaboration among employees, while employee aggressiveness refers to proactive behavior, energy, initiative, and enthusiasm in carrying out work responsibilities.

4. The Effect of Training on Work Motivation

Training is considered an important factor in improving employee work motivation because it provides employees with the knowledge and skills needed to perform their jobs effectively. Employees who receive appropriate training tend to develop greater confidence and competence in completing their responsibilities. According to (Mangkunegara, 2017) , training contributes to improving employee skills, work productivity, morale, and enthusiasm. These improvements can

encourage employees to demonstrate better performance and stronger motivation in achieving organizational objectives.

Previous research by (Widyastuti & Ismail, 2024) indicates that education and training contribute positively and significantly to employee motivation and performance. Similarly, (Sormin, 2024) , as discussed in the research findings of this study, found that training positively and significantly influences employee work motivation at PT Citilink Indonesia. Therefore, effective training programs are expected to strengthen employee competencies and increase work motivation.

5. The Effect of Organizational Culture on Work Motivation

Organizational culture influences how employees behave, interact, and perform their responsibilities within an organization. A positive organizational culture can create a supportive working environment through effective communication, teamwork, shared values, and mutual respect. According to (Fahmi, 2017), organizational culture consists of shared values and norms that guide organizational members in their behavior and in addressing organizational challenges. Such values can encourage employees to develop a sense of belonging and commitment to their organization.

Previous research conducted by (Pangkey et al., 2019) at PT Mandarin Expert found that organizational culture had a positive and significant effect on employee work motivation. This finding is also supported by research conducted by (Manese & Walangitan, 2020) at PT PLN (Persero) Manado Area, which demonstrated that organizational culture positively influences employee motivation. These findings indicate that a supportive organizational culture can strengthen employees' motivation to perform their duties and contribute to organizational objectives.

6. The Effect of Training and Organizational Culture on Work Motivation

Training and organizational culture are two important factors that can work together to improve employee work motivation. Training provides employees with the knowledge, skills, and competencies necessary to perform their duties, while organizational culture creates a working environment that supports the application of those competencies. When employees receive appropriate training and work in an environment characterized by positive values, effective communication, and teamwork, they are more likely to develop confidence, commitment, and enthusiasm in carrying out their responsibilities.

The relationship between these variables is supported by the research of Widyastuti and Ismail (2024), which found that organizational culture, education, and training positively and significantly influenced employee motivation and performance, both partially and simultaneously. Therefore, the combination of effective training programs and a supportive organizational culture is expected to improve employee work motivation at PT Amanah Travel Indonesia Pekanbaru.

7. Research Hypotheses

Based on the theoretical explanations and previous research findings presented above, the hypotheses of this study are formulated as follows:

H1: Training has a positive and significant effect on employee work motivation at PT Amanah Travel Indonesia Pekanbaru.

H2: Organizational culture has a positive and significant effect on employee work motivation at PT Amanah Travel Indonesia Pekanbaru.

H3: Training and organizational culture simultaneously have a positive and significant effect on employee work motivation at PT Amanah Travel Indonesia Pekanbaru.

C. METHOD

The research was conducted at PT Amanah Travel Indonesia Pekanbaru, located at Jl. Paus No. 127 D, Tangkerang Barat, Marpoyan Damai District, Pekanbaru, Riau, Indonesia. The research period extended from May 2025 to June 2026. This period covered the research process, including preparation, data collection, and data analysis.

This study employed a quantitative research method to examine the effect of training and organizational culture on employee work motivation at PT Amanah Travel Indonesia Pekanbaru. The quantitative approach was used to measure the relationships between the independent variables, namely training (X1) and organizational culture (X2), and the dependent variable, employee work motivation (Y). The research focused on analyzing numerical data obtained from employee responses and testing the proposed hypotheses through statistical procedures.

The population in this study consisted of all employees of PT Amanah Travel Indonesia Pekanbaru, totaling 35 employees. The sampling technique used was saturated sampling, in which all members of the population were included as research respondents. Therefore, the total sample consisted of 35 employees. This technique was applied because the entire population was relatively small and could be included in the research (Sugiyono, 2017).

This study used primary and secondary data. Primary data were obtained directly from respondents through questionnaires and interviews, while secondary data were collected from books, scientific journals, articles, previous research reports, and other relevant documents. Data collection was conducted through four techniques: observation, interviews, questionnaires, and documentation. Observation involved directly examining conditions related to employee work motivation at the company. Interviews were conducted to obtain additional information from respondents or relevant informants. Questionnaires consisted of written statements distributed to employees to obtain their responses regarding the research variables. Documentation was used to collect supporting information from company records, reports, archives, and other relevant materials.

The questionnaire employed a five-point Likert scale to measure respondents' perceptions of the research variables. The response categories consisted of strongly

agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1) (Sugiyono, 2017).

The collected data were processed and analyzed using descriptive and quantitative statistical methods with the assistance of SPSS version 24. Descriptive statistical analysis was used to describe the research data through minimum values, maximum values, means, and standard deviations. Before conducting regression analysis, the research instrument was examined through validity and reliability tests to ensure that the questionnaire items were valid and consistent.

Classical assumption tests were also conducted, consisting of normality, multicollinearity, and heteroscedasticity tests, to evaluate the regression model. Multiple linear regression analysis was then applied to determine the effects of training and organizational culture on employee work motivation, using the following equation: $Y = a + B_1X_1 + b_2X_2 + e$

Hypothesis testing was conducted through a partial t-test to examine the individual effects of each independent variable and a simultaneous F-test to examine their combined effects on employee work motivation. Furthermore, correlation analysis was used to determine the strength of the relationship between the variables, while the coefficient of determination (R^2) was used to measure the proportion of variation in employee work motivation explained by training and organizational culture (Ghozali, 2018; Sanusi, 2016)

D. RESULT AND DISCUSSION

1. Validity and Reliability Tests

The validity test results indicate that all questionnaire items for the three research variables were valid. For training (X1), the calculated correlation values ranged from 0.465 to 0.752. For organizational culture (X2), the values ranged from 0.570 to 0.815, while employee work motivation (Y) ranged from 0.482 to 0.785. All values exceeded the critical r-table value of 0.334, indicating that the questionnaire items were valid and suitable for further analysis.

The reliability test also demonstrated that all research variables met the required reliability criteria. The Cronbach's Alpha values were 0.601 for training, 0.736 for organizational culture, and 0.668 for employee work motivation. Since all values exceeded the minimum threshold of 0.60, the research instruments were considered reliable.

2. Classical Assumption Tests

The classical assumption tests consisted of normality, multicollinearity, and heteroscedasticity tests. The normality test using the One-Sample Kolmogorov–Smirnov method produced an Asymp. Sig. value of 0.200, which exceeded 0.05. Therefore, the regression residuals were normally distributed.

The multicollinearity test showed that both independent variables had tolerance values of 0.365 and VIF values of 2.740. These results met the required criteria, indicating that there was no multicollinearity between training and

organizational culture. Furthermore, the Glejser test showed significance values of 0.949 for training and 0.922 for organizational culture, both greater than 0.05. Thus, the regression model did not exhibit heteroscedasticity.

3. Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to determine the effects of training and organizational culture on employee work motivation. The analysis produced the following regression equation: Y = 0.969 + 0.609X_1 + 0.368X_2 + e. The constant value of 0.969 indicates the predicted value of employee work motivation when both independent variables are assumed to be zero. The training coefficient of 0.609 indicates that a one-unit increase in training is associated with a 0.609-unit increase in work motivation, assuming other variables remain constant. Similarly, the organizational culture coefficient of 0.368 indicates that a one-unit increase in organizational culture is associated with a 0.368-unit increase in work motivation, with other variables held constant. Both regression coefficients are positive, indicating positive relationships with employee work motivation.

4. Hypothesis Testing

The partial t-test results indicate that training has a positive and significant effect on employee work motivation. The calculated t-value was 4.050, exceeding the t-table value of 2.037, with a significance value of 0.000, which was below 0.05. Therefore, the first hypothesis (H1) was accepted.

Organizational culture also demonstrated a positive and significant effect on employee work motivation. The calculated t-value was 2.648, exceeding the t-table value of 2.037, with a significance value of 0.012, which was below 0.05. Therefore, the second hypothesis (H2) was accepted.

The simultaneous F-test showed that training and organizational culture jointly had a positive and significant effect on employee work motivation. The calculated F-value was 55.507, exceeding the F-table value of 3.30, with a significance value of 0.000. Therefore, the third hypothesis (H3) was accepted.

5. Correlation and Coefficient of Determination

The correlation analysis produced an R-value of 0.881, indicating a very strong relationship between training, organizational culture, and employee work motivation. Furthermore, the Adjusted R Square value was 0.762, meaning that training and organizational culture jointly explained 76.2% of the variation in employee work motivation. The remaining 23.8% was explained by other factors outside the scope of this research model.

The results indicate that training has a positive and significant effect on employee work motivation at PT Amanah Travel Indonesia Pekanbaru. This finding is supported by the t-value of 4.050, which is greater than the t-table value of 2.037, and a significance value of 0.000, which is below 0.05. Therefore, the first hypothesis

(H1) is accepted. The positive regression coefficient of 0.609 further indicates that improvements in training are associated with increased employee work motivation.

Training plays an important role in developing employees' knowledge and skills, enabling them to perform their responsibilities more effectively. Through appropriate training programs, employees can improve their work capabilities, develop greater confidence, and gain opportunities for personal and professional development. Employees who understand their responsibilities and possess the necessary skills tend to demonstrate stronger motivation to achieve organizational goals. These findings are consistent with Sormin (2024), who found that training positively and significantly influenced employee work motivation at PT Citilink Indonesia. The results also support Widyastuti and Ismail (2024), who reported that education and training had a positive and significant impact on employee motivation. However, this finding differs from (Yunior, 2018) , who found that training did not have a significant effect on employee work motivation at BBPPKS Regional V Sulawesi Makassar.

The findings also demonstrate that organizational culture has a positive and significant effect on employee work motivation. This is indicated by the calculated t-value of 2.648, which exceeds the t-table value of 2.037, and a significance value of 0.012, which is below 0.05. Thus, the second hypothesis (H2) is accepted. The regression coefficient of 0.368 indicates that improvements in organizational culture are associated with increased employee work motivation.

Organizational culture consists of shared values, beliefs, and norms that guide employee behavior within an organization. A supportive, transparent, and conducive organizational culture can create a comfortable working environment and strengthen employees' sense of belonging. When employees feel that their contributions are appreciated and that organizational values are reflected in daily working practices, they are more likely to develop a stronger commitment and motivation to perform their duties. This finding is consistent with(Pangkey et al., 2019), whose research at PT Mandarin Expert demonstrated that organizational culture had a positive and significant effect on work motivation. It is also supported by(Manese & Walangitan, 2020), who found that organizational culture positively influenced employee motivation at PT PLN (Persero) Area Manado.

The simultaneous test results confirm that training and organizational culture jointly have a positive and significant effect on employee work motivation at PT Amanah Travel Indonesia Pekanbaru. This is demonstrated by the calculated F-value of 55.507, which is greater than the F-table value of 3.30, with a significance value of 0.000, below the 0.05 threshold. Therefore, the third hypothesis (H3) is accepted. Furthermore, the Adjusted R Square value of 0.762 indicates that training and organizational culture explain 76.2% of the variation in employee work motivation, while the remaining 23.8% is explained by other factors outside the research model.

These findings suggest that employee work motivation is influenced not only by individual capabilities developed through training but also by the organizational

environment in which employees perform their duties. Training provides employees with the knowledge, skills, and confidence needed to carry out their work, while a positive organizational culture provides an environment that supports collaboration, shared values, and employee contributions. The combination of these two factors can strengthen employees' motivation to achieve organizational objectives. This result is in line with (Widyastuti & Ismail, 2024) , who found that organizational culture, education, and training simultaneously had a positive and significant effect on employee motivation and performance. Therefore, the findings emphasize the importance of combining employee development programs with the establishment of a supportive organizational culture to improve work motivation at PT Amanah Travel Indonesia Pekanbaru.

E. CONCLUSION

Based on the research findings and discussion, it can be concluded that training has a positive and significant effect on employee work motivation at PT Amanah Travel Indonesia Pekanbaru. This is demonstrated by a t-value of 4.050, which is greater than the t-table value of 2.037, with a significance level of 0.000. These results indicate that providing appropriate training can improve employees' knowledge, skills, and confidence, thereby supporting their work motivation.

Organizational culture also has a positive and significant effect on employee work motivation. The t-value of 2.648 exceeds the t-table value of 2.037, with a significance level of 0.012. This finding indicates that a positive organizational culture, supported by shared values, norms, and beliefs, contributes to creating a supportive working environment and strengthening employees' motivation.

Furthermore, training and organizational culture simultaneously have a positive and significant effect on employee work motivation, as indicated by an F-value of 55.507 and a significance level of 0.000. The Adjusted R Square value of 0.762 shows that training and organizational culture explain 76.2% of the variation in employee work motivation, while the remaining 23.8% is influenced by other factors outside the scope of this research.

This study has several limitations. First, the research was conducted at only one company, PT Amanah Travel Indonesia Pekanbaru, involving 35 employees as respondents. Therefore, the findings may not be directly generalizable to employees in other companies or industries. Second, this study focused only on training and organizational culture as independent variables affecting work motivation. Other factors that may influence employee work motivation were not examined in this research. Future studies are therefore encouraged to involve a larger sample, include different organizational settings, and examine additional variables to provide a broader understanding of the factors influencing employee work motivation.

From a managerial perspective, PT Amanah Travel Indonesia Pekanbaru should periodically evaluate and update its employee training programs to ensure that the materials remain relevant to developments in technology and service practices in the Hajj and Umrah travel industry. Training should also strengthen

employees' interpersonal communication skills to build their confidence when serving pilgrims. Regarding organizational culture, management should consistently reinforce positive organizational values through open communication across organizational levels and by maintaining a harmonious, supportive, and comfortable working environment. In addition, management should optimize recognition and appreciation for employees' positive contributions to strengthen their sense of belonging and motivation. These measures can help the company integrate employee competency development with a supportive organizational environment.

In conclusion, training and organizational culture are important factors in supporting employee work motivation at PT Amanah Travel Indonesia Pekanbaru. Consistent implementation and improvement of both aspects are expected to strengthen employee motivation and support the achievement of organizational objectives.

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