

THE IMPACT OF WORK ENVIRONMENT, TRAINING, MOTIVATION, ON PERFORMANCE WITH PRODUCTIVITY AS A MODERATING VARIABLE

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ABSTRACT

This study aims to determine and analyze how the influence of Work Environment (X1), Training (X2) and Motivation (X3) on Employee Performance (Y) with Work Productivity (Y) as a Moderating variable in the company PT Baja Perkasa. The sample is the entire population of the production department, totalling 310 people. The analysis used in this study includes checking validity and reliability (confirmatory fact analysis), testing measurement models between variables (path analysis), and structural model analysis. The effect of training on employee performance with a coefficient value of 0.288 p value $0.000 < 0.05$. Furthermore, the results of the study also showed that motivation did not have a significant effect on employee performance with a coefficient value of -0.018 p value $0.399 > 0.05$. Furthermore, the results showed a positive influence on employee performance with a coefficient value of 0.155 p value $0.011 > 0.05$. Furthermore, the training results also showed that the variable of work productivity did not moderate the influence of motivation on employee performance with a coefficient value of -0.131 p value $0.054 < 0.05$. Then the results of work productivity research that moderated the effect of motivation on employee performance were not proven to be moderate with a coefficient value of 0.138 p value $0.093 > 0.05$. Furthermore, the results of work productivity research that moderate the influence of the Work Environment on employee performance are not proven to be moderate with a coefficient value of -0.027 p value $0.388 > 0.05$. The results showed that training and motivation had a positive effect on employee performance, but training, motivation and work environment when moderated by work productivity had no effect. This shows that companies should pay more attention to forms of training, motivation and work environments that can support work productivity and improve employee performance.

Keywords: Work Environment, Training, Motivation, Performance, Productivity.

1. INTRODUCTION

Background

An organization or institution is required to make adjustments in all aspects of the organization or company in the current era of globalization, which is marked by rapid changes. Human resources are part of the progress of science, knowledge and technology. Therefore, in the current era where technology and civilization are very advanced, it demands competent human resources who have high enthusiasm and discipline in carrying out their roles and functions both for individual and organizational purposes.

Human resources have a very important role in their interaction with capital, material and machine factors. The existing complexity can determine the quality of humans, as stated by

Alkhalailah et.al, (2023) that humans are the most valuable resource, and behavioral science provides many techniques and programs that can guide the use of human resources more effectively. This aims to achieve increasing human resource performance. The results of the study by Alharbi et.al, (2022) concluded that human resource performance is influenced by commitment. Organizational commitment is a relative strength of employees in identifying their involvement in part of the organization. This is characterized by three things, namely 1). Acceptance of the values and goals of the organization, 2). Readiness and willingness to make serious efforts on behalf of the organization, 3). The desire to maintain membership in the organization (Mahfouz et.al, 2021).

Good human resource management needs to be maintained with training, development, motivation and other aspects (Al-Khawaldeh, 2023). According to Zhenjing et.al, 2022 the work environment is where the employees work. The work environment can be interpreted as the forces that influence, both directly and indirectly, the performance of an organization or company. Where a conducive work environment provides a sense of security and allows employees to work optimally and improve employee performance. Sigadel (2023), states that if leaders or managers do not have effective communication skills in building working relationships and encouraging employee enthusiasm, then they will find it difficult to achieve organizational goals. Therefore, to create a harmonious and effective relationship, leaders and managers need to create a work environment that supports synergy and group participation. Thus, the work environment means everything that is around employees while working, both physical and non-physical, directly or indirectly, which can affect them while working (Shammout, 2021).

According to Yimam (2022), humans play a very important role in success. A business, the increasingly rapid development of technology today can result in increasingly dramatic changes in various aspects experienced by a company. This situation will require every company to want to have competent human resources. As the main key, human resources will determine the success of the implementation of company activities. The demands of companies to obtain, develop, maintain and manage quality human resources are increasingly urgent in accordance with the dynamics of the ever-changing environment. Thus, training and development have become part of that need. Training and development are part of human investment (Garengo et.al, 2022).

The concept of continuous training and development is still an undeniable way for companies that want to make HR a source of competitive advantage. According to Roseline (2022), effective training can improve performance, improve morale and organizational potential. The business environment is always changing so that organizational needs also change, these changes demand the need for HR with abilities and expertise that may be different from the abilities and expertise that employees currently have so that training is absolutely necessary.

In addition, motivation also plays an important role as a supporting factor in the implementation of organizational activities to encourage each employee to carry out their duties properly. Thang et.al, (2022) states that motivation is the drive, cause or reason for someone to do something. Thus, motivation means a condition that drives or causes someone to do an act or activity, which takes place consciously. According to Kuswati (2022), work motivation is something that creates a drive or enthusiasm for work or a motivator for work enthusiasm. Work motivation also plays a role in improving employee performance. Ratnawat (2020), states that work motivation has a positive and significant effect on employee performance. Motivation and compensation have a positive and significant effect on employee performance, but between the two variables, motivation has a more dominant effect on employee performance than compensation.

Productivity is an effort to produce more, quality, better, with the same effort. Labor productivity is the efficiency of the process of producing from the resources used. Productivity is

very important for employees in the company, with work productivity it is expected that work will be carried out efficiently and effectively, so that all of this is needed in achieving the goals that have been set. Productivity is a comparison between output (results) and input (input). If productivity increases, this is only possible by increasing efficiency (time, materials, labor) and work systems, production techniques, and increasing skills of the workforce.

PT Baja Perkasa is a steel factory company engaged in the iron and steel product industry. The company's vision is to become a superior and trusted company, while the company's mission is productive and efficient performance producing profitable products and developing steel solution applications to increase added value and customer satisfaction. The company's products include producing plain carbon steel and microalloyed steel that can be used for steel frame structures, components and frames of motor vehicles, piles, heavy equipment components, steel pipes and general tubes.

Based on the description above, the research questions are formulated as follows:

1. Can the work environment influence employee performance?
2. Can training affect employee performance?
3. Can motivation influence employee performance?
4. Can training affect employee performance with work productivity as a moderating variable?
5. Can motivation influence employee performance with work productivity as a moderating variable?
6. Can the work environment influence employee performance with work productivity as a moderating variable?

2. LITERATURE REVIEW

Work environment

The definition of the work environment is stated by (Alhabi et al,2022) is everything, events, people and others that affect the way people work. The work environment is a collection of physical and non-physical factors, both of which affect the way employees work. The situation in the workplace is a non-physical work environment, while people or equipment are the physical work environment.

According to (Al-Omari & Okasleh, 2017) the work environment is the entire relationship that occurs with employees in the workplace. Everything in the workplace is a work environment. Employees are in a work environment when employees carry out work activities, and all forms of relationships involving these employees are included in the work environment. The work environment measurement indicators are based on the sub-components of the work environment, and can be explained as follows, measuring the work environment from the technological environment, human environment, and organizational environment.

According to (Mutya et.al, 2023), there are several work environment factors that must be considered, namely physical work environment factors which include cleanliness factors, lighting factors, air exchange factors, noise factors and safety factors.

Job Training

Training is a process of teaching knowledge, skills and attitudes so that employees become more skilled and able to carry out their responsibilities better according to standards. Training can also be interpreted as a systematic process of changing employee behavior to achieve organizational goals. Dimensions or indicators are factors that are benchmarks in assessing training. According to

(Giday et.al, 2023, Hadaitama & Iqbal, 2023) training has dimensions, namely instructors, materials, methods, training objectives, supporting environments with indicators of training instructor ability, instructor experience, participant ability, participant motivation, materials needed, completeness of materials, on the job, off the job, training effectiveness, behavior, facility accuracy and facility suitability.

Motivation

Motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are a force to encourage individuals to behave in achieving goals. The drive consists of two components, namely: the direction of work behavior (work to achieve goals), and the strength of behavior (as an individual's effort in working). Motivation includes unique feelings, thoughts and past experiences that are part of the company's internal and external relationships.

Thang et.al, (2022), Kuswati (2022) stated that motivation is the provision of driving force that creates a person's work enthusiasm so that they are willing to work with all their efforts to achieve satisfaction. M, Andi et.al, (2023), Kusumah et.al, (2022) stated that motivation is a basic thing that drives every motive to work. Motivation is often interpreted as a factor that drives a person's behavior. According to Robbins (2008) motivation is a process that explains the intensity, direction and persistence of an individual to achieve goals. Based on these opinions, it can be concluded that: (1) Work motivation is an urgent part of an organization that functions as a tool to achieve the goals or targets to be achieved. (2) Work motivation contains two main goals within the individual, namely to fulfill personal needs or desires and organizational goals, and (3) Work motivation given to someone is only effective if within that person there is confidence or belief to advance and succeed in the organization.

Employee performance

Employee Performance is the work results obtained by a person within a certain period of time based on predetermined work standards, performance is a function of motivation and ability. To complete tasks and jobs, a person should have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what will be done and how to do it. Employee performance is a very important thing in the company's efforts to achieve its goals.

Alharbi et.al, (2022) stated that performance is an element of recording the results of human resources (HR) work from time to time so that it is known to what extent the results of HR work and what improvements must be made so that in the future it will be better. To achieve the company's goals and objectives, the organization is structured into smaller work units, with a clear division of labor, work system and work mechanism.

Based on the above opinion, it can be concluded that: performance is an ability that someone has to complete a task that has been given by a superior so that it is completed with the ability, willingness and skills that someone has. While employee performance is the final result of employee work that is maximized to achieve the company's goals and objectives for the progress and achievement of the company's ideals.

Work Productivity

Work Productivity is critical for companies to build competitive advantage, achieve company targets, improve performance and meet part of the organization's needs. According to Cahyana

(2023) productivity is defined as the expansion and activities that use resources used during productivity compared to labor productivity with any source considered as the quantity of input and output, the ratio of results obtained to the total amount of resources used to measure.

According to R, Taufan et.al, (2021) productivity is the relationship between the output or results of an organization and the input required. Productivity is often compared to predetermined standards. Productivity is the ability of an employee to manage and use available resources to perform assigned tasks and achieve specified work results to achieve optimal performance or results. Productivity is the ratio of output to input that measures the effectiveness of employees in producing goods or services using limited organizational resources, the higher the productivity ratio, the higher the efficiency.

From the description above, it can be concluded that to increase work productivity, a good mental attitude of employees is needed. Therefore, increasing work productivity can be seen from the work techniques used in carrying out activities based on existing work results. The ability of employees to use the resources they have provides production and contribution to the tasks assigned.

Based on previous theories and research, the following research hypothesis was formulated:

Hypothesis

H1: It is suspected that the work environment has a significant influence on performance.

H2: It is suspected that training has a significant effect on employee performance.

H3: It is suspected that motivation has a significant influence on employee performance.

H4: It is suspected that work productivity moderates training on employee performance.

H5: It is suspected that work productivity moderates motivation towards employee performance.

H6: It is suspected that work productivity moderates the work environment on employee performance.

3. RESEARCH METHODS

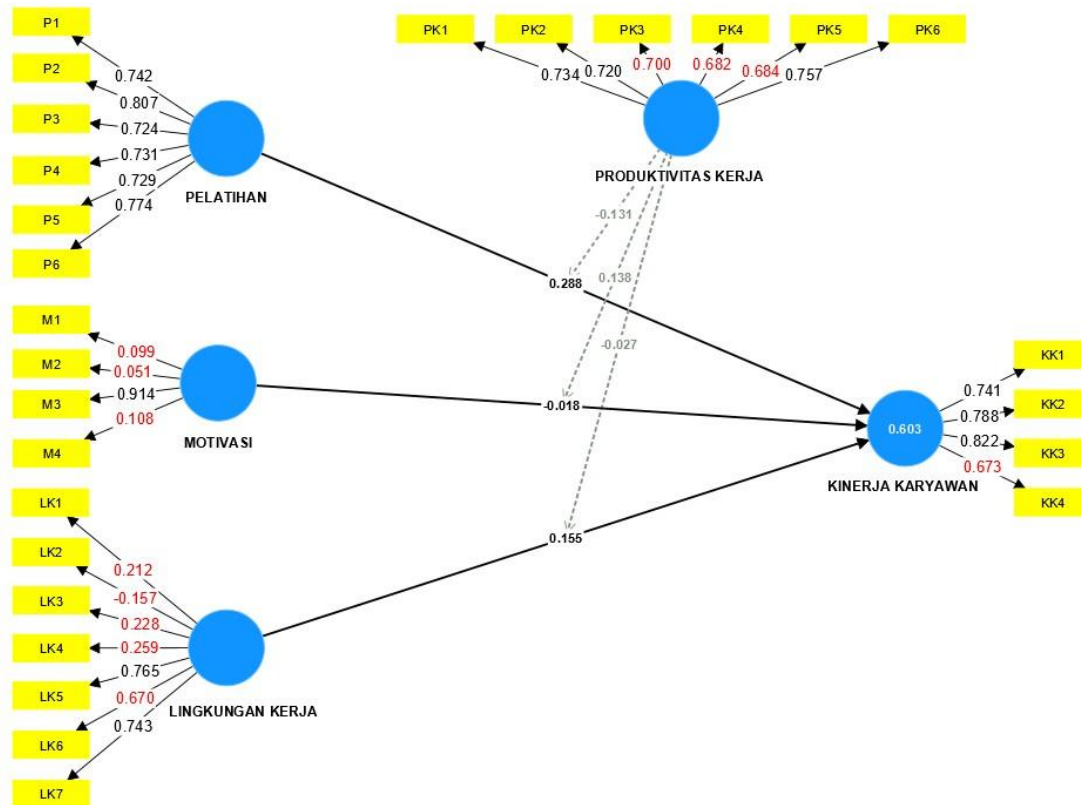
The researcher used a quantitative method with a descriptive design, meaning it is able to provide a comprehensive picture of a phenomenon by describing a number of factors related to the research. The independent variables analyzed in this study are the work environment, training, and motivation. The dependent variable in this study is employee performance. While Work Productivity is the moderating variable studied.

The sample in this study was the entire population of PT. Baja Perkasa production employees totaling 310 people. The data analyzed in this study used primary data. Questionnaires and observations are two types of data sources used in the study. The author uses reliability tests and validity tests to ensure that the data used is valid, the data is processed using the Smart PLS 4.0 program.

4. RESEARCH RESULTS AND DISCUSSION

Research result

Outer Loading



Smart PLS Measurement Model Image

Source: Smart PLS Data Processing Results (2024)

It can be seen from the results of the first measurement that there are 12 (twelve) invalid measurement items, namely the Employee Performance indicator (KK4), Work Environment (LK1, LK2, LK3 and LK6), Motivation (M4) and the Work Productivity indicator (PK3, PK4 and PK5) because they have an Outer Loading value below 0.70.

The Training variable is measured by 6 (six) valid items, where the Outer Loading value is between 0.724 - 0.807 which indicates that the six measurement items are strongly correlated in explaining training. The level of reliability of the training variable can be accepted with a composite reliability value of 0.886 and Cronbach's Alpha 0.846 above 0.70 and convergent validity indicated by AVE 0.565 > 0.50. Among the six valid measurement items, training appears to be more strongly reflected by P1 (LF = 0.742) namely the content of the training provided is related to the work that will be done later if you are working and P2 (LF = 0.807) namely the method given is very interesting.

Motivation variable is measured by 1 (one) valid item, where the Outer Loading value is at 0.914 which indicates that one measurement item is strongly correlated in explaining Motivation. The level of reliability of the Motivation variable can be accepted with a composite reliability value of 0.304 and Cronbach's Alpha 0.734 above 0.70 and convergent validity indicated by AVE 0.215 < 0.50. One valid measurement item, motivation looks stronger reflected by M3 (LF = 0.914)

namely The work I do gets recognition from my superiors, so it has an effect on increasing productivity.

The Work Environment variable is measured by 2 (two) valid items, where the Outer Loading value is between 0.743 and 0.765 which indicates that the two measurement items are strongly correlated in explaining the Work Environment. The level of reliability of the work environment variable can be accepted with a composite reliability value of 0.586 and Cronbach's Alpha 0.622 above 0.70 and convergent validity indicated by AVE 0.253 < 0.50. Among the two valid measurement items, the Work Environment appears to be more strongly reflected by LK5 (LF = 0.743) namely The room you occupy to work has sufficient and comfortable space, and LK7 (LF = 0.765) namely The relationship between employees helps when you work well.

The Work Productivity variable is measured by 3 (three) valid items, where the Outer Loading value is between 0.734 - 0.757 which indicates that the three measurement items are strongly correlated in explaining Work Productivity. The level of reliability of the training variable is acceptable with a composite reliability value of 0.861 and Cronbach's Alpha 0.808 above 0.70 and convergent validity indicated by AVE 0.509 > 0.50. Among the three valid measurement items, training appears to be more strongly reflected by PK1 (LF = 0.734) namely I carry out work according to my position in the company and PK6 (LK = 0.757) namely I am encouraged to act productively and efficiently.

Employee Performance Variable is measured by 3 (three) valid items, where the Outer Loading value is between 0.788 - 0.822 which indicates that the three measurement items are strongly correlated in explaining employee performance. The level of reliability of the training variable can be accepted with a composite reliability value of 0.843 and Cronbach's Alpha 0.754 above 0.70 and convergent validity indicated by AVE 0.575 > 0.50. Among the six valid measurement items, training appears to be more strongly reflected by KK2 (LF = 0.788) namely The work I do always achieves the targets set by the company and KK3 (LF = 0.822) namely I am always on time in completing work according to the targets set.

Fornelland Lacker

Fornell and Lacker Table

Variables	Employee performance	Work environment	Motivation	Training	Work Productivity
Employee performance	0.758				
Work environment	0.493	0.503			
Motivation	0.146	0.246	0.464		
Training	0.673	0.461	0.129	0.752	
Work Productivity	0.667	0.372	0.077	0.653	0.713

Source: SEM PLS Data Processing Results (2024)

Evaluation of discriminant validity needs to be done by looking at fornell and lacker. Discriminant validity is a form of evaluation to ensure that theoretically different and proven empirically or statistical testing. Fornell and lacker criteria are that the root of the AVE variable is greater correlation between variables. Employee Performance variable has a root of AVE (0.758) greater

correlation with Work Environment (0.493) and greater correlation with Motivation (0.146) and greater correlation with training (0.673) and greater correlation with Work Productivity (0.667). These results indicate that the discriminant validity of the Employee Performance variable is met. Thus with the validity of Work Environment, Motivation, Training and Work Environment where the root of AVE is greater than the correlation between variables.

Heterotrait Monotrait Ratio (HTMT)

Heterotrait Monotrait Ratio (HTMT) Table

Variables	Employee performance	Work environment	Motivation	Training	Work Productivity	Work Productivity x Training	Work Productivity x Motivation
Employee performance							
Work environment	0.536						
Motivation	0.177	0.445					
Training	0.816	0.493	0.115				
Work Productivity	0.836	0.444	0.142	0.784			
Productivity Work x Training	0.705	0.419	0.157	0.632	0.683		
Work Productivity x Motivation	0.312	0.233	0.145	0.352	0.325	0.650	
Work Productivity x Environment Work	0.644	0.430	0.150	0.612	0.598	0.818	0.598

Source: SEM PLS Data Processing Results (2024)

The results show that the HTMT value is below 0.90 for a pair of variables, so the discriminant validity is achieved. The variable divides the variation of the measurement item to the item that measures it more strongly than dividing the variance in other variable items.

Inner VIF

Inner VIF Table

Variables	Employee performance
Work environment	1,435
Motivation	1.214
Training	2,071
Work Productivity	2.122
Work Productivity x Work Environment	3.327
Employee Productivity x Training	4.391
Work Productivity x Motivation	2.119

Source: Smart PLS Data Processing Results (2024)

The estimation results show the inner VIF value <5 , so the level of multicollinearity between variables is low. These results strengthen the results of parameter estimation in SEM PLS which is robust (unbiased).

F Square

F Square Table

Variables	Employee performance
Training -> Employee Performance	0.101
Motivation -> Employee Performance	0.001
Work environment -> Employee performance	0.042
Work Productivity -> Employee Performance	0.088
Work Productivity x Training -> Employee Performance	0.042
Work Productivity x Motivation -> Employee Performance	0.022
Work Productivity x Work Environment -> Employee Performance	0.001

Source: Smart PLS Data Processing Results (2024)

From the table above, it can be explained that the training variable on employee performance has an effect approaching moderate (f square = 0.101), the motivation variable on employee performance also has an effect approaching moderate (f square = 0.001), the Work Environment variable on employee performance has an effect approaching moderate (f square = 0.042), the Work Productivity variable has an effect approaching moderate (f square = 0.088), while the influence of the work productivity variable in moderating the influence of training on employee performance is at a high level (f square = 0.042), the influence of the work productivity variable in moderating the influence of motivation on employee performance is at a high level (f square = 0.022), the influence of the work productivity variable in moderating the influence of the work environment on employee performance is at a high level (f square = 0.001).

R Square & Q Square

R Square & Q Square Table

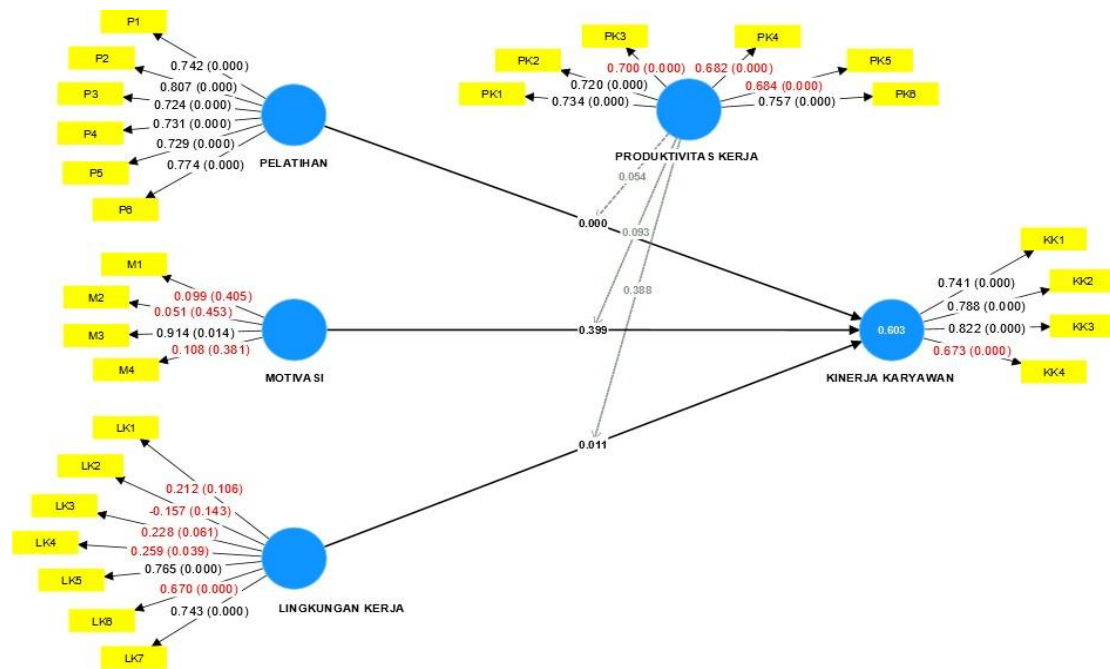
Variables	R-square	Q ² predict
Employee performance	0.603	0.501

Source: Smart PLS Data Processing Results (2024)

Based on the results of processing the R square statistical size above, it can be said that the magnitude of the influence of training, motivation, work environment and work productivity moderation on employee performance is 60.3% (an influence approaching high).

For the processing of the Q square results, the employee performance variable is $0.501 > 0.25$ (moderate prediction accuracy approaching high)

Discussion of Research Results



Bootstrapping Measurement Model Image

Source: Smart PLS Data Processing Results (2024)

Hypothesis Testing Table

Variables	Original sample (O)	T statistics (O/STDEV)	P values
Training -> Employee Performance	0.288	3.421	0.000
Motivation -> Employee Performance	-0.018	0.257	0.399
Work Environment -> Employee Performance	0.155	2,307	0.011
Work Productivity x Training -> Employee Performance	-0.131	1,614	0.054
Work Productivity x Motivation -> Employee Performance	0.138	1,326	0.093
Work Productivity x Work Environment -> Employee Performance	-0.027	0.286	0.388

Source: Smart PLS Data Processing Results (2024)

Based on the test results above, the following can be seen:

1. The Impact of Training on Employee Performance

Based on the table above, it shows that Training has a p value of 0.000. Because the standard p value level is 0.05 (0.000 < 0.05), it can be concluded that the effect of training on employee performance is significant. Then based on the t-count value of 3.421 > 1.96, it means that H0 is rejected and Ha is accepted. The original sample value is 0.288, which means it has a positive effect. So the first hypothesis (H1) states that Training has a positive and significant effect on Employee Performance.

2. The Influence of Motivation on Employee Performance

Based on the table above, it shows that Motivation has a p value of 0.399. Because the standard p value level is 0.05 ($0.399 > 0.05$) it can be concluded that Motivation does not have a significant effect. Then based on the t count of $0.257 < 1.96$, it means that H_0 is accepted and H_a is rejected. The original sample value is -0.018, which means it has a negative effect. So the second hypothesis (H_2) states that Motivation has no effect but is significant on Employee Performance.

3. The Influence of Work Environment on Employee Performance

Based on the table above, it shows that the Work Environment has a p value of 0.011. Because the standard p value level is 0.05 ($0.011 > 0.05$) it can be concluded that the Work Environment has a significant influence. Then based on the t count of $2.307 < 1.96$, it means that H_0 is rejected and H_a is accepted. The original sample value is 0.155, which means it has a positive influence. So the third hypothesis (H_3) states that the Work Environment has a positive and significant effect on Employee Performance.

4. The Effect of Work Productivity Moderates the Effect of Training on Employee Performance

Based on the table above, it shows that Work Productivity moderates training with a p value of 0.054. Because the standard p value level is 0.05 ($0.054 > 0.05$), it can be concluded that work productivity does not significantly moderate the effect of training on employee performance. Then based on t count $1.614 < 1.96$, which means H_0 is rejected and H_a is accepted. So the fourth hypothesis (H_4) states that work productivity has no effect and is not significant with training on employee performance.

5. The Effect of Work Productivity Moderates the Effect of Motivation on Employee Performance

Based on the table above, it shows that Work Productivity moderates motivation with a p value of 0.093. Because the standard p value level is 0.05 ($0.093 > 0.05$), it can be concluded that work productivity does not significantly moderate the influence of motivation on employee performance. Then based on t count $1.326 < 1.96$, which means H_0 is rejected and H_a is accepted. So the fifth hypothesis (H_5) states that work productivity has no effect and is not significant with motivation on employee performance.

6. The Effect of Work Productivity Moderates the Influence Work Environment on Employee Performance

Based on the table above, it shows that Work Productivity moderates the work environment with a p value of 0.388. Because the standard level of p value is 0.05 ($0.388 > 0.05$), it can be concluded that work productivity does not

significantly moderates the effect of training on employee performance. Then based on t count $0.286 < 1.96$ which means H_0 is rejected and H_a is accepted. So the sixth hypothesis (H_6) states that work productivity has no effect and is not significant with the work environment on employee performance.

5. CONCLUSION

Based on the tests and analysis that have been carried out, the following conclusions can be drawn:

1. Training has a positive and significant effect on employee performance, so it can be concluded that training affects employee performance. The better the training provided by the company, the better the employee performance.

2. Motivation does not have a positive and significant effect on employee performance. motivation decreases in performance so that it cannot improve performance. lack of appreciation and recognition from superiors to employees.
3. The work environment has a positive and significant effect on employee performance. With an improved work environment, employees can do their jobs optimally, and with a good work environment, good relationships are formed between fellow employees.
4. Work productivity cannot moderate training on employee performance. It can be concluded that work productivity does not strengthen the influence of training on employee performance.
5. Work productivity cannot moderate motivation towards employee performance. It can be concluded that work productivity does not strengthen the influence of motivation towards employee performance.
6. Work productivity cannot moderate the work environment on employee performance. It can be concluded that work productivity does not strengthen the influence of the work environment on employee performance.

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