THE IMPORTANCE OF EMPLOYEES' MOTIVATION AND TRAINING ON COMPANY PERFORMANCE IN A FAMILY BUSINESS

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Abstract – Business nowadays has no boundaries of time, place, or information, so any firm must evaluate its performance regularly to ensure long-term viability. This study aims to determine the impact of employees' motivation and job training on company performance in a family business called PT Anugrah Mandiri. It is an automotive spare parts distribution company in Medan, Indonesia established in 2010. As a family business run by many family members, PT Anugrah Mandiri tends to undervalue the importance of providing motivation and delivering practical training to its employees. This results in most employees being overwhelmed, and the business performance is decreasing. As this study's quantitative research method shows, motivated and skilled employees are the keys to a successful firm. The instruments used to collect data are questionnaires about employees' motivation, job training, and company performance, and then processed using SPSS. Saturation sampling is used as the sampling method by administering the questionnaires to 50 employees of PT Anugrah Mandiri. The data analysis tool in this study is a multiple linear regression by carrying out a classic assumption test continued by testing the partial hypothesis or t-test, the simultaneous hypothesis test or the F test, and the calculation of the coefficient of determination. The statistical result shows that company performance increases by 0.422 and 0.384 when employees' motivation and job training increase by 1 unit. All hypotheses in this research are accepted, and it can be concluded that employees' motivation and job training influence company performance by as much as 68.9%. After conducting this research, PT Anugrah Mandiri is encouraged to improve its motivation and training for the employees to increase company performance.

Keywords: Company Performance; Employee Motivation; Family Business; Job Training

1. INTRODUCTION
1.1 Research Background
The majority of Indonesians use motorcycles as a mode of transportation, whether to support their daily activities or to work as internet couriers who rely on motorcycles as their primary mode of transportation. PT Mega Anugrah Mandiri is a family business based in Medan, North Sumatera, that specializes in the automotive industry and is a motorbike replacement parts distributor. There are some issues with the company, and one of the most alarming is consumer complaints about the company's salesperson. Every year, clients file over

100 complaints, and most of them are connected to the absence of services offered by the company's salesperson.

Table 1. Customer Complaints Data

Month	Number of Complaints	Description of Complaints
January	11	1. Salesperson has no initiative
February	7	2. Products are not mastered by the salesperson
March	9	3. Salesperson is not friendly
April	10	4. Salesperson knows nothing about product specification
May	6	5. Salesperson does not inform about promotions or sales discounts
June	7	6. Customers need to follow up with salesperson, not the other way around
July	11	7. Salesperson does not offer products attractively
August	15	
September	9	
October	12	
November	8	
December	6	
Total Complaints	111	

Source: PT Mega Anugrah Mandiri (2020)

Another serious issue in the organization is the number of sales. The company set a target of 650 pcs per month in 2020. However, the sales seem to be drastically decreased as a result of the Covid-19 pandemic. It can be seen that although the sales drop, at the beginning of the month, the sales is lower than expected as it covers only 83% of the target.
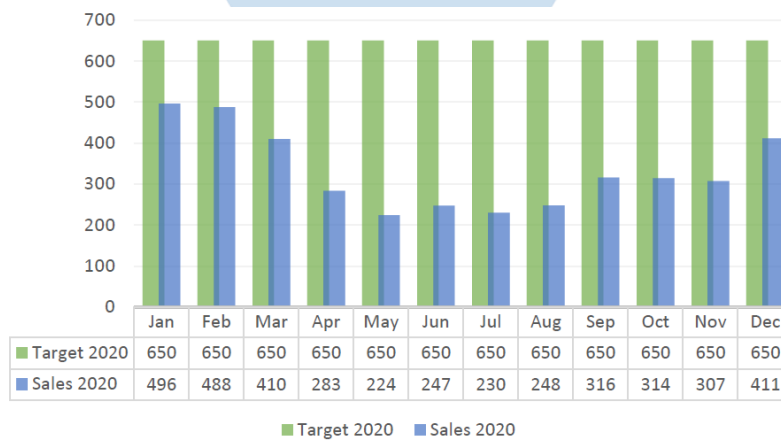

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Target 2020	650	650	650	650	650	650	650	650	650	650	650	650
Sales 2020	496	488	410	283	224	247	230	248	316	314	307	411

■ Target 2020 ■ Sales 2020

Figure 1. Sales Data of Blackstone Tire
Source: PT Mega Anugrah Mandiri (2020)

After interviewing the company's management and sales supervisor, it can be seen that there is a lack of motivation and training provided to the employees causing the customers' complaints and decreasing sales. Many of the employees, including the salesperson, are family members and family-related to the company's owners. Thus, it is assumed that those employees are naturally motivated and quick learners as they serve the company. Having said that, just as other family businesses, PT Mega Anugrah Mandiri acknowledges a great sense of loyalty coming from family members and non-family staff working in the company.

Previous research by Varma (2017) has shown that motivation leads to employees' commitment to organizational goals and, as a result, increased performance. It is essentially an

internal mechanism that motivates a person to move towards a goal. In addition, the research by Kang & Na (2020) proves that job training can significantly bring a positive impact on the sales growth rate of the company. However, both studies do not specifically discuss the influence of motivation and training on family-owned firms.

All employees, family members and non-family members in a family business, are the important assets that could influence the company's profitability. More specifically, it may be those who interact with customers frequently, such as salespeople, who have a direct impact on the outcome of the sales. Work motivation is one of the elements that influence employee productivity. In addition to employee motivation, the corporation can improve business performance by implementing staff job training. According to Hanaysha, providing effective training and development opportunities is one strategy to improve staff quality. Employees' knowledge, skills, and abilities in executing their jobs can all be improved through training (Hanaysha, 2016).

PT Mega Anugrah Mandiri conducts training for all employees once a year, and each department head can perform their training based on their needs. While it appears that the organization has provided training and evaluation to its personnel, the fact that their difficulties have not been resolved raises serious concerns. As a result, it is critical to research to determine what has caused the company's difficulties.

1.2 Research Objectives

This research is conducted with the objectives: 1. To know whether employees' motivation influences business performance in PT Mega Anugrah Mandiri. 2. To know whether job training influences business performance in PT Mega Anugrah Mandiri. 3. To know whether employees' motivation and job training simultaneously influence business performance in PT Mega Anugrah Mandiri.

1.3 Hypothesis Development and Research Model

The hypotheses in this research are:
H1: Employees' motivation influences business performance.
H2: Job training influences business performance.
H3: Employees' motivation and job training simultaneously influence business performance.
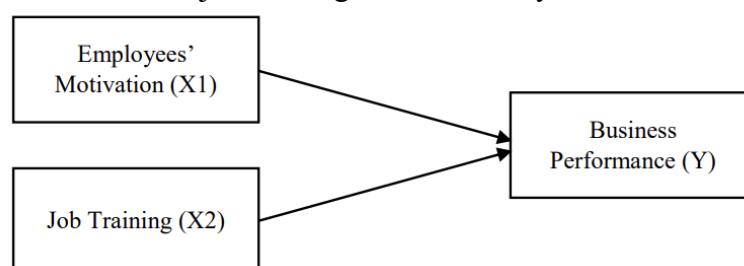

Figure 2. Research Model
Source: Prepared by Author (2021)

1.4 Literature Review
1.4.1 Employee Motivation

According to Sabri et al., motivation is described as a set of behaviors that motivate people to take action toward a common goal. They also claimed that motivation must include the reasons for each individual's actions as well as how they are caused (Sabri, Mutalib, &

Hasan, 2019). Furthermore, McClelland's Theory consists of three needs that drive people to become motivated in their job. As explained by Rybnicek, Bergner , & Gutschelhofer (2017) "…need theory claims that employees are motivated when their need for power, affiliation, and achievement are activated. Every employee is particularly motivated by a predominant need and consequently experiences different stimuli as rewarding to a different extent." (p. 444). The theory consists of the following:

a. Need for Achievement

People want to complete activities and achieve goals that they set for themselves depending on their abilities. Putting forth effort toward obtaining certain goals to achieve success has become increasingly significant in one's personal development.

b. Need for Affiliation

Every person requires the sense of being liked and accepted in society. Some people engage in social activities to satisfy their need for affiliation.

c. Need for Power

The urge to exert control over oneself or others, high regard for one's social position, and a strong desire to influence others. People with a strong desire for power value status above all else and strive for it.

1.4.2 Job Training

Some systems and norms must be followed by subordinates in an organization. Workers, just like employees in a company, need to know when they must report to work, what they will be doing daily, what the organization's goals are, how things are done, and so on. New employees must be trained to understand how the company operates daily as well as the task they must perform. Just as stated by Khan, Abbasi, Waseem, & Ayaz (2016, p.33) "…hurdles in adopting new technology or barriers which employees face in performance or productivity can be removed by conducting training sessions."

In the book titled "Employee Training and Development" by Noe & Kodwani (2018), formal training and informal learning are the two types of training. Formal training is initiated by the firm, either through the hire of a professional trainer or directly by the manager, and it is required of all employees. Informal learning, on the other hand, is derived from employees' own experiences, such as work experiences, social contacts, or training seminars attended by employees from outside the organization. According to Rohmah (2018), on-the-job training and off-the-job training are the two types of job training. On-the-job training is a set of practical training conducted directly by firm employees, whereas off-the-job training is conducted outside of the company. The following factors are important to ensure effective job training (Mangkunegara, 2017):

a. Instructor

Because the instructor is the most important factor affecting the success of training, the organization must select the best and most appropriate instructor for the employees' needs. The instructor must possess the necessary skills to train and motivate employees to develop their abilities.

b. Participants

If the participants are not enthusiastic about the training, a great instructor may be a waste of time. Most employers require their workers to participate in training that may or may not be related to their sector of employment. However, because it is mandatory, every employee is required to participate, and as a result, some employees may be apathetic about it. To avoid incompatibility, the level of the participants must be taken into account when doing a training event.

c. Material

The topic of training is critical in igniting employee interest in it. It is necessary to use good information that is relevant to the topic, easy to understand by the participants, and appropriate for the employees' field of work. The trainer prepares the best materials with knowledge of the company's position and the needs of the employees to be effective.

d. Purposive method

To ensure that all trainees/employees can apply the training results in their daily duties, purposeful techniques are required. Before the training, objectives should be communicated, as well as action plans for staff to follow when the training is completed. There are also a variety of training methods available, such as work rotation, role-playing, field trips, lectures, interactive games, and more, that can increase employee interest in any training session.

1.4.3 Company Performance

According to Singh, Darwish, & Potočnik (2016), profitability and long-term viability are the physical proof of an organization's performance. Organizational performance is described as a monetary or non-monetary metric that measures the extent to which an organization has met its goals. Financial performance, operational performance, customer satisfaction, human resource effectiveness, corporate social responsibility, and other supporting fields that support a firm are also said to be similar. Fadhilah & Subriad (2019) explained that financial, social, environmental, cultural, and corporate governance concerns must all be considered when evaluating a company's performance. The balanced scorecard is the most widely used company performance monitoring model because it elaborates four key perspectives that every firm is concerned with. Furthermore, Surjandari, Wati, & Ramdany (2019) elaborated on the indicators that measure business performance, which are:

a. Financial

A company's financial performance is an indicator of its overall business performance. It is the most important aspect in assuring the company's growth while also satisfying the interests of stakeholders. A company's vision and objectives will be realized through continued development and sustainability if its financial performance is good. In line with this study, financial indicators will focus on the company's profitability and growth over a specified period.

b. Employee

Employees have a critical role in the long-term viability of a company. To boost productivity and, by extension, corporate performance, each employee must be satisfied to accomplish their work well. Employee satisfaction benefits a firm since it reduces turnover and allows the organization to save money and time dealing with personnel.

c. Customer

Customers must be served by all businesses, regardless of their field of activity. Customers are the target audience for any company's products or services. Analyzing client needs, like the idea of demand and supply, is critical as the cornerstone of any organization. As a result, ensuring customer happiness is critical not just for gaining loyalty but also for gaining new customers who may be referred by them. Customers that are loyal to you will help you increase your business's performance and ensure its long-term viability.

d. Social

It is an external aspect that can have an impact on a company's performance. There are duties to change and comply with society, culture, law, ethics, and more because a business operates in an area surrounded by individuals in society, culture, law, ethics, and more. Prioritizing product quality and safety, conducting ethical business following the law, and caring for the environment and the people around you are all examples of corporate social responsibility (CSR) in maintaining a company's reputation.

1.4.4 Relationship between Employees' Motivation, Job Training, and Company Performance

Fahed-Sreih (2018) in the book titled "Human Resource Planning for the 21st Century" explained that employees are the most important factor in a company's success, especially when the company is in trouble. Furthermore, training is necessary to tackle any challenges that may arise shortly. The Covid-19 epidemic struck in 2020, affecting a wide range of industries. Many businesses have entirely changed their operational systems, and some have declared bankruptcy. Employees that are passionate about their jobs and have been taught to handle any crisis will stay and help the company survive, while those who do not may panic. Several things might influence their performance, the most important of which are motivation and training, both of which can lead to job satisfaction. Lauras, Zelm, Archimède, & Bénaben (2015, p.248) stated that "sending staff to training not only helps increase their worth as personnel, but it also benefits the public entity in staying abreast of new techniques and technology."

Sartika & Putra (2019) investigated a Bali-based car and replacement parts distribution company. The study polled 46 employees and found a significant association between the factors, indicating that leadership style, organizational commitment, and job motivation all had a favorable impact on firm success. The field of the research object, method, research variables, and aims are all identical in this study.

Employees that are motivated stay energized even in the most stressful situations, are more responsible in finishing duties, and have higher productivity. Meanwhile, training is necessary for new employees to become familiar with the company's standard procedures to achieve business objectives, as well as for current employees to develop their abilities, which will increase job quality. Employees might be motivated if they obtain new knowledge and enhance their skills, which not only increases their value but also help the company function better. As a result, it has been theoretically demonstrated that employee motivation and job training have an impact on corporate performance.

2. RESEARCH METHODOLOGY

The quantitative research approach will be used in this study, along with descriptive and correlational analysis methods. This research takes place in PT Mega Anugrah Mandiri, located at Jalan Selamat Ketaren, MMTC Logistic D-15, Medan, North Sumatra, in the period of April to August 2021. It involves looking at a certain demographic and sample, which is the employees of PT Mega Anugrah Mandiri to test a theory. Interviews with the company's managers and supervisors along with surveying the employees' work are used to acquire primary data, while secondary data is gathered from textbooks and other printed and online sources.

The population of this study is all the employees of PT Mega Anugrah Mandiri, which amounted to 50 employees. The nonprobability sampling method, namely the saturation sampling method, will be utilized as the sampling method as suggested by Sugiyono (2020) since there is no large population size available in this research and in order to have all the employees involved in this study. To test the model and hypothesis used in multiple linear

regression analysis, this research uses SPSS version 25, while hypothesis testing is conducted through t-test and F test.

This study uses a 5-point Likert scale to assess the responses from the employees using a total of 24 statements from Employees' Motivation and Job Training as the independent variables, and Company Performance as the dependent variable. Below is a table presenting the indicators and sub-indicators used in developing the questionnaire.

Table 2. Indicator and Sub Indicator of Independent Variables

Research Variable	Indicator	Sub Indicator	Research Variable	Indicator	Sub Indicator
Employees' Motivation (Rybnicek, Bergner , & Gutschelhofer, 2017)	Need for Achievement	Work Quality	Job Training (Mangkunegara, 2017)	Instructor	Identity
		Challenge			Ability
	Need for Affiliation	Relationship		Participants	Competence
		Work Environment			Enthusiasm
	Need for Power	Position		Material	Understanding
		Job Responsibility			Effective
	Expectancy Theory	Reward		Purposive Method	Media
		New Skills			Purpose

Table 3. Indicator and Sub Indicator of Dependent Variables

Research Variable	Indicator	Sub Indicator
Business Performance (Surjandari, Wati, & Ramdany, 2019)	Financial	Number of Sales
		Number of Employees Growth
	Employee	Performance
		Turnover
	Customer	Satisfaction
		Loyalty
	Social	Corporate Social Responsibility
		Employment Diversity

3. RESULT AND DISCUSSION

3.1 Validity and Reliability Test

To ensure the research's quality, a research instrument test will be conducted to assess the research's validity and reliability. A pre-test is conducted by giving out questionnaires to 30 employees in PT Calispo Multi Utama, which specializes in distributing automotive spare

parts, located in Jalan Selamat Ketaren, MMTC Logistic C-5, Medan, North Sumatra. The results of the validity and reliability test will be elaborated in the tables below.

Table 4. Validity Test

No.	Validity Value ($rcount$)	Critical Value ($rtable$)	Criteria	Result
EM1	0.785	0.361	$rcount>rtable$	Valid
EM2	0.818	0.361	$rcount>rtable$	Valid
EM3	0.929	0.361	$rcount>rtable$	Valid
EM4	0.922	0.361	$rcount>rtable$	Valid
EM5	0.848	0.361	$rcount>rtable$	Valid
EM6	0.760	0.361	$rcount>rtable$	Valid
EM7	0.798	0.361	$rcount>rtable$	Valid
EM8	0.758	0.361	$rcount>rtable$	Valid
JT1	0.900	0.361	$rcount>rtable$	Valid
JT2	0.910	0.361	$rcount>rtable$	Valid
JT3	0.933	0.361	$rcount>rtable$	Valid
JT4	0.956	0.361	$rcount>rtable$	Valid
JT5	0.955	0.361	$rcount>rtable$	Valid
JT6	0.944	0.361	$rcount>rtable$	Valid
JT7	0.939	0.361	$rcount>rtable$	Valid
JT8	0.925	0.361	$rcount>rtable$	Valid
BF1	0.657	0.361	$rcount>rtable$	Valid
BF2	0.909	0.361	$rcount>rtable$	Valid
BF3	0.866	0.361	$rcount>rtable$	Valid
BF4	0.866	0.361	$rcount>rtable$	Valid
BF5	0.771	0.361	$rcount>rtable$	Valid
BF6	0.797	0.361	$rcount>rtable$	Valid
BF7	0.949	0.361	$rcount>rtable$	Valid
BF8	0.817	0.361	$rcount>rtable$	Valid

The reliability test result for the variable X1, employees' motivation, is when the Cronbach's Alpha result is 0.951 > 0.6, which means all statements of employees' motivation variable are reliable and able to generate a consistent result for the research. The reliability test result for variable X2, job training is when the Cronbach's Alpha result is 0.983 > 0.6, which means all statements of job, and training variables are reliable to achieve a consistent result in this research. All statements of variable Y, which is the company performance is proven reliable as well, as the Cronbach's Alpha result is 0.953 > 0.6 and thus proven to provide consistent results for the research.

3.2 Respondent Characteristics

This study is conducted by distributing questionnaires to the staff of PT Mega Anugrah Mandiri, a total population of 50 respondents, using saturation sampling. As a result of the Covid-19 epidemic, it is done using online questionnaires via Google Forms.

Table 5. Respondent Characteristics Based on Gender

Gender	Frequency	Percentage
Male	42	84%
Female	8	15%
Total	50	100%

Table 6. Respondent Characteristics Based on Age

Age	Frequency	Percentage
20-25 years old	4	8%
26-30 years old	18	36%
31-35 years old	21	42%
>35 years old	7	14%
Total	**50**	**100%**

Table 7. Respondent Characteristics Based on Education Level

Education Level	Frequency	Percentage
SMP	10	20%
SMA	21	42%
S1	19	38%
Total	**50**	**100%**

Table 8. Respondent Characteristics Based on Working Period

Working Period	Frequency	Percentage
<1 year	12	24%
1-5 years	17	34%
6-10 years	15	30%
>10 years	6	12
Total	**50**	**100%**

3.3 Descriptive Statistics

The descriptive statistics of employees' motivation are elaborated as follows - the Mean of variable X_1 (employees' motivation) is 31.24, which indicates that the employees agree they are motivated to work in the company. The Median is 33, which indicates that the middle value of respondents' responses towards variable X_1 agrees. The Mode is 34, which indicates that the most frequently occurred response by the respondents towards variable X_1 strongly agrees.

The descriptive statistics of job training are elaborated as follows - the Mean of variable X_2 (job training) is 30.30, which is indicated as agree. This means the employees agree that the job training in the company is well-conducted. The Median is 32, which means that the middle value of respondents' responses towards variable X_2 indicated as agree. The Mode is 32, which means the most frequently occurred response by the respondents towards variable X_2 is agree.

The descriptive statistics of company performance are elaborated as follows - the Mean of variable Y (company performance) is 30.46, which indicates the employees agree that the company has good business performance. The Median is 31.50, which means that the middle value of respondents' responses towards variable Y is indicated as agree. The Mode is 35, which means the most frequently occurred response by the respondents towards variable Y is strongly agree.

Table 9. Descriptive Statistics of Variable X1, X2, Y

Statistics		Employees' Motivation	Job Training	Business Performance
N	Valid	50	50	50
	Missing	0	0	0
Mean		31.24	30.30	30.46
Median		33.00	32.00	31.50
Mode		34	32	35
Std. Deviation		5.468	6.254	5.261
Variance		29.900	39.112	27.682

3.4 Result of Data Quality Testing
3.4.1 Normality Test

A normality test is conducted to ensure that the data being used in the research is from a sample that is spread evenly thus determining that the data is normally distributed. As seen in the figure below, all of the samples spread along the linear line which intersects the horizontal and vertical axis at (0.0). The samples are spread along and near the line which means the data is normally distributed.
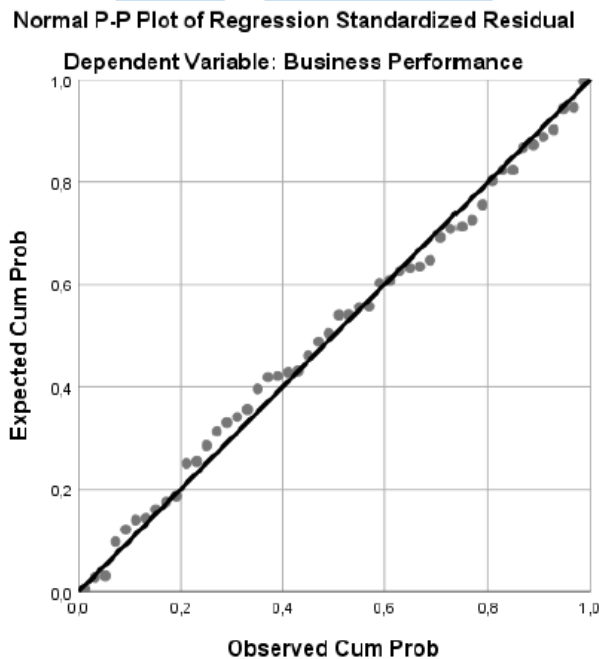

Figure 3. Normal P-P Plot of Regression Standardized Residual

The normality test of this research is using One-Sample Kolmogorov-Smirnov Test, with the criteria in which if the significance value >0.05, the data is normally distributed. The result is that the probability (Asymp. Sig.) value is 0.200 which is greater than 0.05. Therefore, it can be concluded that the data in this research is normally distributed.

3.4.2 Linearity Test

The linearity test has been conducted through SPSS and the result is that there is a linear relationship between variable X_1 and Y, and variable X_2 and Y.

Table 10. Linearity Test between Variable X_1 and Y

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.
Business Performance * Employees' Motivation	Between Groups	(Combined)	1071.038	17	63.002	7.064	0.000
		Linearity	828.095	1	828.095	92.855	0.000
		Deviation from Linearity	242.943	16	15.184	1.703	0.098
	Within Groups		285.382	32	8.918		
	Total		1356.420	49			

Table 11. Linearity Test between Variable X_2 and Y

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.
Business Performance * Employees' Motivation	Between Groups	(Combined)	1029.953	22	46.816	3.872	0.001
		Linearity	837.747	1	837.747	69.285	0.000
		Deviation from Linearity	192.206	21	9.153	0.757	0.741
	Within Groups		326.467	27	12.091		
	Total		1356.420	49			

3.4.3 Multicollinearity Test

The multicollinearity test is done to ensure that independent variables are not highly correlated. Variables can be mutually collinear but should not be highly correlated. If the value of VIF <10 and Tolerance >0.10, there is no multicollinearity. The result shows that the VIF value is 2.289 which is lower than 10 and the Tolerance value is 0.437 which is higher than 0.10. Therefore, it can be concluded that there is no multicollinearity between variables in this research.

3.4.4 Heteroscedasticity Test

A heteroscedasticity test is conducted to check if there is residual variance inequality from one to another observation in the regression model. Glejser test will be utilized to determine the heteroscedasticity test result. The criteria of data to pass the heteroscedasticity test is when the significance value >0.05. The results show that the Sig. value of employees' motivation variable is 0.848 and the Sig. value of the job training variable is 0.614 which is more than 0.05. This means there is no heteroscedasticity and no inequality of variance in one to a variable.

3.4.5 Regression Equation

There is a linear relationship between employees' motivation (variable X_1) and company performance (variable Y) which means the increase of employees' motivation variable value will also increase the value of the company performance variable. This also applies to job training (variable X_2) and company performance (variable Y), in which the increase of job training variable value will also increase company performance variable value.

3.4.6 Coefficient of Determination

Presented in the table below is the coefficient of the determination test result. The adjusted R square shown in the table is 0.689. The calculation results in the conclusion that employees' motivation and job training influence 68.9% of the company's performance. Meanwhile, the other 31.1% is influenced by other factors.

Table 12. Coefficient of Determination Test Result

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,838[a]	0.702	0.689	2.934
a. Predictors: (Constant), Job Training, Employees' Motivation				
b. Dependent Variable: Business Performance				

3.4.7 Hypothesis Test Result

The criteria of a hypothesis statement to be proven significant is if the Sig. value <0.05 and in the t-test, if $tcount>ttable$, then the hypothesis is proven to be significant. The hypothesis test result is that the Sig. value of employees' motivation variable (X_1) is 0.001 and job training (X_2) is 0.000, both Sig. value is less than 0.05 which means both hypotheses H1 and H2 are accepted. It can be concluded that employees' motivation has a significant influence on company performance and job training has a significant influence on company performance.

F-test is utilized to prove the statement of H3 in which employees' motivation and job training simultaneously influence company performance. The criteria of the F-test are if the Sig. value <0.05, then there is a significant effect between variables. The result is that the Sig. value of 0.000 which is less than 0.05. Therefore, it can be proved that the hypothesis statement of H3 is accepted, in which employees' motivation and job training simultaneously have a significant influence on company performance.

4. CONCLUSION

To conclude this study, it can be proven that motivation given to all employees and providing job training have a substantial impact on PT Mega Anugrah Mandiri's performance. It has also been shown that there is a significant link between employees' motivation, job training, and company performance. Therefore, all hypotheses developed for this research are accepted.

From the variable of Employees' Motivation, it can be seen that many employees feel demotivated and uncomfortable working in PT Mega Anugrah Mandiri. Also, from the variable of Job Training, it can be summarized that there are problems and challenges faced by the company in delivering effective training for the employees. Further, from the variable of Company Performance, it has been found that the salesperson in the company influences the well-being of the company's performance. Finally, the statistical result shows that employees' motivation and job training have a 68.9% influence on firm success, with the remaining 31.1% being caused by other factors.

The findings of this study are also in line with previous research showing that employees' motivation affects company performance, job training can have a beneficial impact on company performance, and employees' motivation and job training are critical aspects in securing the future of a business in any circumstance.

However, some of the limitations of this research are to be considered such as the size of the sample is relatively small and the variables used are restricted to 3 variables. Also, since

the completion of this study is conducted during the COVID-19 pandemic, thus there is a tendency for lower motivation of employees and ineffectiveness of job training due to physical distancing implemented in the company.

5. RECOMMENDATION

As a first step toward resolving the issues in the company, the director, manager, and heads of departments should engage more with all employees, conduct better communication, be kinder towards one another, and keep excellent relationships even outside of the office. These techniques are intended to make employees feel more at ease while at work, so increasing their motivation. As a family business, PT Mega Anugrah Mandiri should make sure the environment of the working place truly feels like home.

It is also suggested that the company implements more professional training for its employees, monitors each training session, ensures that each training topic is relevant to the employees' jobs, hires skilled trainers, and provides practical action plans for the employees to follow to ensure that each training is completed effectively.

To improve the company's performance, PT Mega Anugrah Mandiri can host or participate in more social events with the community. Employees of the organization are encouraged to be nicer and maintain positive relationships with all coworkers, including those from different departments. It will be highly beneficial for the firm to address any concerns or produce remedies to help all employees become more comfortable working in the company if they express one's ideas or suggestions to the supervisors or manager.

Employees are the most important resource that supports and sustains a firm, hence it is recommended that other organizations and family businesses in similar industries ensure their employees' well-being and focus on increasing their abilities.

Finally, other researchers should perform more advanced research on this topic because there are still drawbacks in this study that prevent it from being ideal.

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