



## **Analysis of the Impact of Training, Motivation, and Performance on Employee Productivity of PT Food Beverage Indonesia (Chatime Bandung)**

**Rachel Priscilla Simone\* , Andri Hertanto Teja, Gurawan Dayona Ismail, Nunung Ayu Sofianti, Deni Hamdani**

Universitas Indonesia Membangun, Indonesia

Email: [rachelpriscilliasimone@student.inaba.ac.id](mailto:rachelpriscilliasimone@student.inaba.ac.id)\* , [andrihertantoteja@student.inaba.ac.id](mailto:andrihertantoteja@student.inaba.ac.id), [gurawan.dayona@inaba.ac.id](mailto:gurawan.dayona@inaba.ac.id), [nunungayusofianti@inaba.ac.id](mailto:nunungayusofianti@inaba.ac.id), [deni.hamdani@inaba.ac.id](mailto:deni.hamdani@inaba.ac.id)

### **Abstract**

*Employee productivity is the ability and structured process to produce optimal output through efficient, timely, and quality utilization of resources. This study aims to empirically test and analyze the effect of training, motivation, and performance on employee productivity, both partially and simultaneously. The method used is a quantitative research method with a descriptive and verification approach, utilizing both primary and secondary data sources. Data collection techniques include interviews, questionnaires, observations, and library research both online and offline. The population in this study is all 98 employees, so the sampling technique used is sensus. The analytical tool used is SPSS 25. Data validity techniques include validity and reliability tests with classical assumption tests, while data analysis techniques use multiple regression analysis, correlation analysis, and determination analysis. Hypothesis testing uses the t-test (partial) and the F-test (simultaneous). The results show that: 1) training has a positive and significant effect on employee productivity partially; 2) motivation has a positive and significant effect on employee productivity partially; 3) performance has a positive and significant effect on employee productivity partially; 4) training and motivation have a positive and significant effect on employee productivity simultaneously; 5) training and performance have a positive and significant effect on employee productivity simultaneously; 6) motivation and performance have a positive and significant effect on employee productivity simultaneously; 7) training, motivation, and performance have a positive and significant effect on employee productivity simultaneously, with an effect of 89.3%, with the remaining 10.7% being influenced by other variables not examined in this study.*

**Keywords:** *Work Productivity, Training, Motivation, and Performance*

Corresponding: Rachel Priscilla Simone\*

E-mail: [rachelpriscilliasimone@student.inaba.ac.id](mailto:rachelpriscilliasimone@student.inaba.ac.id)\*



## **INTRODUCTION**

The large number of companies operating in the food and beverage sector has made business competition increasingly fierce. Companies are required to be more creative and dynamic in keeping up with the times. One company operating in the food and beverage sector in Indonesia is PT Food Beverage Indonesia (PT FBI). PT Food Beverage Indonesia is one of the largest food and beverage companies in Indonesia with a vision to become a leading food and beverage company in Southeast Asia. To achieve this vision, PT Food Beverage Indonesia has implemented various strategies, including improving product quality, expanding its distribution network, and increasing operational efficiency. One of the rapidly growing companies under PT Food Beverage Indonesia is Chatime.

Chatime in Indonesia is part of the expansion of Chatime Global, a Taiwanese milk tea franchise founded by Henry Wang in 2005. Chatime entered Indonesia in 2011 under the auspices of PT Food Beverage Indonesia and has become a popular tea brand in various cities across the country, including Bandung. Interviews conducted by researchers with several

Chatime store managers in Bandung revealed that in recent years, Chatime, particularly in Bandung, has faced challenges in increasing employee productivity. This can impact the company's overall performance. Therefore, employee productivity is a crucial factor for a company. According to Fadhli and Khusnia (2021), labor productivity demonstrates the relationship between output (work output) and the time required to produce a product by workers. Furthermore, employee productivity is the ability and structured process to produce optimal output through efficient, timely, and quality utilization of resources.

In an effort to improve employee productivity, Chatime has implemented various employee training and development programs (Dalimunthe et al., 2024; Enny, 2019). However, it remains unclear whether these programs have been effective in increasing employee productivity. According to Mangkunegara Candana et al. (2024), training is a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills for a limited purpose. Training needs to be provided on previously acquired material or skills for effective reinforcement. Furthermore, training serves as a diagnostic tool, allowing participants to identify and correct errors through repetition, self-correction, and the development of control and understanding (Sukmawati, 2024; Yamang et al., 2025; Zulkarnaen et al., 2024). Training is also structured in stages, starting from achieving accuracy to finding a balance between accuracy and speed, and is divided into short sessions to optimize the recall process. This condition makes training a crucial factor in strengthening employee productivity. This aligns with research conducted by Suhardi et al. (2023), Yunida (2023), Saleh & Azimi (2025), Juliadi et al. (2023), Suriono et al. (2023), and Purnomo & Kuswinarno (2024), which showed that training impacts employee productivity.

Furthermore, employee motivation is also a crucial factor in increasing employee productivity. Interviews revealed that many employees still arrive late and only get ready for work when the workday is already 10 minutes past its scheduled time. According to Robbins & Judge (2017), motivation is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. This means that motivation is a process that explains the intensity, direction, and persistence of a person's efforts in achieving a goal. Positive motivation is provided by managers by giving awards to employees who excel, thereby increasing their enthusiasm, drive, and enthusiasm for work (Gunawan et al., 2024; Maisarah & Nasution, 2022; Qomariah, 2020). Conversely, negative motivation is given in the form of punishment to encourage employees to work more diligently. Although it can increase work enthusiasm in the short term, negative motivation has the potential to have negative impacts if applied in the long term. Both types of motivation show that providing appropriate encouragement has a significant impact on employee behavior and performance. This condition makes motivation a crucial factor that can strengthen employee productivity. This is in line with the results of research conducted by Suhardi et al. (2023), Theng (2023), Junianti et al. (2023), Yamang et al. (2025), Syifa et al. (2025), Suriono et al. (2023), which shows that motivation influences employee productivity.

In addition to training and motivation, performance also plays a crucial role in increasing work productivity. According to Simamora in Kristanti & Pangastuti (2019), employee performance is the level of employee work results in achieving given job requirements. Good and improving work results in accordance with the quality and expectations of the company will increase employee productivity. Performance plays a crucial role in driving increased employee productivity, and this finding aligns with various previous studies conducted by Triyani (2023), Putra (2024), Fitriana (2022), and Sono & Randika (2024), which showed that performance has a positive and significant effect on employee productivity.

Based on the previously explained background, this research aims to empirically analyze the impact of training, motivation, and performance on employee productivity at PT Food Beverage Indonesia (Chatime Bandung), both partially and simultaneously. The results of this study are expected to provide theoretical benefits by enriching academic literature, particularly in the field of Human Resource Management, regarding the determinants of employee productivity in the food and beverage industry. Practically, the findings are also expected to provide managerial benefits as a basis for formulating more effective policies and strategies, especially in designing training programs, motivation systems, and performance management at Chatime Bandung to enhance employee productivity, which in turn can support the company's operational efficiency and competitiveness.

## **RESEARCH METHOD**

The method used in this study is a quantitative method with a descriptive and verification approach. As noted by Sahir (2021), quantitative research is characterized by a higher level of complexity in examining variables, as it typically involves a larger sample size. Nonetheless, quantitative research is recognized for its systematic rigor in conducting the research process from start to finish. The descriptive approach functions to accurately and systematically depict the phenomena under study based on the collected data. Furthermore, as stated by Hardani et al. (2020), verification research is used to empirically test the validity or truth of a particular phenomenon or hypothesis.

The population in this study comprises all 98 employees of PT Food Beverage Indonesia (Chatime Bandung). Given the manageable size of the population, this research employs a census sampling technique, meaning the entire population is included as the sample. Data collection techniques involve a combination of primary and secondary sources. Primary data were obtained directly from respondents through a structured Likert-scale questionnaire distributed to all employees to measure the variables of training, motivation, performance, and work productivity; semi-structured interviews with several store managers to gain deeper contextual insights; and direct observation at Chatime Bandung outlets. Secondary data were gathered through literature review, both online and offline, including company documents, previous research reports, journals, and relevant publications.

The collected data were then analyzed using the Statistical Package for the Social Sciences (SPSS) version 25 software. The analysis began with descriptive statistics to

provide a general overview, followed by instrument testing (validity and reliability tests) and classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. Subsequently, hypothesis testing was conducted using multiple linear regression analysis to examine the influence of the independent variables on the dependent variable, correlation analysis to measure the strength of the relationships, coefficient of determination ( $R^2$ ) analysis to determine the magnitude of the independent variables' contribution, as well as t-tests (partial) and F-tests (simultaneous) to test the significance of the effects both individually and collectively (Sahir, 2021).

## RESULT AND DISCUSSION

All variable items, including employee productivity, training, motivation, and performance variables, have an  $r$  value greater than 0.3. Thus, all variable items—employee productivity, training, motivation, and performance—are declared valid. All variable items, including employee productivity, training, motivation, and performance variables, have a Cronbach alpha value greater than 0.7. Thus, all variable items—employee productivity, training, motivation, and performance—are declared reliable.

According to Digdowiseiso (2017), the data normality test is a distribution test to determine whether the distribution is normal or not, so it can be used in parametric analysis. Normality tests can also use the Kolmogorov-Smirnov test. In this test, data is considered normal if the significance value is  $> 0.05$ . The significance value of the Kolmogorov-Smirnov test is 0.2 (greater than 0.05), so it can be concluded that the data is normally distributed. It can be concluded that the normality assumption in the regression model has been met. Multicollinearity testing can be performed using the VIF and tolerance values. A good regression model yields a VIF value  $< 10$ ; a VIF value  $> 10$  indicates serious multicollinearity. A tolerance value greater than 0.1 indicates the model is free from multicollinearity, while a value less than 0.1 indicates the model has multicollinearity. The VIF value for all variables is less than 10, so multicollinearity does not occur. The tolerance value for all variables is more than 0.1, so multicollinearity does not occur. Therefore, the multicollinearity assumption in the regression model has been met. The heteroscedasticity test can be carried out using the Glejser test, with the provision that a significance value greater than 0.05 indicates no symptoms of heteroscedasticity; if less than 0.05, then there are symptoms of heteroscedasticity. The Glejser test results show that the significance values of the training, motivation, and performance variables are greater than 0.05, indicating no heteroscedasticity. Therefore, the heteroscedasticity assumption in the regression model has been met. The following is a SPSS analysis presented in Table 1.

**Table 1. SPSS analysis Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	1,285	,757
	Training	,415	,062
	Motivation	,350	,085
	Performance	,160	,067

a. Dependent Variable: Employee Productivity

Source: Primary data, processed with SPSS 25, 2025

Based on Table 1, the regression model equation in this study is as follows:

$$Y = 1.285 + 0.415X_1 + 0.350X_2 + 0.160X_3$$

From the regression model equation described previously, it can be concluded that:

1. The value of a is 1.285 if the independent variables, namely training, motivation, and performance, are held constant, or 0.05, then the dependent variable, namely employee productivity, is 1.285.

2. If the training variable increases by one unit while the motivation and performance variables remain constant, then the work productivity variable will increase by 0.415 because it is positive. Therefore, if training increases, employee productivity will also increase.

3. If the motivation variable increases by one unit while the training and performance variables remain constant, then the work productivity variable will increase by 0.350 because it is positive. Therefore, if motivation increases, employee productivity will also increase.

4. If the performance variables increase by one unit while the training and motivation variables remain constant, then the work productivity variable will increase by 0.160 because it is positive. Therefore, if performance increases, employee productivity will also increase.

According to Sugiyono (2019), correlation analysis is a statistical analysis technique used to measure the strength and direction of the relationship between two variables, both continuous and categorical variables. The correlation analysis in this study can be seen in Table 2 as follows:

**Table 2. Correlation Analysis Results Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,945 <sup>a</sup>	,893	,889	1,400

a. Predictors: (Constant), Kinerja, Training, Motivation

b. Dependent Variable: Employee Productivity

Source: Primary data, processed with SPSS 25, 2025

Based on Table 2, the r value of 0.945, based on Table 3, falls into the "Very Strong" category. It can be concluded that there is a very strong and positive relationship between training, motivation, and performance and employee productivity. This suggests that if training, motivation, and performance increase, employee productivity will also increase.

According to Sugiyono (2019:277), determination analysis is a statistical analysis technique used to measure the extent of influence of independent variables on dependent variables, using the coefficient of determination (R<sup>2</sup>). The greater the R Square (R<sup>2</sup>) value, the greater the influence of the independent variable on the dependent variable. Based on Table 4.2, it shows that the R Square value is 0.893 so it can be concluded that the influence of training, motivation and performance on employee productivity is 89.3% and the remaining 10.7% is influenced by other variables not examined in this study. The t-test in this study can be seen in Table 3 as follows:

**Table 3. t-Test Results (Partial)  
Coefficients<sup>a</sup>**

Model		t	Sig.
1	(Constant)	1,697	,093
	Training	6,650	,000
	Motivation	4,129	,000
	Performance	2,378	,019

a. Dependent Variable: Produktivitas Karyawan

Source: Primary data, processed with SPSS 25, 2025

Table 3 shows the following t-test results:

1. The calculated t-value for the training variable is 6.650, which is greater than the t-value of 1.986, so H<sub>01</sub> is rejected and H<sub>a1</sub> is accepted. The significant value of the training variable is 0.000, which is less than 0.05, so it can be concluded that training has a positive and significant effect on employee productivity.
2. The calculated t-value for the motivation variable is 4.129, which is greater than the t-value of 1.986, so H<sub>02</sub> is rejected and H<sub>a2</sub> is accepted. The significant value for the motivation variable is 0.000, which is less than 0.05, so it can be concluded that motivation has a positive and significant effect on employee productivity.
3. The calculated t-value for the performance variable is 2.378, which is greater than the t-value of 1.986, so H<sub>03</sub> is rejected and H<sub>a3</sub> is accepted. The significant value for the performance variable is 0.000, which is less than 0.05, so it can be concluded that performance has a positive and significant effect on employee productivity.

The results of the F test (simultaneous) in this study are as follows:

**Table 4. F-Test (Simultaneous)**

	F	Sig.
Training and Motivation -> Employee Productivity	369,951	,000 <sup>b</sup>
Training and Performance-> Employee Productivity	327,129	,000 <sup>b</sup>
Motivation and Performance-> Employee Productivity	253,48	,000 <sup>b</sup>
Training, Motivation dan Performance-> Employee Productivity	260,608	,000 <sup>b</sup>

Source: Primary data, processed with SPSS 25, 2025

Table 4 shows the following F-test results:

1. The results of the study indicate that the calculated F value of 369.951 is greater than the F table, and the significance value of 0.000 is smaller than 0.05. Therefore, Ho4 is rejected and Ha4 is accepted.
2. The results of the study indicate that the Fcount value of 327.129 is greater than the F table, and the significance value of 0.000 is smaller than 0.05. Therefore, Ho5 is rejected and Ha5 is accepted.
3. The results of the study indicate that the Fcount value of 253.480 is greater than the F table, and the significance value of 0.000 is smaller than 0.05. Therefore, Ho6 is rejected and Ha6 is accepted.
4. The results of the study indicate that the Fcount value of 260.608 is greater than the F table, and the significance value of 0.000 is smaller than 0.05, Ho7 is rejected and Ha7 is accepted.

## CONCLUSION

The study results show that training ( $t = 6.650$ ,  $\text{sig.} = 0.000$ ), motivation ( $t = 4.129$ ,  $\text{sig.} = 0.000$ ), and performance ( $t = 2.378$ ,  $\text{sig.} = 0.000$ ) each have a positive and significant effect on employee productivity at PT Food Beverage Indonesia (Chatime Bandung), as all  $t$ -values exceed the table value of 1.986 ( $p < 0.05$ ), rejecting the null hypotheses Ho1–Ho3. Simultaneously, pairwise combinations—training and motivation ( $F = 369.951$ ), training and performance ( $F = 327.129$ ), motivation and performance ( $F = 253.480$ )—and all three variables together ( $F = 260.608$ ) also positively and significantly influence productivity (all  $\text{sig.} = 0.000 < 0.05$ , rejecting Ho4–Ho7). The  $R^2$  value of 0.893 indicates these variables explain 89.3% of productivity variance, with 10.7% due to other factors. For future research, longitudinal studies could explore mediating roles of organizational culture or external factors like economic conditions in this relationship.

## REFERENCES

- Abdullah, K., Jannah, M., Aiman, U., Hasda, S., Fadilla, Z., Taqwin, Masita, Ardiawan, K. N., & Sari, M. E. (2022). *Metodologi Penelitian Kuantitatif*. Yayasan Penerbit Muhammad Zaini. <http://penerbitzaini.com>
- Budiasa, K. (2021). *Beban Kerja Dan Kinerja Sumber Daya Manusia* (N. K. Suryani, Ed.). CV. Pena Persada. <https://www.researchgate.net/publication/353995816>
- Candana, D. M., Ali, H., & Zefriyenni. (2024). *Model Kinerja Dan Produktivitas Kerja Karyawan*. CV. Gita Lentera. <https://chatime.co.id/aboutus> (diakses November 2025)
- Dalimunthe, R. F., Hajar, S., Nadila Pardede, S., Sirait, B., & Ivana, N. (2024). *Neraca The Effect Of Training And Employee Motivation On Employee Productivity: A Literature Review*. 2(6), 478–484. <http://jurnal.kolibi.org/index.php/neraca>
- Enny, M. (2019). *Manajemen Sumber Daya Manusia* (M. Erma, Ed.). UBHARA Manajemen Press.

- Fadhli, K., & Khusnia, M. (2021). *Manajemen Sumber Daya Manusia (Produktivitas Kerja)*. Guepedia.
- Fitriana, H. (2022). Pengaruh Penilaian Kinerja Terhadap Produktivitas Kerja Karyawan. *EKOBIL: Jurnal Ekonomi & Bisnis Digital*, 1(2), 112–115. <https://jurnal.smartindo.org/index.php/ekobil>
- Gunawan, W., Sudaryo, Y., Dayona Ismail, G., Suryaningprang, A., & Abdul Aziz, D. (2024). The Influence Of Work Motivation, Work Environment And Job Satisfaction On Employee Performance At Cv Lanupi Bandung. *Syntax Idea*, 5, 2174–2180. <https://doi.org/10.36418/syntax>
- Hardani, Andriani, H., Ustiawaty, J., Utami, E. F., Istiqomah, R. R., Fardani, R. A., Sukmana, D. J., & Auliya, N. H. (2020). *Buku Metode Penelitian Kualitatif & Kuantitatif* (H. Abadi, Ed.). CV. Pustaka Ilmu Group. <https://www.researchgate.net/publication/340021548>
- Juliadi, E., Syafri, M., Hidayati, N., & Laut, A. A. (2023). The Effect of Training and Development on Employee Productivity in the Digital Age Article Info ABSTRACT. Dalam *West Science Journal Economic and Entrepreneurship* (Vol. 1, Nomor 10).
- Kristanti, D., & Pangastuti, R. L. (2019). *Kiat-Kiat Merangsang Kinerja Karyawan Bagian Produksi*. Penerbit Media Sahabat Cendekia.
- Maisarah, & Nasution, L. (2022). 143-Article Text-908-1-10-20221203. *Jurnal Ilmiah Metadata*, 2, 1–15.
- Purnomo, I., & Kuswinarno, M. (2024). Analisis Dampak Pelatihan dan Pengembangan Sumber Daya Manusia Terhadap Peningkatan Produktivitas Karyawan di Perusahaan. *Lokawati: Jurnal Penelitian Manajemen dan Inovasi Riset*, 3(1), 25–33. <https://doi.org/10.61132/lokawati.v3i1.1401>
- Putra, J. M., Murdiono, J., & Susilowati, T. (2024). Determinant of Employee Performance and Employee Productivity on Sector Travel Company. *The Eastasouth Management and Business*, 02(02), 222–227. <https://doi.org/10.58812/esmb.v2i02>
- Qomariah, N. (2020). *Manajemen Sumber Daya Manusia (Teori, Aplikasi dan Studi Empiris)*. CV. Pustaka Abadi. <https://www.researchgate.net/publication/356291163>
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior*. Pearson Education Limited.
- Sahir, S. H. (2021). *Metodologi Penelitian*. Penerbit KBM Indonesia. [www.penerbitbukumurah.com](http://www.penerbitbukumurah.com)
- Saleh, M. Y., & Azimi, H. (2025). Impact of Training & Development (T&D) on Employee's Performance & Productivity (P&P). *International Journal of Multidisciplinary Approach Research and Science*, 3(01), 365–376. <https://doi.org/10.59653/ijmars.v3i01.1476>
- Sono, M. G., & Randika, R. (2024). Analisis Dampak Rekrutmen dan Seleksi, Pelatihan dan Pengembangan, dan Manajemen Kinerja Terhadap Produktivitas Karyawan. *Jurnal Bisnis dan Manajemen West Science*, 3(03), 339–351.

- Suhardi, A. R., Dewi Oktari, S., & Budiawan, A. (2023). The Influence of Training Programs and Motivation on Employee Work Productivity. *International Journal of Science and Society*, 5(4), 2023. <http://ijsoc.goacademica.com>
- Sukmawati. (2024). *Manajemen Sumber Daya Manusia Teori dan Aplikasi*. Chakti Pustaka Indonesia.
- Suriono, H., Syaifuddin, & Sofiyani. (2023). The Effect of Motivation, Compensation, and Training on Employee Productivity. *Jurnal Manajemen Kreatif dan Inovasi*, 1(3), 48–62. <https://doi.org/10.59581/jmki-widyakarya.v1i3.526>
- Triyani, L., Zulfa, N., Adilla, D., Mahardika, A., & Afnes, S. (2023). Individual Performance As A Factor For Increasing Employee Productivity. *Journal Of Psychology and Social Sciences*, 1(3), 98–107. <http://jurnal.dokicti.org/index.php/JPSS/index>
- Yamang, S. M., Zaharuddin, & Supriyadi. (2025). The Influence of Work Motivation and Workload on Employee Productivity. *IJBLE:International Journal of Business, Law, Education*, 6(1), 370–377. <https://ijble.com/index.php/journal/index>
- Zulkarnaen, N. A., Ismail, G. D., Wijaya, F., Mubarok, D. A. A., & Herlinawati, E. (2024). Pengaruh Kepemimpinan, Beban Kerja, dan Motivasi Kerja Terhadap Kinerja Karyawan PT Atamora Tehnik Makmur Kota Jakarta Pusat. *JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi)*, 10(1), 733–741. <https://doi.org/10.35870/jemsi.v10i1.2083>