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The Effect of Motivation, Work Environment and Job Training on Increasing Employee Performance at PT PG Candi Baru Sidoarjo

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ABSTRACT: This study seeks to evaluate how motivation, work environment, and job training affect employee performance. The study involved a sample of 106 employees, selected through a simple random sampling technique to ensure representative results. The analysis was conducted using Structural Equation Modeling with Partial Least Squares (SEM-PLS), a method that is well-suited to handle complex models and provides insight into the relationships between variables. The results revealed that motivation has a significant positive impact on employee performance. Highly motivated employees tend to perform better in their roles. In addition, the work environment plays a significant role in enhancing employee performance; a supportive and conducive work environment contributes to higher productivity and job satisfaction. Furthermore, job training has also been shown to have a positive impact on employee performance. Well-designed training programs that are relevant to the employee's role help improve their skills and knowledge, which in turn improves employee performance.

Keywords: Motivation, Work Environment, Job Training, Employee Performance

I. Introduction

According to Agus Gumiwang Kartasasmita, Minister of Industry of Indonesia, it is estimated that there will be a shortage of 2.5 million competent human resources by 2024. The impact of this shortage is expected to be a major obstacle for many organizations in Indonesia. Efforts to prepare a competent workforce and meet industry needs will be a significant challenge in the next few years. Companies are regulated and operated institutions that are responsible for the production of products and services that meet consumer demand (Arif & Supriyatin, 2019). It is very important for organizations to have human resources provided to employees that can be fulfilled (Nugraha et al., 2020).

The main asset of any organization is its employees, who are important social creatures (Hasanah & Markus, 2023; Meidita, 2019). They play an active role in planning, implementing and controlling company goals. Through their contributions and interactions, employees not only carry out operational tasks but also shape the organization's culture and influence its long-term success (Samudera et al., 2020) company length. It is crucial for organizations to cultivate a work environment that encourages, motivates, and harnesses the full potential of every employee in order to achieve shared objectives. Attitudes towards work can be influenced by employees' thoughts, emotions and desires, which contribute to achieving company goals (Arif & Supriyatin, 2019). Understanding and meeting these fundamental needs not only increases employee motivation but also has the potential to improve overall performance and workforce retention. Companies that are able to accommodate these needs effectively tend to have more productive and satisfying work environments for their employees (Arif & Supriyatin, 2019).

An appropriate work layout, sufficient lighting, comfortable room temperature and humidity, and noise that does not interfere with work concentration are components of the physical work environment. This favorable work environment is considered an important

factor in the efficiency of an organization and the job security of its employees (Arif & Supriyatn, 2019).

Job training is very important considering the anticipated shortage of competent human resources in Indonesia in 2024. Investing in job training is not just about fostering individual development; it also contributes to the long-term sustainability and growth of the company. Thus, job training is a crucial strategy for maintaining organizational competitiveness and success amidst economic uncertainty and dynamic changes in the business environment. Job training is defined by specific roles and their jobs (Samudera et al., 2020). Companies that prioritize employee motivation, foster a supportive work environment, and provide job training to improve their employees' skills in their respective disciplines will achieve optimal company performance. Workforce performance depends on the individual's ability to complete tasks (Nugraha et al., 2020).

PT PG Candi Baru Sidoarjo seeks to improve employee performance by implementing work motivation strategies including bonuses, compensation and other incentives. In addition, the organization prioritizes creating a conducive work environment and coordinating job training in accordance with the responsibilities of each employee. The organizational framework of PT PG Candi Baru Sidoarjo is as follows:

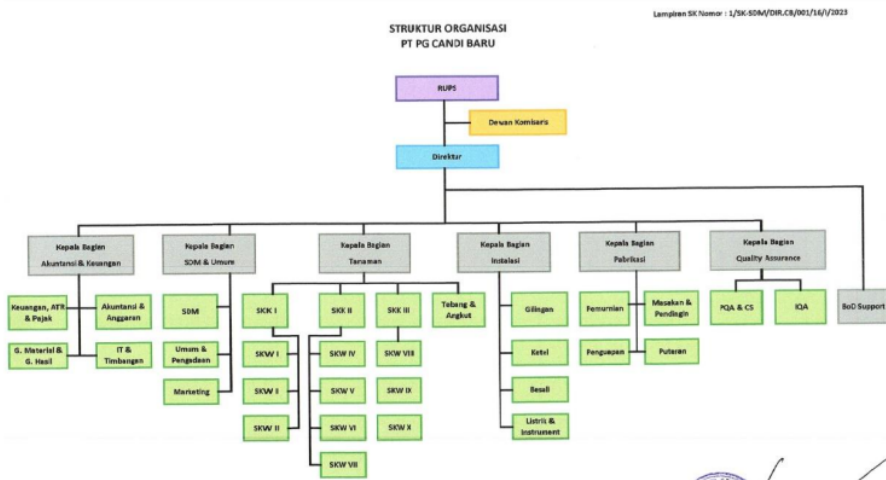


Figure 1. Organizational structure of PT PG Candi Baru Sidoarjo

Employee performance is intricately linked to work motivation, work environment, and job training, as highlighted in various research papers. Studies emphasize the positive impact of on-the-job training and work motivation on employee performance, with the combination of these factors showing significant improvements in overall performance (Dwi Gemina et al., 2023). Work motivation, driven by intrinsic and extrinsic factors, plays an important role in increasing employee dedication and productivity, while a supportive work environment fosters better performance through comfort, facilities and positive relationships (Wahyuni et al., 2023). Additionally, competence, fair compensation, and high motivation were found to be positively correlated with employee performance, underscoring the importance of these elements in driving productivity and dedication in an organization (Surakhmat, Ansar, 2023). Understanding and optimizing these factors is essential for designing effective management strategies to improve employee capabilities and achieve organizational goals.

Based on previous research, Motivation is stated to have no effect on Employee Performance, while Training and Discipline have an effect on Employee Performance at Star Hotels in Batam City (Kurniawan & Sutiyantri, 2021). Training, Work Environment, Motivation and Compensation are recognized as significant and substantial factors that influence the performance of Gudang PT employees. Mentari (Waskito et al., 2023) This is also proven by additional research which shows that the work environment, work motivation and job satisfaction at the Lian_Mart Retail Company in Jakarta have a positive and significant effect on employee performance (Lahagu & Tarmizi, 2023).

These three research findings will be used to carry out tests to find out whether employee performance improvement is significantly influenced by motivation, work environment, or job training for employees at PT PG Candi Baru Sidoarjo.

II. Literature Review

2.1. Motivation

Motivation has a basic word in the form of "motive", which means because someone does something. Motivation is an internal force that directs employee power and competence to work more effectively to achieve company goals in accordance with expectations (Parashakti & Noviyanti, 2021; Sutrisno et al., 2022). Motivation is the study of methods to increase a person's morale, thereby enabling them to work to the best of their ability, utilizing their skills and abilities to achieve organizational goals (Safitri et al., 2023). The meaning of motivation is the ability to motivate each employee to work diligently and enthusiastically in order to achieve a high level of productivity (Parashakti & Noviyanti, 2021). Every employee must achieve the highest level of job satisfaction in order to increase their level of motivation, which will then be transmitted to their colleague.

Motivational theories in psychology and management, such as Maslow's Hierarchy of Needs Theory (N Saracho, 2023), Herzberg's Two Factor Theory (N Saracho, 2023), Vroom's Expectancy Theory (N Saracho, 2023), Adams' Theory of Justice (N Saracho, 2023), and Skinner's Reinforcement Theory (N Saracho, 2023), plays a critical role in understanding human behavior and driving performance in organizational settings. These theories highlight the importance of internal and external factors in influencing an individual's level of motivation and behavior. By recognizing the hierarchy of needs, job satisfaction factors, outcome expectations, fairness in reward distribution, and reinforcement mechanisms, managers can develop tailored strategies to increase employee motivation, leading to increased organizational performance and productivity (N Saracho, 2023). Grasping and implementing these motivation theories enables leaders to cultivate a work environment that promotes satisfaction, employee engagement and success.

2.2. Work environment

The work environment includes physical, social, and psychological factors that significantly influence employee performance, well-being, and job satisfaction. Physical factors such as room conditions, lighting and noise (Pimpong, 2023) can influence comfort and health, while social factors such as relationships and organizational culture (Hamed et al., 2023) influence motivation and satisfaction. Psychological factors such as work stress and job autonomy (Albasithu & Wartono, 2024) affect mental health. Theories such as Ergonomics, Motivation-Hygiene, and Job Stress (Renda, 2022) provides a framework for increasing comfort, motivation, and stress management. A supportive work environment, as emphasized by Psychological Environmental Theory Hamed et al., (2023), improving performance and well-being, leading to increased performance, reduced stress, and improved health, ultimately driving job satisfaction and lowering turnover rates.

The work environment influences employee performance because good environmental conditions will encourage employees to enjoy working and increase their sense of responsibility to do their work well. The work environment is the environment where employees carry out their daily work (Damastara & Sitohang, 2020).

2.3. Training

Job training is a fundamental aspect of human resource management, which aims to improve employee competencies and skills to meet job requirements effectively (Mulani, 2024). It covers various aspects such as technical, managerial and interpersonal skills tailored to the needs of the organization (Hamed et al., 2023). Theoretical frameworks such as Social Learning Theory by Bandura emphasize learning through observation and Adult Learning Theory by Knowles emphasizes the importance of special training for adults (Singh, 2023). The Learning Transfer Theory by Baldwin and Ford highlights the application of acquired knowledge in practical settings, influenced by the work environment and managerial support (Atul Kumar, 2021). Job training significantly impacts employee performance by increasing productivity, improving work quality, increasing job satisfaction, and reducing workplace errors and accidents (Rehka & Rajesh, 2022). Studies reveal that training increases employees' perceived value, leading to increased motivation and loyalty, ultimately benefiting both the employee and the organization in the long run (Singh, 2023). Training is a series of activities or processes to improve individual understanding, skills, attitudes, knowledge and work performance (Huda et al., nd). Training must be carried out professionally and appropriately. Otherwise, there may be obstacles that hinder the accelerated development of the organization's human resources components (Huda et al., nd).

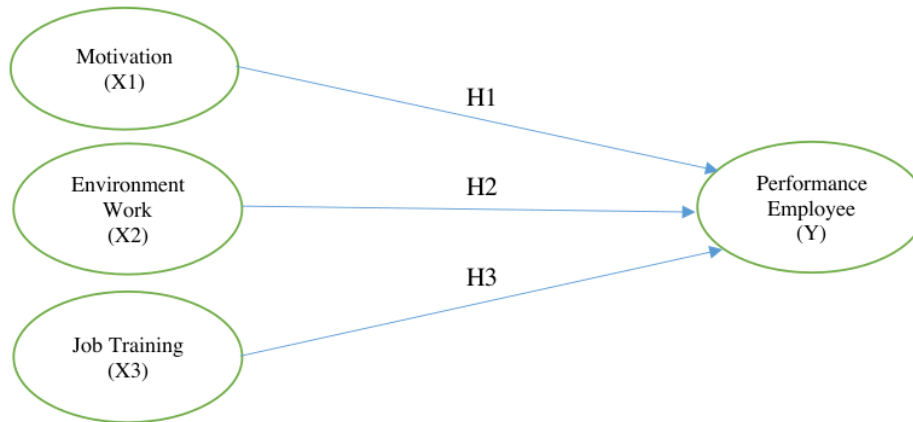
Every company aspires to have skilled professionals, as employees are crucial to its success. Training is intended to help employees achieve the company's ideal standards by enhancing their skills, knowledge, and attitudes. It provides an opportunity to develop and refine the potential that each employee possesses, ensuring they align with the company's expectations (Loliyana et al., 2023; Safitri et al., 2023)

2.4. Employee performance

Performance refers to the quality and quantity of work accomplished by employees as they execute their responsibilities and fulfill their duties. Employees carry out work in accordance with what is expected by a company effectively and optimally (Hermawati et al., 2021; Sutrisno et al., 2022)

Employee performance theory includes various frameworks that explain the factors that influence the implementation of employee duties and obligations within the organization. Victor Vroom's Expectancy Theory emphasizes the importance of hope, instrumentality, and valence in shaping employee performance (Sazly et al., 2024). Frederick Herzberg's Two-Factor Theory distinguishes between motivator factors (work-related aspects) and hygiene factors (contextual elements) that influence performance (Sazly et al., 2024). John Stacey Adams' Equity Theory highlights how perceptions of fairness or unfairness in contributions and returns affect employee motivation and performance (Sazly et al., 2024). BF Skinner's Reinforcement Theory explains how positive and negative reinforcements, extinction, and punishment shape employee behavior (Sazly et al., 2024). Locke and Latham's Goal Setting Theory emphasizes the importance of clear and challenging goals, commitment, and feedback in improving employee performance (Sazly et al., 2024). Understanding these theories helps in designing effective reward systems, encouraging career development, ensuring organizational fairness, and implementing goal-setting strategies to optimize employee productivity and efficiency.

2.5. Framework



Picture. 2 Framework for Thought

2.6. Hypothesis

The hypotheses in this research are:

- 1) Hypothesis 1: Motivation has a significant effect on employee performance in PT PG Candi Sidoarjo
- 2) Hypothesis 2: The work environment has a significant effect on employee performance at PT PG Candi Sidoarjo
- 3) Hypothesis 3: Job training has a significant effect on employee performance at PT PG Candi Sidoarjo

III. Method

3.1. Types of research

Quantitative research uses research instruments for data collection, populations or samples as research subjects. (Waskito et al., 2023)

3.2. Research Object

Research Subject: This investigation was carried out at PT PG Candi Baru Sidoarjo which is located on the edge of the Surabaya-Malang highway.

3.3. Population and Sample

The population of this study consisted of 145 employees of PT PG Candi Baru. A sample of 106 employees was selected from the population using the Slovin method. Sample selection using the Slovin method (Darmawan & Angelina, 2022) is very important in research because it can minimize costs and time required, while still maintaining the level of validity and reliability of research results. Nevertheless, the successful use of these methods depends greatly on the accuracy of population estimates and careful measurement of the allowable margin of error.

$$n = \frac{N}{1 + Ne^2}$$
$$n = \frac{145}{1 + 145 (0,05)^2}$$

$$n = 1 + 0.3625$$

$$n = 106$$

Information :

n : Number of Samples
 N : Number of Total Population
 e : Error Tolerance

3.4. Operational Variables

The independent variables in this research are Work Motivation (X1), Work Environment (X2), and Job Training (X3). The dependent variable is Employee Performance (Y). The operational indicators used to monitor this variable are as follows:

Table 1. Variable Operational Indicators

Variables	Indicator
Motivation (X1)	1. Physiological Needs, (Saluy et al., 2019; Setyo Widodo & Yandi, 2022)
	2. Security Needs (Darmawan & Angelina, 2022)
	3. Social Needs (Saluy et al., 2019)
	4. Need for Recognition (Firman et al., 2022)
	5. Actualization Needs (Saluy et al., 2019)
Work Environment (X2)	1. Work Atmosphere (Leli Lestariani Lahagu, Achmad Tarmizi, 2023; Manihuruk & Tirtayasa, 2020)
	2. Relationships with colleagues (Prashaki & Noviyanti, 2021)
	3. Availability of work facilities (Khomariah, 2020)
	4. Convenience (Rahman, 203)
	5. Bad smell (Hendra, 2020)
Job Training (X3)	1. Training Objectives (Prashaki & Noviyanti, 2021)
	2. Training Materials (Prashaki & Noviyanti, 2021)
	3. Training Methods (Jufrizen & Hutasuhut, 2022)
	4. Participant Qualifications (Gemina et al. 2023)
	5. Trainer Qualifications (Gemina et al. 2023)
Employee Performance (Y)	1. Quality of Work (Rochimin & Sukrispiyanto, 2022)
	2. Work Quantity (Prashaki & Noviyanti, 2021)
	3. Timeliness (Sartika & Akbar, 2023)
	4. Effectiveness (Sartika & Akbar, 2023)
	5. Presence (Prashaki & Noviyanti, 2021)

3.5. Data collection technique

Distributing a Google Form questionnaire is this research method. By using questionnaires, it is possible to analyze the preferences, opinions or behavior of the target population in greater depth. In conclusion, questionnaires are a very valuable instrument in obtaining the information needed in various research and decision-making contexts. The Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena.

3.6. Data analysis

The model used to analyze data in this research is ³⁸ Partial Least Square (PLS). Partial Least Squares (PLS) is a multivariate statistical method capable of managing multiple response and explanatory variables simultaneously. It offers a valuable alternative to multiple regression analysis and principal component regression, due to its greater robustness. Robustness here means that the model parameters remain relatively stable when new samples are drawn from the overall population. PLS is a predictive approach adept at handling numerous independent variables, even in the presence of multicollinearity among them.

IV. Results and Discussion

4.1. Respondent Characteristics

Respondent characteristics are the circumstances or identities attached to the respondent, involving various aspects of the background of the respondent whose information will be asked regarding various matters related to this research. The characteristics of respondents in this study were seen from various aspects such as age, highest level of education, length of work, employment status and as an employee.

Table 2. Respondent Characteristics

No	Information	Amount	Percentage (%)
	Age		
1	22 – 31	23	21.7
2	32 – 41	57	53.8
3	42 – 52	26	24.5
	Last education		
1	elementary school	0	0.0
2	SMP/MTs	15	14.2
3	SMA/SMK/MAN	45	42.5
4	S1	27	25.5
5	S2	19	17.9
	Length of work		
1	1 – 6	19	17.9
2	7 – 12	51	48.1
3	13 – 18	36	34.0
	Employment Status		
1	Permanent employees	45	42.5
2	Contract employees	54	50.9
3	During the period	7	6.6
	As an Employee		
1	Casual employee	64	60.4
2	⁴³ Contract employees	42	39.6

Source: Processed Data.

Based on the results of a survey of respondents, the largest age group was employees aged between 32 and 41 years, with a total of 57 people or around 53.8% of the total respondents. Followed by the 42 to 52 year age group which reached 26 people or 24.5%, and the 22 to 31 year age group with 23 people or 21.7%. In terms of final education, the majority of respondents were high school/vocational school/MAN graduates, namely 45 people or 42.5%. Followed by 27 undergraduate graduates or 25.5%, and 19 master's graduates or 17.9%. There were 15 respondents with only SMP/MTs education or 14.2%, while there were no respondents with only elementary school education. Regarding length

of work, most respondents had worked for 7 to 12 years, with the number reaching 51 people or 48.1%. A total of 36 people or 34.0% of respondents had worked for 13 to 18 years, and the remainder, 19 people or 17.9%, had work experience of 1 to 6 years. In terms of employment status, the majority of respondents were contract employees, namely 54 people or 50.9%. A total of 45 people or 42.5% are permanent employees, and 7 people or 6.6% are still in their period. In addition, in the employee category, 64 people or 60.4% have the status of casual employees, while 42 people or 39.6% are contract employees.

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4.2. Evaluation of the Measurement Model (Outer Model)

Convergent validity refers to the concept that the indicators (observed variables or statement items) of a construct should demonstrate a strong correlation with one another. An indicator is deemed to have convergent validity if its loading factor exceeds 0.7.

Table 3. Loading Factor Value

Items	Variable				Information
	Motivation	Work environment	Job Training	Employee performance	
1.1.1	0.859				Valid
X1.1.2	0.889				Valid
X1.1.3	0.721				Valid
X1.2.1	0.821				Valid
X1.2.2	0.819				Valid
X1.2.3	0.749				Valid
X1.3.1	0.796				Valid
X1.3.2	0.785				Valid
X1.3.3	0.800				Valid
X1.4.1	0.863				Valid
X1.4.2	0.898				Valid
X1.4.3	0.795				Valid
X1.5.1	0.779				Valid
X1.5.2	0.867				Valid
X1.5.3	0.837				Valid
X2.1.1		0.848			Valid
X2.1.2		0.760			Valid
X2.1.3		0.881			Valid
X2.2.1		0.731			Valid
X2.2.2		0.769			Valid
X2.2.3		0.787			Valid
X2.3.1		0.770			Valid
X2.3.2		0.837			Valid
X2.3.3		0.804			Valid
X2.4.1		0.880			Valid
X2.4.2		0.858			Valid
X2.4.3		0.751			Valid
X2.5.1		0.773			Valid
X2.5.2		0.823			Valid
X2.5.3		0.821			Valid
X3.1.1			0.806		Valid
X3.1.2			0.890		Valid
X3.1.3			0.852		Valid
X3.2.1			0.719		Valid
3.2.2			0.811		Valid
X3.2.3			0.807		Valid
X3.3.1			0.765		Valid
X3.3.2			0.787		Valid
X3.3.3			0.741		Valid
X3.4.1			0.897		Valid

Items	Variable				Information
	Motivation	Work environment	Job Training	Employee performance	
X3.4.2			0.784		Valid
X3.4.3			0.764		Valid
X3.5.1			0.695		Valid
X3.5.2			0.761		Valid
X3.5.3			0.746		Valid
Y1.1.1				0.945	Valid
Y1.1.2				0.929	Valid
Y1.1.3				0.888	Valid
Y1.2.1				0.741	Valid
Y1.2.2				0.800	Valid
Y1.2.3				0.782	Valid
Y1.3.1				0.865	Valid
Y1.3.2				0.836	Valid
Y1.3.3				0.841	Valid
Y1.4.1				0.887	Valid
Y1.4.2				0.872	Valid
Y1.4.3				0.859	Valid
Y1.5.1				0.775	Valid
Y1.5.2				0.818	Valid
Y1.5.3				0.827	Valid

Source: Data processed.

The results from processing with SmartPLS are presented in Table 3. The outer model values, or the correlations between the constructs and variables, have satisfied the criteria for convergent validity, as the loading factors are greater than 0.70. Therefore, it can be concluded that the constructs for all variables are suitable for hypothesis testing.

4.3. Reliability Test

Basically, there are two ways to check the reliability of a construct in PLS analysis: Composite Reliability and Cronbach's Alpha. A set of indicators measuring a variable is said to have good composite reliability when both Cronbach's Alpha and Composite Reliability values are 0.7 or above.

Table 4. Values of Composite Reliability and Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha	Result
Motivation	0.930	0.918	Reliable
Work environment	0.921	0.907	Reliable
Job Training	0.926	0.914	Reliable
Employee performance	0.916	0.902	Reliable

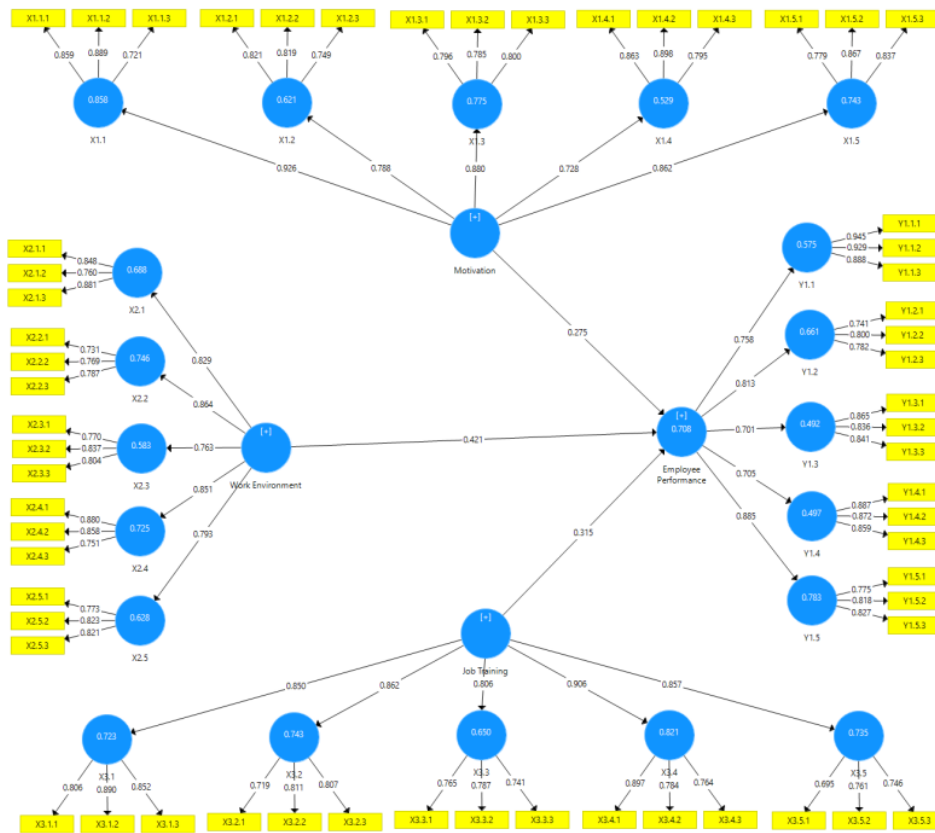
Source: Data processed.

Table 5 indicates that all variables have Cronbach's Alpha and Composite Reliability values of 0.7 or greater. Therefore, it can be concluded that the measurement instruments for all variables are reliable.

4.4. Structural Model Test or Inner Model Evaluation

After evaluating the outer model, the subsequent step is to assess the inner model. This involves analyzing the structural model to gain insights into the relationships between the

constructs. Key aspects of this evaluation include determining the significance of these relationships and examining the R square values to measure the model's explanatory power.



Source: Data processed

Figure 2. Structural Model

The assessment of the PLS structural model starts with a very elaborate analysis of the R square values for each dependent latent variable. This has to do with the extent to which variability within each latent variable is explained by the model. The table shown below presents the estimated R square values that were derived from the PLS analysis. These values give the percentage of variance in the dependent variables that is accounted for by the model, thus showing the explanatory power and effectiveness of the model.

Table 5. Result of Goodness of Fit Test

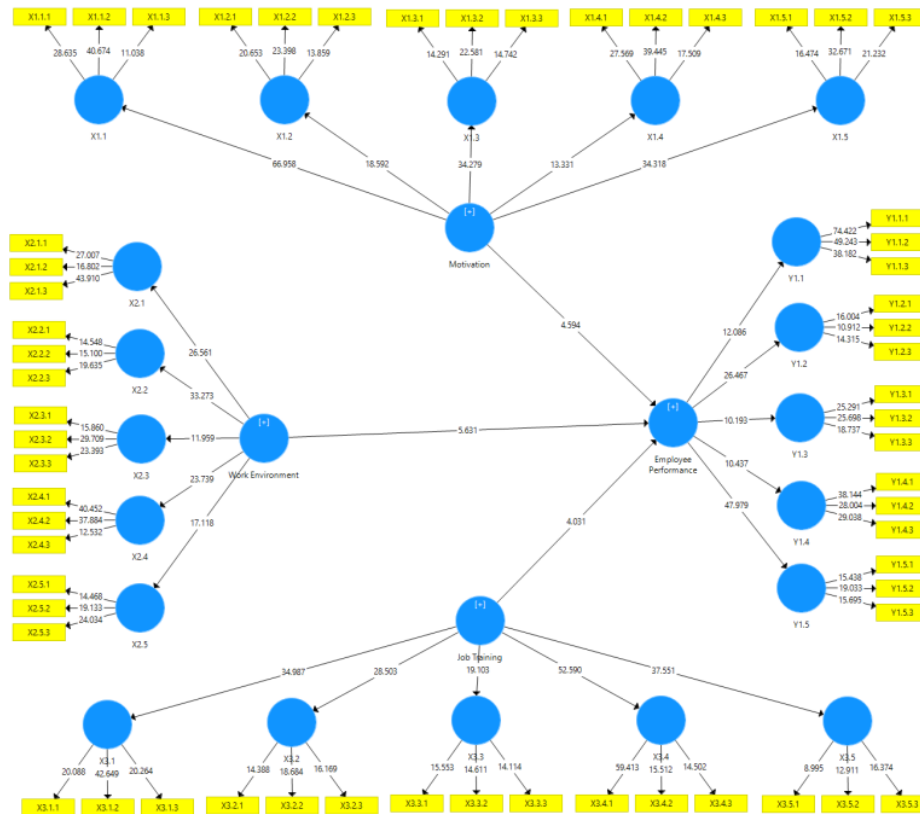
Variable	R Square	Adjusted R Square
Employee performance	0.708	0.700

Source: Primary data processed.

According to Table 5, the adjusted R square value for the employee performance variable is 0.700, or 70%. This indicates that 70% of the variation in employee performance can be explained by the variables of motivation, work environment, and job training. The remaining 30% can be linked to other factors beyond the study's scope.

4.5. Hypothesis Testing

Testing the structural relationship model involves using the t-test to evaluate direct effects. The direct effect hypothesis is assessed through path coefficients and using bootstrapping results. SmartPLS 3.0 software was used for this analysis, with significance set at a p-value of 0.05. The results are shown in the figure below.



Source: Data processed

Figure 3. Bootstrapping Test Results

The results of testing the direct influence hypotheses are summarized in the following table. This table displays the path coefficients, t-statistics, and p-values, providing insights into the strength and significance of the direct relationships between variables.

Table 6. Hypothesis Testing Results

Variable	Path Coefficient	T-Statistics	Sig	Results
Motivation → Employee performance	0.275	4.694	0.000*	H1 is accepted
Work environment → Employee performance	0.421	6.631	0.000*	H1 is accepted
Job training → Employee performance	0.315	4.031	0.000*	H1 is accepted

*Significant at α 5%.

Based on Table 6, the values of all detailed variables consisting of motivation, work environment and job training have an effect on employee performance, as evidenced by the p-value of each variable being less than 0.05.

4.6. Discussion

4.4.1. The Effect of Motivation on Employee Performance

Motivation has a positive and significant effect on employee performance. This suggests that employees with high motivation can significantly enhance their performance. The most valued motivation factor contributing to improved employee performance is the fulfillment of physiological needs. When companies address these fundamental needs, they not only enhance employee well-being but also create an environment that fosters optimal performance. Hence, it is crucial for organizations to focus on satisfying employees' physiological needs as a core component of their motivation strategies. Motivation plays a pivotal role in influencing employee performance within an organization, acting as a driving force that guides individuals toward achieving specific goals, including better work performance. According to Maslow, human needs are organized into five levels: physiological needs, esteem needs, social needs, safety needs, and self-actualization needs. Among the five levels, physiological needs are considered the most basic and important, because they are the basis of all other needs.

Physiological needs include basic needs such as food, shelter, water, and adequate rest. In the work context, this need can be interpreted as the employee's need to receive adequate salary, a comfortable work environment, and sufficient rest time. If employees' physiological needs are met well, employees will be more motivated to work better, because employees feel safe and able to fulfill employees' basic needs. On the other hand, if these physiological needs are not met, employees may feel anxious, stressed, and ultimately employee performance will decrease. Fulfilling employees' physiological needs has a direct impact on improving performance. For example, decent and timely salary will make employees feel appreciated for their contributions, so that employees are more motivated to work hard and increase productivity. Adequate rest time and adequate leave are also important factors in meeting these physiological needs. Employees who have sufficient rest time tend to be more productive and creative in completing employee tasks. As per opinion Robbins & Judge (2019) which explains that employees who feel their physiological needs are met tend to have higher commitment to the organization. Employees feel appreciated and cared for by the company, so employees are more willing to give their best in their work. This also has an impact on reducing employee absenteeism and turnover rates, because employees feel more satisfied and motivated to work for the company. The results of this study are in line with (C11nina et al., 2023) and Lahagu, & Tarmizi (2023) which explains that motivation affects employee performance. However, the results of this study do not support (Kurniawan & Sutiyanti, 2021) who found that motivation does not affect employee performance.

4.4.2. The Influence of the Work Environment on Employee Performance

The work environment has a positive and significant effect on employee performance. This suggests that a secure and comfortable work environment can enhance employee performance. The work environment is crucial in influencing the overall level of employee performance within an organization. A positive and supportive work environment not only creates a pleasant atmosphere, but also has a direct impact on employee productivity and work quality. One aspect of the work environment that is most appreciated by employees is relationships with coworkers. Positive social interactions in the workplace create a

harmonious and collaborative atmosphere, where employees feel supported and appreciated by their colleagues. Good relationships with coworkers can provide emotional support, share knowledge, and create a solid team in completing work tasks. Employees who have good relationships with coworkers tend to feel more comfortable and motivated, so employees are more enthusiastic about contributing to the success of the team and company.

Apart from that, harmonious relationships with coworkers can also reduce stress and conflict levels in the workplace. When employees feel that they can communicate openly and collaborate with fellow employees, employees tend to experience higher levels of job satisfaction. This high job satisfaction will be reflected in better performance, because employees feel happier and more motivated to work. In a supportive work environment, employees can share ideas and solutions, which can increase creativity and innovation within the team. This is in accordance with opinionArmstro⁴³ & Taylor (2014) which explains that interpersonal relationships in the workplace are one of the key factors that influence employee performance. Employees who experience strong support from their colleagues are more inclined to collaborate effectively toward shared objectives, thereby boosting the team's and the organization's overall efficiency. Consequently, companies should aim to foster a work environment that encourages positive social interactions by promoting open communication and effective teamwork. By doing so, organizations can enhance em³³ performance, which will, in turn, positively influence the achievement of their goals. The results of this study are in line with Lahagu, & Tarmizi (2023) which explains that work environment affects employee performance.

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4.4.3. The Effect of Job Training on Employee Performance

Job training has a positive and significant effect on employee performance. This suggests that employees who regularly engage in job training are likely to enhance their performance. Job training is a key strategy employed by companies to boost employee competence and effectiveness. Through training programs, employees gain the chance to develop new skills, refresh their existing knowledge, and enhance their ability to perform their roles and responsibilities effectively. A particularly valued aspect of job training in improving employee performance is the alignment between the training content and the qualifications of the participants. Participant qualifications encompass the knowledge, skills, and experience that employees bring with them before attending the training sessions. Matching the participant's qualifications with the training material is very important, because it ensures that the training provided is relevant and can be applied directly by employees in their daily work. Training that matches the participant's qualifications will be more effective in improving performance, because employees can more easily understand and apply the new knowledge and skills that employees have acquired.

As per opinion Blanchard & Thacker (2013) shows that training tailored to the participant's qualification level provides more significant results in improving employee performance. For example, employees who already have experience in a particular field will benefit more from in-depth advanced training, compared to basic training that may no longer be relevant to the employee. On the other hand, new or less experienced employees will benefit more from basic training that helps employees understand fundamental concepts before moving on to more complex levels. Therefore, it is important for companies to conduct a comprehensive training needs analysis before designing a training program, to ensure that the material presented is in line with the qualifications and needs of participants.

Employees who feel that training is relevant to the employee's job tend to be more enthusiastic about actively participating in training and applying what employees learn in the workplace. Conversely, if training is deemed inappropriate to an employee's qualifications or job needs, employees may not be fully engaged, which can reduce the

effectiveness of the training. Employees who feel that the training matches the employee's qualifications are more likely to remember and apply what the employee learns in the long term. This of course has a direct impact on improving employee performance, because the new skills learned become part of the employee's work routine, which ultimately increases productivity and work efficiency. Therefore, companies must ensure that the training programs they offer employees are designed taking into account the qualifications of the participants, so that the training can provide maximum benefits in improving employee performance. The results of this study are in line with Gemi et al. (2023) and Kurniawan & Sutiyanti (2021) which explains that job training affects employee performance.

V. Conclusions and Suggestions

5.1. Conclusion

From the analysis that has been carried out, it can be concluded that motivation influences employee performance. High motivation encourages employees to achieve optimal results, where physiological needs are one of the most appreciated indicators in improving performance. The work environment influences employee performance. A comfortable and safe work environment, especially one that emphasizes good relationships with coworkers, plays an important role in creating an atmosphere that supports productivity. Training influences employee performance. Job training that matches the participant's qualifications effectively increases employee skills and knowledge, which ultimately improves employee performance.

5.2. Suggestion

Companies should continue to develop programs that can increase employee motivation, with a focus on meeting their basic needs. Fair incentive, recognition and reward programs will be very helpful in maintaining and increasing work motivation. Creating a Conducive Work Environment, companies need to ensure that a safe, comfortable and supportive work environment is created in all work areas. This can be achieved through efforts to strengthen relationships between employees, as well as providing optimal facilities and working conditions. Job training should be tailored to employee needs and qualifications to ensure its effectiveness. Companies need to regularly evaluate training needs and provide relevant training to support improved employee performance.

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