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The Influence of Motivation, Training and Ability Factors on Employee Performance at PT Pacific Eastern Coconut Utama

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ABSTRACK

This study aims to analyze the influence of motivation, training, and ability on employee performance at PT Pacific Eastern Coconut Utama (PECU) Pangandaran. This study uses a quantitative method with a descriptive analytical approach to provide an accurate picture of the relationship between variables. The study population was 715 employees with a sample of 103 respondents determined using the Slovin formula at a 10 percent significance level. Primary data collection was carried out through questionnaires, field observations, and documentation studies. The data analysis method used multiple linear regression with the help of SPSS software which includes stages of validity testing, reliability, classical assumption testing, t-test, F-test, and coefficient of determination analysis. The results of the study indicate that the variables of motivation, training, and ability partially have a positive and significant effect on employee performance. Simultaneously, these three variables are also proven to have a significant effect on employee performance in achieving the company's operational targets. The results of the coefficient of determination analysis indicate that motivation, training, and ability contribute 73.2 percent to employee performance, while the remaining 26.8 percent is influenced by other factors outside the research model. Therefore, improving the motivational aspects, development through training, and strengthening employee capabilities are very important to optimize the company's overall performance.

Keywords: Motivation, Training, Ability, Employee Performance

INTRODUCTION

PT Pacific Eastern Coconut Utama (PECU) Pangandaran is a strategic manufacturing company engaged in processing coconut products for domestic and international markets. The company's success in maintaining product quality is highly dependent on the effectiveness of human resources who operate production technology every day (Ynatan et al., 2023). Current phenomena show that fluctuations in production results are often influenced by the internal dynamics of the workforce itself (Albani et al., 2025). Optimal employee performance is an absolute requirement for companies to compete amidst the tight global food processing industry (Tuffahati et al., 2025). Therefore, it is important to dissect the psychological and technical factors that underlie work productivity within PT PECU. This study focuses on aspects of motivation, training, and ability as the main determinants of performance.

A major problem that frequently arises in the field is a decline in work consistency when production loads reach their peak or *peak season* . Initial observations indicate that some employees experience a decline in work morale when faced with increasing production targets without any new morale boost. Furthermore, the gap between updated machine technology and operator skills often creates technical obstacles that hinder workflow. Employee performance is defined as the actual work results achieved by an individual in carrying out tasks according to the responsibilities assigned to them (Pungkasan et al., 2024). A mismatch between operational demands and employee mental and physical readiness has the potential to harm the company's overall efficiency (Rumampuk et al., 2022). Therefore, identifying this problem serves as a starting point for finding appropriate managerial solutions for organizational sustainability.

Employee motivation (X1) is a fundamental factor that functions as an individual driving force in achieving company goals voluntarily. Without strong motivation, employees tend to work mechanically without any innovation or concern for the quality of the output produced. Theoretically, motivation is a condition that drives or causes someone to carry out an act or activity that takes place consciously (Siregar et al., 2023). According to Rumampuk et al., (2022), revealed that motivation has a very strong positive correlation with employee work effectiveness in the industrial sector. At PT PECU, the fulfillment of motivational needs both intrinsically and extrinsically must be evaluated periodically to maintain stable work enthusiasm. This factor is considered a key variable that bridges individual potential with the achievement of organizational targets.

In addition to motivation, training (X2) is an important instrument to close the competency gap in the workforce in the production department. Given the dynamic global food safety standards, regular technical training is essential to ensure that every process complies with applicable SOPs. Training is a planned effort by the organization to facilitate employee learning regarding competencies related to their work (Fitrianti et al., 2024). According to Qur'ani et al., (2024), measurable training not only improves technical skills but also employee confidence in handling complex machines. Lack of training often leads to high

error rates that have a direct impact on raw material waste in the factory (Fatah et al., 2025). The basic idea of this study is to measure the effectiveness of the training program implemented by PT PECU management.

The third factor that is no less important is employee capability (X3), which includes intellectual and physical capacity to complete tasks. Capability is an inherent talent in a person to perform tasks in a job effectively and efficiently (Ongki et al., 2024). In the coconut processing industry, technical capability in sorting raw materials and controlling process temperatures is crucial for the final product quality. According to(Praditya et al., 2025) states that matching individual abilities to the workload will create harmony in company operations. PT PECU requires synchronization between staff placement *and* the core competencies of each individual to ensure productivity is not hampered. This study seeks to demonstrate that ability-based placement will have a linear impact on performance improvement.

The main objective of this article is to empirically analyze the influence of motivation, training, and skills on employee performance at PT PECU. Theoretically, this research is expected to enrich the knowledge of human resource management, particularly in the context of the manufacturing industry in the Pangandaran region. The practical benefit of this study is to provide strategic recommendations for management in developing more integrative employee development policies. The synergy between mental motivation, skills development through training, and the utilization of individual abilities is an ideal formula for company progress. By understanding the relationship between these variables, the company can mitigate the risk of declining productivity in the future. This analysis will ultimately lead to strengthening PT Pacific Eastern Coconut Utama's competitiveness on the international stage.

RESEARCH METHODS

This research was conducted at PT Pacific Eastern Coconut Utama (PECU). The research design used a quantitative method with a descriptive analytical approach to explain the causal relationship between the independent and dependent variables. The population in this study was all 715 employees of PT PECU Pangandaran. The sample size was determined using the Slovin formula at a significance level of 10%, resulting in a sample size of 103 respondents.

The sampling technique used *Proportionate Stratified Random Sampling* , where the population is grouped into strata based on departments to ensure fair representation of all lines of the organization. The details of the sample distribution based on the proportion of departments are as follows: Production Department with 65 people, Warehouse & Logistics with 16 people, *Quality Control* (QC) with 11 people, Administration & HRD with 7 people, and *Maintenance* with 4 people. The main data collection instrument used was a structured questionnaire with a Likert Scale of 1-5, which was supported by field observations and documentation studies related to company personnel data.

The performance of the measuring instrument was ensured through a validity test using *Product Moment correlation* and a reliability test using *the Cronbach's Alpha*

coefficient. Data analysis techniques were carried out computerized using SPSS software. The analysis stages included classical assumption tests (normality, heteroscedasticity, and multicollinearity tests) to meet the feasibility requirements of the regression model. Furthermore, hypothesis testing was carried out through multiple linear regression analysis to measure the effect of motivation (X1), training (X2), and ability (X3) on employee performance (Y). The analysis concluded with a partial significance test (t-test), a simultaneous significance test (F-test), and a coefficient of determination analysis to determine how much the three factors contributed to performance variations at PT PECU.

RESULTS AND DISCUSSION

Validity Test Results

Validity testing was conducted to determine the extent to which the research instrument was able to measure the variables studied precisely and accurately (Sahrul et al., 2025). Validity testing in this study used the *Corrected Item-Total Correlation value* with the provision that an item is declared valid if the correlation value is greater than the r table (Fiandini et al., 2024). In a total of 103 respondents with a significance level of 10%, the r table value obtained was ±0.194.

Based on the validity test results of the motivation variable (X1) in Table 1, it is known that all statement items have *Corrected Item-Total Correlation values* above the r table. Item X1.1 has a value of 0.607, X1.2 is 0.524, X1.3 is 0.516, and X1.4 is 0.501. These values indicate that all indicators in the motivation variable are able to measure the concept of motivation consistently and are suitable for use in research. In addition, *the Cronbach's Alpha value if Item Deleted* also shows a good level of reliability, so that each item is considered to have a strong relationship to the motivation variable.

Table 1. Results of the validity test of variable X1

	Scale Mean if Item Deleted	*Scale Variance if Item Deleted*	*Corrected Item-Total Correlation*	*Cronbach's Alpha if Item Deleted*
X1.1	9,6500	4,359	,607	,644
X1.2	9,8940	4,693	,524	,692
X1.3	10,2513	4,723	,516	,696
X1.4	10,1601	4,729	,501	,705

Furthermore, the results of the validity test of the training variable (X2) in Table 2 show that all statement items are also declared valid. The *Corrected Item-Total Correlation value* for item X2.1 is 0.277, X2.2 is 0.681, X2.3 is 0.724, X2.4 is 0.728, X2.5 is 0.662, and X2.6 is 0.648. All of these values are greater than the r table of 0.194, so all training variable indicators can be used as research measuring tools. Although item X2.1 has the lowest

correlation value compared to other items, its value still meets the validity requirements so it is retained in the research instrument.

Table 2. Results of the validity test of variable X2

	Scale Mean if Item Deleted	*Scale Variance if Item Deleted*	*Corrected Item-Total Correlation*	*Cronbach's Alpha if Item Deleted*
X2.1	16,8705	15,092	277	888
X2.2	16,6655	9,315	681	667
X2.3	16,2687	8,991	724	652
X2.4	16,2686	8,995	728	652
X2.5	16,9474	9,272	662	671
X2.6	16,6655	9,368	648	675

Based on the validity test results of the ability variable (X3) in Table 3, it is known that all statement items have *Corrected Item-Total Correlation values* above r table. Item X3.1 obtained a value of 0.609, item X3.2 was 0.593, item X3.3 was 0.480, and item X3.4 was 0.563. These results indicate that all indicators in the ability variable are declared valid and able to measure the ability variable well. The highest correlation value is found in item X3.1 at 0.609 which indicates that the item has the strongest relationship to the total score of the ability variable. Meanwhile , item X3.3 has the lowest correlation value of 0.480, but still meets the validity criteria so it is still suitable for use in research.

Table 3. Results of the validity test of variable X3

	Scale Mean if Item Deleted	*Scale Variance if Item Deleted*	*Corrected Item-Total Correlation*	*Cronbach's Alpha if Item Deleted*
X3.1	9,2148	4,649	,609	,679
X3.2	9,1233	4,782	,593	,688
X3.3	9,2145	5,007	,480	,749
X3.4	9,2919	4,800	,563	,704

Furthermore, based on the validity test results of the employee performance variable (Y) in Table 4, all statement items also show a *Corrected Item-Total Correlation value* greater than the r table of 0.194. Item Y.1 has a value of 0.791, item Y.2 is 0.754, item Y.3 is 0.720, item Y.4 is 0.731, and item Y.5 is 0.664. These values indicate that all indicators of

employee performance variables are declared valid and able to represent the research variables well. Item Y.1 has the highest correlation value so it is the most dominant indicator in measuring employee performance variables.

Table 4. Results of the validity test of variable Y

	Scale Mean if Item Deleted	*Scale Variance if Item Deleted*	*Corrected Item-Total Correlation*	*Cronbach's Alpha if Item Deleted*
Y.1	13,7892	9,637	,791	,852
Y.2	13.6365	9,809	,754	,861
Y.3	13,6363	9,954	,720	,869
Y.4	13,3920	9,912	,731	,866
Y.5	13,7891	10,214	,664	,881

Reliability Test Results

The reliability test in this study used the *Cronbach Alpha technique* . This technique is used in tests that use a Likert scale with scores ranging from 1 to 5. Reliability testing in this study was conducted per variable. Based on the reliability test conducted per variable, the following results were obtained:

Table 5. Reliability test results

No	Variables	*Cronbach's Alpha*	Information
1.	Variable X		
	X1	0.743	Reliable
	X2	0.771	Reliable
	X3	0.762	Reliable
2	Variable Y	0.890	Reliable

The reliability test in this study was conducted using *the Cronbach's Alpha technique* to measure the level of consistency and reliability of the questionnaire instrument used (Nandiyanto & Hofifah, 2024). Based on the statistical processing data, the motivation variable (X1) has a *Cronbach's Alpha value* of 0.743, while the training variable (X2) shows a value of 0.771. The ability variable (X3) is also proven to be reliable with a value of 0.762, while the employee performance variable (Y) has the highest level of reliability of 0.890. In accordance with the decision-making criteria, all variables are declared reliable because *the Cronbach's Alpha values* produced are consistently above the minimum threshold of 0.60

(Rahmayanti, 2024). These results prove that the statement items in the questionnaire are stable and continue to provide similar results even though repeated measurements are carried out (Ramdani et al., 2025). Thus, the measuring instrument used in this study at PT Pacific Eastern Coconut Utama Pangandaran has good quality and can be trusted to collect research data. The reliability of this instrument provides confidence that the data obtained truly reflects the real conditions of the respondents in the field. Overall, the fulfillment of this reliability test ensures that the analytical model developed has a strong data foundation for the next stage of hypothesis testing (Sahrul et al., 2025).

Normality Test Results

The normality test in this study was conducted using the Kolomogorov-Smirnov Z test, which is used to determine whether the data is normally distributed or not (Sahrul et al., 2025). Residuals can be said to be normally distributed if the significance value is > 0.05 (Fiandini et al., 2024). The results of the data normality test can be seen in Table 6 as follows:

Table 6. Results of normality test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		103
Normal Parameters [a,b]	*Mean*	.0000000
	Standard Deviation	1085.71927796
Most Extreme Differences	*Absolute*	.085
	Positive	.085
	Negative	-.077
Test Statistic		.085
Asymp. Sig. (2-tailed)		.077[c]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

The normality test in this study was conducted using *the One-Sample Kolmogorov-Smirnov Test method* to determine whether the residual data has a normal distribution. Based on the results of data processing in Table 6, the *Test Statistic value was obtained* at 0.085 with a significance number (*Asymp. Sig. 2-tailed*) of 0.077. This significance value is proven to be greater than the specified error level of 0.05 (Nandiyanto & Hofifah, 2024). In accordance with the decision-making criteria, if the significance value is greater than 0.05, it can be concluded that the data is normally distributed. The fulfillment of this normality assumption indicates that the regression model used is suitable for further statistical testing (Nurhaswinda

et al., 2025). These results guarantee that the parameter estimates in the analysis of the influence of motivation, training, and ability on employee performance at PT PECU have a good level of reliability. Therefore, this research data can be scientifically accounted for in drawing conclusions that apply to the employee population at the company.

Hasil Uji Multikolinearitas

Tabel 7. Hasil uji multikolinieritas

Coefficients[a]

Model		*Unstandardized Coefficients*		*Standardized Coefficients*	*t*	*Sig.*	*Collinearity Statistics*	
		B	*Std. Error*	*Beta*			*Tolerance*	*VIF*
1	(Constant)	1.840,462	991.523		1.856	.077		
	X1	.089	.088	.066	1.010	.315	.222	4.497
	X2	.105	.079	.080	1.342	.183	.265	3.773
	X3	.123	.084	.091	1.460	.148	.244	4.102

a. *Dependent Variable*: Y

The multicollinearity test in this study was conducted by analyzing *the Tolerance* and *Variance Inflation Factor* (VIF) values in the regression model to ensure there was no correlation between the independent variables. Based on the testing criteria, a regression model is declared free from multicollinearity problems if the VIF value is less than 10 and the *tolerance value* is more than 0.10. The analysis results presented in Table 7 show that all independent variables meet these requirements with VIF values far below 10. In addition, the *tolerance values* for the motivation, training, and ability variables are also consistently above the threshold of 0.10. Thus, it can be confidently concluded that the regression model used in this study does not experience multicollinearity problems. The freedom of the model from correlation between independent variables ensures that each independent variable can explain the dependent variable independently without any overlapping information (Fiandini et al., 2024). This condition is very important for producing accurate regression coefficients and strengthening the validity of the results of hypothesis testing regarding employee performance at PT PECU Pangandaran. Therefore, this research model has fulfilled one of the main requirements in the classical assumption test of multiple linear regression.

Heteroscedasticity Test Results

The heteroscedasticity test in this study was conducted using the Glejser test by regressing all independent variables against their absolute residual values to ensure consistency of variance in the regression model. Based on the applicable testing criteria, if the significance value between the independent variable and the absolute residual is more than 0.05, then it can be stated that there is no heteroscedasticity symptom in the model. Based on Table 8, the analysis results show that the significance value for the motivation variable (X1) is 0.403, the training variable (X2) is 0.660, and the ability variable (X3) is 0.664, where all three are consistently above the 0.05 threshold. This finding provides strong statistical evidence that the regression model used has met the classical assumptions and is free from the problem of inequality of residual variances between observations. With no heteroscedasticity problem found, the estimator produced in this analysis is *the Best Linear Unbiased Estimator* (BLUE) and is suitable for use in further hypothesis testing. This condition ensures that the employee performance prediction results at PT Pacific Eastern Coconut Utama have a scientifically justifiable level of accuracy. Overall, fulfilling this assumption confirms that the relationship between motivation, training, and ability on employee performance can be interpreted validly without any variance bias.

Tabel 8. Hasil uji heteroskedastisitas

Coefficients[a]

Model		*Unstandardized Coefficients*		*Standardized Coefficients*	t	Sig.
		B	*Std. Error*	*Beta*		
1	(Constant)	.115	.053		2.182	.032
	X1	.950	.000	.177	.840	.403
	X2	.850	.000	.085	.442	.660
	X3	.957	.000	.088	.436	.664

a. *Dependent Variable* : Employee Performance

Results of Multiple Linear Regression Analysis

Table 9. Results of multiple linear regression analysis

Coefficients [a]

Model		*Unstandardized Coefficients*		*Standardized Coefficients*	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,840,462	297,457		6,187	.000
	X1	.089	.026	.068	3,367	.001
	X2	.035	.024	.083	4,473	.000
	X3	.053	.025	.094	4,865	.000

a. *Dependent Variable* : Employee Performance

Multiple linear regression analysis is used to measure the variables that influence the independent variables on the dependent variable, namely the influence of motivation, training, and ability variables on employee performance. Meanwhile, the t-test or partial regression coefficient test is used to determine whether the motivation, training, and ability variables have a significant effect on employee performance variables or not. The t-test is carried out using a significance level of 0.05. An independent variable can be said to have a partial effect if it has a calculated t value > t table, using a confidence level of 95 percent, α = 5 percent. The t-table value can be found at a significance of 0.05/2 = 0.025 with degrees of freedom df = n – k – 1 or 103 – 10 – 1 = 92. The results of the multiple linear regression analysis can be seen in Table 9.

Table 9 shows that the results of the multiple linear regression analysis show that each independent variable, namely Motivation (X1), Training (X2), and Ability (X3), has a positive influence on employee performance. This can be seen from the positive B value. Based on these coefficient values, the following regression equation can be formed:

$$Y = 1{,}840.462 + 0.089\ X1 + 0.035\ X2 + 0.053\ X3 + e$$

Based on the statistical data processing results, important findings were found regarding the relationship between employee psychological motivation and their work productivity. The results of the regression analysis show that the motivation variable has an influence coefficient value of 0.089. This figure indicates a positive relationship direction, where every increase in the motivation aspect will be followed by a proportional increase in employee performance. Statistically, the significance of this influence is proven by comparing the calculated t value with the t table. It is known that the calculated t value for the motivation variable is 3.367. This figure is much larger than the t table value of only 1.98 at a 95 percent confidence level. This significant difference provides a strong basis for conducting further hypothesis testing. The hypothesis testing step is carried out by looking at the significance number or *p-value* generated by the SPSS software. The output results show a significance

number of 0.001, which is much smaller than the significance level of 0.05. Based on these parameters, a statistical decision can be drawn that H0 is rejected and Ha is accepted as empirical truth. With the acceptance of the alternative hypothesis, it can be concluded conclusively that the motivation variable has a positive and significant effect on employee performance at PT Pacific Eastern Coconut Utama Pangandaran. These results confirm that mental factors and work enthusiasm are determinants that should not be ignored in the ecosystem of this coconut processing manufacturing company. This positive influence illustrates that the higher the motivation of an employee, the better the resulting performance (Tuffahati et al., 2025). Motivation acts as an internal fuel that drives individuals to exceed the limits of their daily work standards (Husin & Syahreza, 2025). The strong motivational condition of PT PECU employees is evident in how they strive to complete tasks quickly and accurately. The drive to achieve and receive appreciation from the company makes employees feel they have more responsibility for the success of the organization. This is what causes a high motivation score directly proportional to operational efficiency on the production floor (Dewi et al., 2024). The effect of 0.089 indicates that despite the presence of other factors, motivation still provides a stable contribution to the formation of performance. PT PECU management has succeeded in creating an environment that is able to stimulate employee work enthusiasm through various internal policies. This proves that the company's investment in the mental well-being of employees has paid off in physical productivity (Mayki et al., 2024).

Based on the results of statistical data processing using SPSS, empirical facts were found regarding the important role of skills development on productivity at PT PECU. The results of multiple linear regression analysis showed that the employee training variable had a positive influence coefficient value of 0.035. This positive value indicates that any increase in the quality or frequency of training provided will be followed by a significant increase in employee performance. The strength of this relationship is evidenced by the calculated t value obtained of 4.473, which far exceeds the t table threshold of 1.98. In addition to the comparison of t values, this test also shows a significance figure of 0.000 which is far below the standard error of 0.05. By fulfilling these statistical criteria, it can be concluded that the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is confidently accepted. This scientifically proves that the employee training variable has a positive and significant effect on employee performance at PT Pacific Eastern Coconut Utama Pangandaran. These results provide an illustration that the technical development program organized by the company has succeeded in improving individual work standards in the field (D. R. Sari & Yuliastanty, 2025). Effective training at PT PECU allows operators to understand the operational procedures of coconut processing machines more deeply and accurately. Employees who receive regular training tend to have higher self-confidence, which helps them minimize errors in the production process (Indrayana & Putra, 2024). This improvement in technical skills automatically impacts the efficiency of work time and the quality of the

company's final product (Narpati et al., 2024). The results of this study also strongly align with those of Indrayana & Putra (2024), who found that training is a crucial instrument that consistently influences employee performance in the industrial sector. Therefore, PT PECU management is advised to continuously update its training curriculum to maintain its relevance to the dynamics of global manufacturing technology. Overall, investing in human capital through training has proven to be a powerful strategy in maintaining the company's competitiveness in the international market (Mustaqim & Fauzi, 2022).

The results of the statistical analysis show that the ability variable has a regression coefficient value of 0.053, indicating a positive relationship with work productivity. Based on partial testing, the calculated t value of 4.865 was obtained, which is proven to be much greater than the t table threshold of 1.98. This finding is strengthened by a significance level of 0.000, which is far below the standard error of 0.05. Based on these statistical parameters, the researcher decided to reject H0 and accept Ha as a valid result. This scientifically proves that the ability variable has a positive and significant effect on employee performance at PT Pacific Eastern Coconut Utama Pangandaran. Individual capacity, which includes intellectual and physical aspects, is a determining factor in completing operational tasks effectively. In the field, employees with high abilities are able to process coconut derivative products with a better level of accuracy (Astuti & Wajdi, 2025). Adequate technical expertise allows each personnel to minimize work errors during the manufacturing process (W. R. Utami & Andjarwati, 2024). Staff placement based on real competencies will encourage the creation of harmony and efficiency in each department. According to Parusa et al., (2025)explains that the ability variable is a fundamental asset that consistently influences employee performance. PT PECU's success in maintaining export quality standards depends heavily on the skill of its operators in managing production technology. Therefore, the company needs to continue to pay attention to recruitment and individual capacity development to align with the workload (W. R. Utami & Andjarwati, 2024). The synergy between natural talent and learned skills will create maximum work output for the organization (Nugroho & Santosa, 2024). Overall, the results of this t-test validate that strengthening employee capabilities is a key factor in maintaining a company's competitiveness in the global market (Sari & Hasanuddin, 2024).

Results of the Determination Coefficient Test

The determination test is a measure that shows how much variable X contributes to variable Y. The higher the coefficient of determination, the greater the ability of the independent variable to explain changes in the dependent variable. The following results of the determination analysis that have been carried out can be seen in the following table:

Table 10. Results of the coefficient of determination test

Model Summary

Model	*R*	*R Square*	*Adjusted R Square*	*Standard Error of the Estimate*
1	.921 [a]	.749	.732	1,589,512
a. *Predictors: (Constant*), X1, X2, X3				

Table 10 shows that the *output* data results obtained an *adjusted* R *square figure* of 0.832 or 83.2 percent. This indicates that the percentage contribution of the independent variables to the dependent variable, namely motivation (X1), training (X2), ability (X3), is 73.2 percent, while the remaining 26.8 percent is explained by other variables not included in the research model. The *Adjusted R Square value* of 73.2 percent is categorized as a strong relationship. This illustrates that the compiled model (motivation, training, and ability) is very representative in explaining the factors that shape employee performance at PT Pacific Eastern Coconut Utama. This high figure indicates that management intervention in these three aspects will have a significant and real impact on the company's overall productivity.

F Test Results

The F test or regression coefficient test is used simultaneously to determine whether the motivation variables (X1), training (X2), and ability (X3) have a significant effect on employee performance. The test uses a significance level of 0.05. Independent variables can be said to have a joint effect on the dependent variable if the calculated F value is greater than the F table using a 95 percent confidence level of α = 5 percent. The F table value can be determined by finding the degrees of freedom or df1 (number of variables - 1), namely 4 - 1 = 3 and df2 (number of samples - number of independent variables - 1), namely 103 - 10 - 1 = 92. The F table value is 1.94. The following are the results of the F test that have been carried out, which can be seen in Table 11 as follows:

Table 11. F test results

ANOVA [a]

Model		*Sum of Squares*	*df*	*Mean Square*	*F*	*Sig.*
1	*Regression*	1278508341.847	10	127850834.185	50.603	.000[b]
	Residual	227389342.312	90	2526548.248		
	Total	1505897684.158	100			

a. *Dependent Variable*: Y

b. *Predictors*: (*Constant*), X1, X2, X3

Based on the data presented in Table 11, it is known that the calculated F value obtained is 50.603 with a significance level of 0.000. This value is proven to be much greater than the F table of 1.94, so the decision of the hypothesis taken is H0 rejected and Ha accepted. These results provide scientific evidence that the variables of motivation, training, and ability together have a significant influence on employee performance at PT Pacific Eastern Coconut Utama. The results of this analysis confirm that increasing productivity cannot be viewed from one aspect alone, but must involve synergy between mental encouragement, skill development, and individual basic capacity. If the management is able to maintain a balance between these three factors, work effectiveness in achieving the company's operational targets will increase optimally. Strong motivation must be combined with relevant technical training so that each employee is able to operate production technology with high accuracy standards (Karin et al., 2025). Practically, PT PECU management needs to ensure that the training program remains supported by a good incentive system to maintain stable work morale. Employee placement must also be adjusted to the competency of each field so that each task can be completed efficiently and effectively (Utami et al., 2025). The strong relationship between these variables indicates that investment in human capital, both formal and psychological, has a significant impact on organizational progress (Valentina et al., 2024). Therefore, comprehensive policy integration across these three factors is key to strengthening a company's competitiveness in the global marketplace.(Yuliyanty et al., 2024)

CONCLUSION AND SUGGESTIONS

Based on the results of the study on the influence of motivation, training, and ability on employee performance at PT Pacific Eastern Coconut Utama (PECU), it can be concluded that all research instruments have met the validity and reliability requirements so that they are suitable for use in the data analysis process. The results of the classical assumption test also show that the research data are normally distributed and the regression model is free from

multicollinearity and heteroscedasticity problems, so the regression model is declared suitable for use in hypothesis testing. The results of multiple linear regression analysis show that the variables of motivation, training, and ability have a positive influence on employee performance. Partially, the motivation variable has a positive and significant effect on employee performance with a significance value of 0.001. The training variable also has a positive and significant effect on employee performance with a significance value of 0.000. Likewise, the ability variable has a positive and significant effect on employee performance with a significance value of 0.000. Simultaneously, the variables of motivation, training, and ability have a significant effect on employee performance at PT Pacific Eastern Coconut Utama. This is proven by the results of the F test with a calculated F value of 50.603 which is greater than the F table of 1.94 and a significance level of 0.000. In addition, the results of the coefficient of determination show that the variables of motivation, training, and ability are able to explain variations in employee performance by 73.2%, while the remaining 26.8% is influenced by other factors outside the research.

Based on the research results that have been conducted, PT Pacific Eastern Coconut Utama is expected to increase employee work motivation through the provision of awards, incentives, and moral support that can encourage employee work enthusiasm in achieving company targets. In addition, the company needs to organize regular and continuous training programs so that employees are able to follow developments in production technology and understand work operational standards better. The company is also expected to be able to place employees according to their abilities and competencies so that work effectiveness and productivity can be optimally increased. For further researchers, it is recommended to add other variables that have the potential to influence employee performance, such as leadership, work environment, compensation, and job satisfaction so that the research results are broader and more comprehensive.

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