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Integrative Model of Work Direction, Work Understanding, And Work Enthusiasm: Moderation of Training Programs

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ABSTRACT

This investigation seeks to ascertain the impact of work direction implementation on work understanding. To determine the impact of work direction implementation and work understanding on employee work enthusiasm partially. To assess the impact of work direction implementation on employee work enthusiasm through work understanding at PT. Swasana Sukses Bersama Medan. The research methodology employed in the present study is causal quantitative associative research, in which the method of data analysis employed is path analysis and MRA, and data processing will be carried out using SPSS. The results revealed that work direction implementation had a important impact and favorable on employee work enthusiasm, work understanding had a important impact and favorable on employee work enthusiasm, work direction implementation had a important impact and favorable on work understanding, work understanding mediated the impact of work direction implementation on employee work enthusiasm.

Work Direction Implementation, Employee Work Spirit, Work Understanding, Training Program.

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INTRODUCTION

In the ever-evolving world of business, high morale is one of the keys to organizational success. Morale is an attitude that an individual or group of individuals voluntarily adopts to work together to the best of their abilities. This is in line with the opinions of Sudin (2023) and Syafrinaldi (2013) who state that work direction has an impact on employee morale. Leaders always provide guidance to increase their employees' work motivation, but this has not been fully accepted by employees because the guidance provided is not continuous. One of the efforts to increase employee work ethic is through employee career development. Employee career development is an endeavor to enhance workers' productivity, whether technical, theoretical, conceptual, or moral, so that they can function in compliance with the job requirements expected by the organization. Employees' work motivation towards job orientation is still

lacking because employees view their daily work as a way to fulfill their personal objectives.

The present research aims to investigate the implementation of work direction on work motivation through work understanding, taking into account the moderation of training programs in a café environment. By understanding how work direction and work understanding interact in the context of training, it is believed that this study's findings would offer insightful information for human resource professionals and café managers in improving the performance and work motivation of their employees.

Good work guidance can increase productivity, minimize errors, and improve employee satisfaction. In the context of the F&B industry, where teamwork and responsiveness to changes in market demand play a central role, work guidance is the main foundation for achieving the necessary balance. At a basic level, work guidance aims to guarantee that every team member is aware of their responsibilities and contribution to the organization's goals. Therefore, the implementation of work guidance at PT. Swasana Sukses Bersama is directed at creating a setting where workers are conscious of their positions and duties within accomplishing the objectives of the company. This is in line with the opinions of Sudin (2023) and Syafrinaldi (2013) who state that work direction influences employee morale. Leaders always provide direction in order to increase employee motivation, but this has not been fully accepted by employees because the direction provided is not continuous.

In addition to work guidance, work comprehension is necessary to improve employee morale within the company. Comprehension comprises the capacity to understand the importance and meaning of the content that has been studied. Good work comprehension is also crucial for raising staff morale. Training programs can be an impactful means of improving employees' work comprehension. However, implementing impactful training programs can involve a number of challenges, such as aligning training with changing job demands and considering employee diversity. This is in line with Zainun (2019) opinion that one of the factors of work morale is worker satisfaction with their tasks and jobs because they are given tasks that they fully enjoy.

Work accuracy has become less important for employees because of the lack of precision in their work, which can minimize damage to work equipment. Similarly, the attitudes and behaviors exhibited by employees are not in line with established company regulations, such as the frequent violation of break times by arriving late to work.

Through systematic activities, employees are encouraged to improve their knowledge, skills, attitudes, and behaviors so that they can actively and

favorably participate to accomplishing the aims and the aims of the business or corporation in which they are employed. The training program is also aimed at improving the quality of employees' working lives and organizational development, where in addition to providing knowledge and skills to employees, this program is also aimed at making their work more satisfying. This aligns with the opinions of Anggraini et al. (2023), Kim et al. (2018), Tilaar (2022) and Mahyuddin & Sofya (2019), who state that training programs are influenced by employees' understanding of their work.

Employees received several training materials, including: 1). Barista training with materials on the introduction to types of coffee (Arabica, Robusta, etc.), coffee brewing techniques (espresso, V60, French press, etc.), frothing and latte art techniques, espresso machine calibration, and coffee machine maintenance. 2). Customer service training covering friendly and polite attitudes, impactive communication techniques, handling customer complaints, proactive vs. reactive service, and creating a pleasant customer experience. 3). SOP and Hygiene Training with materials covering SOPs for opening and closing the cafe, kitchen and public area hygiene, hygienic food and beverage handling, sanitation procedures, and food safety. 4). Product & Menu Training with materials covering food and beverage menu introduction, food pairing, introduction to main ingredients, plating and presentation techniques. 5). POS (Point of Sale) System Training consisting of materials on how to use cash registers/POS machines, cash and non-cash transaction processes, stock management through the POS system, and sales reporting. 6). Team and Soft Skills Training covering materials related to team building games, service simulations, inter-staff communication, and stress management during busy hours.

Despite several training sessions, it was found that employees did not fully understand the material, resulting in suboptimal performance. Furthermore, the training objectives set by the company were not accomplished as a result of the training program's irregular conduct.

Employee Comprehension

According to Sudjiono (2021) comprehension is a person's ability to understand or comprehend something after it has been learned and remembered. In other words, comprehension is knowing about something and being able to see it from various angles. According to Rahardjo (2023) comprehension is intended for the purpose of developing existing potential and solving problems that are encountered. In reality, humans differ in their thinking abilities, personality traits, and behavior. All of these can be assessed

or measured in various ways. Wrzesniewski et al. (2015) divide employee comprehension indicators into three categories.

Work Direction

According to Siswanto (2022) direction is an activity related to giving orders and advice to be carried out and motivating employees to achieve organizational goals. There are those who regulate, direct, motivate, impose sanctions, and so on. When talking about directing, it is the same as actuating or motivating. Terry (2018) states that directing is the same as leading and decision-making as the realization of planning into implementation. This means that directing can be interpreted as motivating or providing motivation and leading as well as decision-making. According to Siswanto (2022) the indicators of work directing consist of providing work motivation, creating commitment among organizational members, and the existence of encouragement that supports the accomplishment of corporate objectives.

Work Ethic

According to Widiyanti et al. (2018), work ethic is used to describe how motivated workers are to perform their jobs and responsibilities within the industry. In other words, there is a direct link between high productivity and high work ethic. For Hasibuan (2021), work ethic is a form of drive or motivation. Motivation involves focusing the energy and skills of subordinates in order to motivate them to collaborate impactively and successfully accomplish pre-established goals. As'ad (2019) claims that the following are signs of a strong work ethic: work accuracy, work discipline, work diligence, and enthusiasm for work.

Training Program

According to Nitisemito (2020) training is an action taken by an organization or agency with the intention of enhancing and developing its employees' attitudes, behavior, abilities, and knowledge in line with the organization's desires. Mangkunegara (2021) states that training is a brief educational program that teaches non-managerial staff members technical knowledge and abilities for specific needs using methodical and structured procedures. According to Mangkunegara (2021) the indicators of employee training include instructors, participants, materials, methods, training objectives, and training goals.

RESEARCH METHODS

The research methodology employed in this study is quantitative associative research. This type of research is used to examine data by providing an explanation, description, and illustration of the gathered data. As stated by

Sugiyono (2022) quantitative associative research is causal in nature (explaining the connection between two or more variables), and the connection is cause and impact, with independent and dependent variable. In study analyzes these relationships to investigate the impact of work direction on employee morale through an understanding of work moderated by training programs. The methodology employed in this investigation is a quantitative approach, which is objective and uses statistical testing methods.

A population is defined as a group of objects or individuals sharing certain characteristics that are selected by researchers for study prior to final conclusions are made. (Sugiyono, 2022). The population in this study is 105 employees working at PT. Swasana Sukses Bersama Medan. As stated by Sugiyono (2022) a sample is a component of the population's size and traits. The population must be fairly represented by the sample. The number of units chosen from the population is referred to as the study sample. In the present study, all members of the population were fully included as the research sample using a saturation sampling approach. Therefore, the research sample consisted of 105 employees at PT. Swasana Sukses Bersama Medan.

In this study, data analysis called Moderated Regression Analysis (MRA) was used. The moderator variable is an independent variable (X) that influences how other variables and the dependent variable (Y) relate to one another. Before then, studies for validity and reliability were conducted to evaluate the validity and measure the reliability of the questionnaire before it was used as a research instrument. Next, classical assumption testing was conducted, consisting of normality and heteroscedasticity tests to ensure that the linear regression model produced accurate, unbiased, and consistent estimates. The next test was path analysis to investigate the connection between the causal model developed by the researcher based on specific expertise and theoretical issues. After that, Moderated Regression Analysis (MRA) was tested. Then, model feasibility (F test), coefficient of determination test (R²), and Sobel test were conducted.

The equation for analyzing the impact of work direction implementation on work enthusiasm moderated by the training program is as follows:

$$Y: a + b_1X + b_2 Z + B_3X_1 *Z + e$$

Based on this equation, Y represents work ethic (criterion variable), a represents the value of the constant, b represents the level of the regression coefficient, X represents the work direction variable (predictor variable), Z represents the training program variable (moderating variable), X*Z represents the work direction implementation variable * training program variable, and e represents the standard error.

RESULT AND DISCUSSION

Research Results

Description of Respondent Characteristics

This data from 105 respondents who satisfied the research requirements were successfully gathered for this study. divided into several characteristics. Based on gender, there were 57 female respondents, or 54.29%. There were 48 male respondents, or 45.71%. Based on age, there were 39 respondents under the age of 25, or 37.14%, 34 respondents aged 26-35, or 32.38%, 13 respondents aged 36-45 years old, equivalent to 12.38%, and 19 respondents aged 46 years old and above, equivalent to 18.10%. Based on educational level, 55 respondents (52.38%) had a high school diploma, 34 respondents (32.38%) had a diploma, and 16 respondents (15.24%) had a bachelor's degree.

Validity Test

The validity test is a component of the test used to determine the validity for every variables questionnaire items. If the computed r is higher than the table r , a questionnaire item is deemed valid. Previously, we will begin this validity test by determining the computed r value, using the formula $d(f) = n - 2 = 105 - 2 = 103$. From the calculation to find the r table value above, the result of r table 103 indicates the number 0.192. This shows that when the computed value exceeds 0.192, the data are deemed legitimate. The findings of through a comparison of the computed r -values with the r -table values for the research questionnaire items are shown in the section that follows.

Table 1.
Validity Test Results

Work Direction Implementation			
Item	r value	rtable	Explanation
1	0.710	0,192	Valid
2	0.572	0,192	Valid
3	0.619	0,192	Valid
Employee Work Ethic			
Item	r value	rtable	Explanation
1	.641	0,192	Valid
2	.605	0,192	Valid
3	.558	0,192	Valid
Understanding Work			
Item	r value	rtable	Explanation
1	.542	0,192	Valid
2	.521	0,192	Valid
3	.588	0,192	Valid

4	.451	0,192	Valid
Training Program			
Item	r value	rtable	Explanation
1	.700	0,192	Valid
2	.640	0,192	Valid
3	.646	0,192	Valid
4	.646	0,192	Valid
5	.677	0,192	Valid
6	.652	0,192	Valid

The conclusion is intended to help the reader understand why your research should matter to them after they have finished reading the paper. A conclusion is not merely a summary of the main topics covered or a re-statement of your research problem, but a synthesis of key points. It is important that the conclusion does not leave the questions unanswered.

With reference to the validity test results presented in Table 2 above, it is evident that all calculated r values of the variables studied, namely Work Direction Implementation, Employee Work Ethic, Understanding Work, and Training Program, are greater than the rtable value of 0.192. Therefore, it can be said that all statement items are valid so that the questionnaire can move on to the reliability testing stage.

Reliability Test

The reliability of the statement items that passed the validity test will be ascertained utilizing the standards that if the Cronbach's Alpha level is > 0.60 , consequently, the assertion is reliable, but if level is < 0.60 , consequently, the assertion is therefore untrustworthy.

Table 2.
Reliability Test Results

Variabel	Cronbach's Alpha	Explanation
Employee Work Ethic	0.767	Reliable
Work Direction Implementation	0.790	Reliable
Understanding Work	0.734	Reliable
Training Program	0.737	Reliable

With reference to the reliability test results presented in Table 3 above, it is evident that every variable's Cronbach's Alpha level exceeds 0.6. Thus, it may be said that each instrument in the variables of Work Direction Implementation, Employee Work Ethic, Understanding Work, and Training Program is reliable and therefore suitable and reliable as a research instrument.

Classical Assumption Test

The classical assumption test was used in this investigation to make sure that the regression model produced accurate, unbiased, and consistent estimated data. By conducting this test, researchers can determine whether the regression model built is valid and reliable so that the conclusions drawn from the regression analysis are correct and representative. The classical assumption test is divided into three types of tests, namely the normality test, the multicollinearity test, and the heteroscedasticity test.

Data Normality Testing

Table 3.
Kolmogorov Smirnov Test Results Model I
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		105
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.78520203
Most Extreme Differences	Absolute	.093
	Favorable	.071
	Negative	-.093
Test Statistic		.093
Asymp. Sig. (2-tailed)		.055 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the Kolmogorov Smirnov test results in model I, it is evident that the Asymp. Sig. (2-tailed) value is $0.055 > 0.05$, which leads to the conclusion that the data within this regression model are normally distributed.

Table 4.
Kolmogorov Smirnov Test Results Model II
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		105
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.05449787

Most Extreme	Absolute	.103
Differences	Favorable	.070
	Negative	-.103
Test Statistic		.103
Asymp. Sig. (2-tailed)		.068 ^c

a. Test distribution is Normal.

b. Calculated from data.

Based on the results of the Kolmogorov Smirnov test on model II, it can be seen that the Asymp. Sig. (2-tailed) level is $0.68 > 0.05$, which leads to the conclusion that if the distribution of the data in this regression model is suitable.

Heteroscedasticity Testing

Table 5.
Glejser Model I Test Results
Coefficients^a

		Unstandardize		Standardize		
		d		d		
		d Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.053	.777		5.219	.000
	Work Direction Implementation	-.152	.063	-.231	-1.405	.181

a. Dependent Variable: Abs_Res

Considering the outcomes of the Glejser test on model I, it is evident that the Sig value for the Work Direction Implementation variable is $0.181 > 0.05$. Thus, it may be argued that the regression model does not exhibit heteroscedasticity based on the Glejser test's decision-making premise.

Table 6.
Glejser Model II Test Results
Coefficients^a

		Unstandardize		Standardize		
		d Coefficients		d Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.230	.754		2.958	.004
	Work Direction Implementation	-.053	.063	-.097	-.838	.404
	Understanding Work	-.005	.049	-.012	-.106	.915

a. Dependent Variable: Abs_Res1

Based on the results of the Glejser test on model II, it can be seen that Sig in the Work Direction Implementation variable is $0.404 > 0.05$ and the sig value of the work exposure variable is $0.915 > 0.05$. Therefore, The regression model does not exhibit heteroscedasticity, according to the Glejser test's decision-making framework.

Testing the Coefficient of Determination (R^2)

Table 7.

Results of the Coefficient of Determination Test (R^2) Model I

Model Summary^b

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.521 ^a	.272	.265	2.79869

a. Predictors: (Constant), Work Direction Implementation

b. Dependent Variable: Understanding Work

Based on the test results shown in the following model, it is evident that the R Square value is 0.272, which means that the capacity of the Work Direction Implementation variable to clarify Understanding Work is 27.2%, whereas the remainder 0.728 or 72.8% is the substructure's error value I model variable.

Table 8.

Results of the Coefficient of Determination Test (R^2) Model II

Model Summary^b

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.588 ^a	.345	.332	2.07454

b. Dependent Variable: Employee Work Ethic

a. Predictors: (Constant), Understanding Work, Work Direction Implementation

Considering the outcomes of the coefficient of determination (R^2) test in model II, it is evident that the R Square value is 0.345, which indicates that the capacity of the Work Direction Implementation and Understanding Work variables to clarify Employee Work Ethic is 34.5%, whereas the remainder 0.655 or 65.5% is the value of the error in the substructure II model variable.

Hypothesis Testing

The results of hypothesis testing for Substructure I are presented as follows:

Table 9.
Hypothesis Testing Model I

Model	Unstandardized		Standardize	t	Sig.
	Coefficients		d		
	B	Std. Error	Beta		
1 (Constant)	7.313	1.337		5.468	.000
Work Direction Implementation	.676	.109	.521	6.199	.000

a. Dependent Variable: Understanding Work

Considering the outcomes of hypothesis model I testing, It demonstrates that the probability value (p) of Work Direction Implementation is 0.000. The probability can be ascertained by comparing it to the alpha value (0.05). $\alpha < p$ ($p < 0.05$), Thus, it may be said that Work Direction Implementation has a important impact on Understanding Work. The size of the Work Direction Implementation value affecting Understanding Work is 0.521.

The path analysis model can be characterized as follows based on the explanation in substructure I:

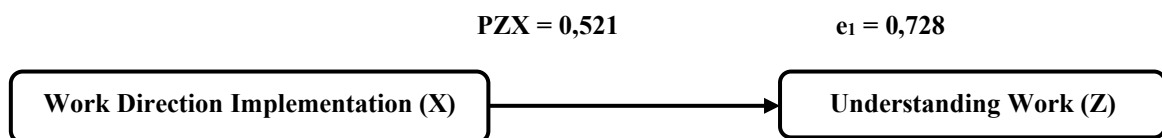


Figure 1 Model Analisis Jalur Substruktur I

Figure 1.
Demonstrates that the Equation For Regression Analysis is

$$Z = 0,521 PZX + 0,728e_1$$

PZX is 0.521 for the independent variable X (Work Direction Implementation) with a favorable sign, demonstrating that each unit increase in Work Direction Implementation will increase Understanding Work by 0.521. And e1, which is if there's a mistake in the model assumption, the model assumption can then be adjusted by +0.728 to approximate the actual outcome.

Table 10.
Hypothesis Testing Model II
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	3.650	1.126		3.241	.002
Work Direction Implementation	.282	.095	.279	2.973	.004
Understanding Work	.305	.073	.392	4.173	.000

a. Dependent Variable: Employee Work Ethic

The outcomes of hypothesis model II testing demonstrate that the probability value (p) of Work Direction Implementation is 0.004, and the probability value (p) of Understanding Work is 0.000. In contrast to the alpha threshold of 0.05, it can be concluded that the likelihood is less than the alpha level ($p < 0.05$). Thus, it may be said that Work Direction Implementation has a important impact and favorable on Employee Work Ethic, and Understanding Work has a important impact and favorable on Employee Work Ethic. The size of the value of Work Direction Implementation affecting Employee Work Ethic is 0.279, and the size of the value of Understanding Work affecting Employee Work Ethic is 0.392.

The path analysis model can be demonstrated as follows using the explanation in substructure II:

The multiple regression analysis equation is as follows:

$$Y = 0,279 PYX + 0,392 PYZ + 0,655 e_2$$

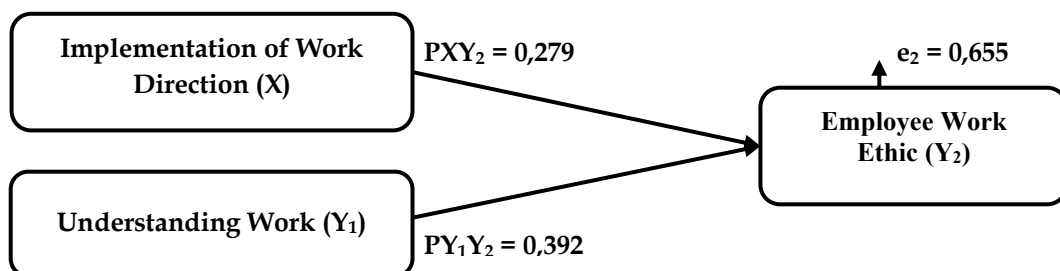


Figure 2.
Substructure Path Analysis Model II

PYX is 0.279, for the independent variable X (Work Direction Implementation) with a favorable sign, indicating that every 1-unit increase in Understanding Work will increase Employee Work Ethic by 0.279. PYZ is 0.392 for the independent variable Z (Understanding Work), which is favorable, indicating that each one-unit increase in Work Direction Implementation will ascend Employee Work Ethic by 0.392. And e2 is 0.655, if the model assumption is incorrect, it can be fixed by + 0.655 to approximate the actual result.

Indirect Impact Test

To gather data pertaining to the study's indirect impacts hypothesis, specifically the impact of Work Direction Implementation on Employee Work Ethic through Understanding Work, the Sobel test that follows can be applied:

Table 11. Sobel Test

Input:		Test statistic:	Std. Error:	p-value:
a	0.521	Sobel test:	3.57029797	0.05720307
b	0.392	Aroian test:	3.5362503	0.05775383
s _a	0.109	Goodman test:	3.60534841	0.05664695
s _b	0.073	Reset all	Calculate	0.00031173

The above table indicates that the probability level (p-value) in the Sobel test is 0.000, which is greater than 0.05 ($0.000 > 0.05$). Therefore, it may be said that there is a notable impact of Work Direction Implementation on Employee Work Ethic through Understanding Work. The size of the unintended consequence of Work Direction Implementation on Employee Work Ethic through Understanding Work can be described through the path analysis model as a result:

$$ZX \times pYZ = 0,521 \times 0,392 = 0,204$$

Path Analysis Model

The path analysis model used in this work is as follows, based on the previously described discussion:

$$e1 = 0,728$$

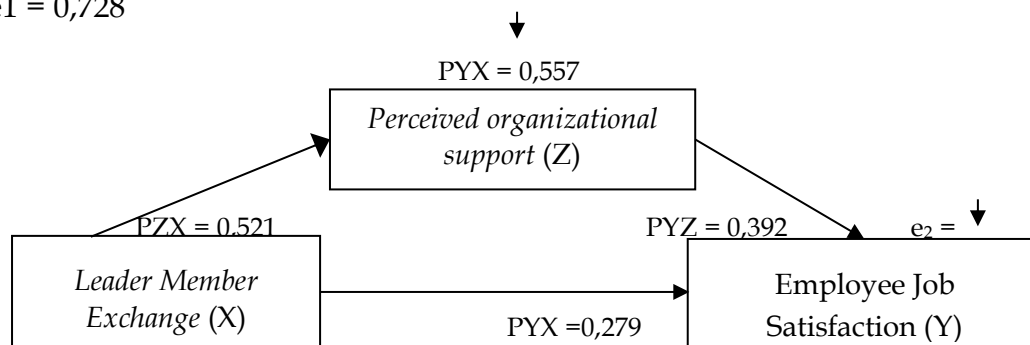


Figure 3 Path Analysis Model

Each exogenous variable's overall impact on its endogenous variable can be computed using the illustration and the preceding description. The overall impact of Work Direction Implementation on Employee Work Ethic is:

$$\text{Total Impact: } p_{YX} + (p_{ZX} \times p_{YZ}) = 0,279 + 0,204 = 0,483$$

Moderated Regression Analysis Test (MRA)

These coefficients show that the impact of Work Direction Implementation on work motivation is moderated by the Training Program.

Table 1.
Moderated Regression Analysis Results (MRA)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-10.824	6.863		-1.577	.118
Work Direction Implementation	1.861	.554	1.843	3.356	.001
Training Program	.758	.311	1.196	2.441	.016
Work Direction Implementation* Training Program	-.062	.025	-2.105	-2.504	.014

a. Dependent Variable: Semangat kerja

Considering the degrees of freedom (df) and t-table value = (n-k-1) (105-2-1 = 102) and a significance level of 5%, which is 1.983, it can be stated that the moderating variable of the Training Program (Z) with a tcount level > tTable (-2.504 > 1.983) and a Sig. level (0.014 < 0.05), then the Training Program negatively and importantly moderates the impact of Work Direction Implementation on work motivation.

The Impact of Work Direction Implementation on Work Understanding

Using the outcomes of the t-test, a t-count value of 6.199 > t-table 1.983 with a significance level of 0.000 < 0.05 was obtained. This shows that the implementation of work direction has a important impact and favorable on the work understanding of employees at PT. Swasana Sukses Bersama Medan. Thus, the better the work direction given by leaders, The greater the degree of employee understanding of their tasks, procedures, and responsibilities. This finding is in line with Yukl (2020) Path-Goal Leadership Theory, which emphasizes that leaders play a role in providing direction to clarify the path to achieving goals. Siagian's (2021) Organizational Communication Theory emphasizes the role of dialogue in promoting understanding in the workplace. The study's findings include also consistent with earlier research, such as: Sari

(2018), who found that work direction improves task understanding. Putra (2020) also showed that structured work direction strengthens procedural understanding, and Haryanto (2021) emphasized that direction contributes importantly to work understanding in service companies.

The Impact of Work Direction Implementation on Employee Work Motivation

Using the outcomes of the t-test, a t-count value of $2.973 > t\text{-table } 1.983$ with a significance level of $0.004 < 0.05$ was obtained. These results prove that the implementation of work direction has a important impact and favorable on employee work motivation at PT. Swasana Sukses Bersama Medan. In other words, work direction that is carried out clearly, systematically, and continuously can increase employee enthusiasm, motivation, and drive to complete tasks according to the targets set by the company. The Path-Goal Leadership Theory in Yukl (2020) explains that leaders who provide clear direction will strengthen the motivation of their subordinates, because employees understand the path they must take to achieve their goals. This aligns with the study's conclusions, indicating that job direction is crucial for boosting motivation at work.

McClelland's Motivation Theory in Rivai (2020) states that the need for achievement can be triggered through proper work direction. Direction from leaders becomes an external stimulus that increases employees' internal motivation to work harder, thereby increasing their enthusiasm for work. Additionally, the study's conclusions are in line with earlier research. Among others, Dewi (2019) discovered that employee morale is importantly impacted by work direction in service companies because direction helps employees understand their roles and work objectives. Ramdani (2020) showed that impactive work direction increases employee morale in government agencies, with clear communication as a key factor. Amalia (2021) in her research on retail companies proved that good work direction not only improves performance but also increases employee morale in completing daily targets.

The Impact of Work Understanding on Employee Work Motivation

The t-test results show a t-count value of $5.842 > t\text{-table } 1.983$ with a significance level of $0.000 < 0.05$. This proves that work understanding has a important impact and favorable on employee work motivation. Thus, the more the level of employee understanding, the higher the work motivation shown. Good understanding provides confidence, reduces work ambiguity, and fosters motivation. These results are supported by Bandura (1997) Social Cognitive Theory, which explains that understanding strengthens self-efficacy, thereby increasing work motivation. This is supported by Herzberg's Two-Factor

Theory in Hasibuan (2021) which states that comprehension of the work is a motivating element that fosters satisfaction and work motivation. This research is consistent with Rahmawati (2019) study, which discovered that work understanding affects motivation. Santoso (2020) also found that task understanding increases the work enthusiasm of retail employees, and Fitriani (2021) showed that work understanding contributes to work enthusiasm in transportation companies.

The Impact of Work Direction Implementation on Employee Work Motivation Through Work Understanding

The study's findings show that work direction implementation has a important impact and favorable on employee work motivation via employment understanding. In other words, good work direction not only has a direct impact but also an indirect impact through increased work understanding. Work understanding serves as a moderating factor that reinforces the relationship between work direction and employee morale. These findings are in line with the Human Relations Theory in Mangkunegara (2021), which emphasizes that management attention through direction can increase understanding and morale. The Expectancy Theory in Siagian (2021) also explains that understanding the relationship between effort, performance, and results will increase motivation and morale.

Additionally, these outcomes are consistent with Wulandari (2019) research, which shows that work understanding mediates between direction and work enthusiasm. Nasution (2020) asserts that direction improves understanding and then motivates employees, while Pratama (2021) states that work understanding has a important function as a mediator in increasing work enthusiasm.

The Impact of Work Direction Implementation on Employee Work Motivation Moderated by Training Programs

This study proves that training programs moderate the impact of work direction implementation affect the motivation of workers. Good work direction will be more impactive in increasing work motivation if it is supported by relevant training. Training enables employees to acquire additional skills and knowledge, making work directions easier to understand and implement.

These findings are in line with the Human Capital Theory in Rivai (2020) which emphasizes the importance of investing in training to increase productivity and motivation. The Experiential Learning Theory in Siagian (2021) explains that experience-based learning makes guidance more meaningful and motivates employees. The study's findings include consistent

with Handayani's (2018) research, which found that training strengthens the relationship between instructions and work motivation, and Arifin's (2020) research, which shows that training acts as a regulator of the connection between work instructions and performance. Lestari (2021) also proves that training strengthens work instructions in increasing work enthusiasm in the hospitality sector.

CONCLUSION

Considering the study's findings, it was concluded that the implementation of work guidance had a important impact and favorable on work understanding at PT. Swasana Sukses Bersama Medan. The implementation of work guidance had a important impact and favorable on employee morale at PT. Swasana Sukses Bersama Medan. Work understanding has a important impact and favorable on employee morale at PT. Swasana Sukses Bersama Medan. The implementation of work guidance has a important impact and favorable on employee morale through work understanding at PT. Swasana Sukses Bersama Medan. There is a notable impact of the implementation of work guidance on employee morale, moderated by training programs at PT. Swasana Sukses Bersama Medan.

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