

Training, leadership style, and work environment on employee performance: The role of work motivation

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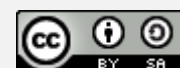
Keywords

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ABSTRACT

Organizations must have a strategy to improve employee performance. One of the strategies is to provide training, evaluate the leadership style applied by the head of the field, and create a comfortable work environment, which can be a solution to improve employee performance. This research is a quantitative data collection tool questionnaire with a sample of 99 employees using the partial least square analysis tool. The results of this study indicate that leadership style training and the work environment have a positive effect on work motivation. Training, leadership style, work environment, and motivation have a positive effect on employee performance. Work motivation mediates the relationship between training and employee performance. Work motivation mediates the relationship between leadership style and employee performance. Work motivation mediates the relationship between the work environment and employee performance.

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1. Introduction

The success of the company depends on the performance of the employees. Employees must have two things, they must want to do the job and be able to do the assigned work (Bintoro & Daryanto, 2017). Siagan (2002) studies show several triggers for employees to perform well, including skills, motivation, leadership, and work environment. To improve employee performance, organizations conduct training through skills courses and adequate education to employees to improve performance.

Training is essential in building employee capacity and knowledge (Sarkis et al., 2010). Improving employee performance requires understanding motivation within and from the environment (Paais & Patiruhu, 2020). Organizational goals influence perception and employee performance; organizations can achieve their goals if employees perform well (Girdwichai & Sriviboon, 2020). Performance is measured by several factors, one of which is skill. Training is specific, practical, and immediate; generally, training improves mastery of

various work skills relatively quickly. Training is a way to train and deepen skills that help individuals or groups carry out their duties properly and minimize work accidents. In this context, there is scope for research on improving skills such as training and increasing employee performance. Research (Kuruppu et al., 2021) proves that training affects employee performance.

Not only employee performance is influenced by training. Other factors by training, namely work motivation. Motivation is an urge in humans that causes them to do something and try to fulfil their needs (Maslow, 2010). In other words, motivation is a behaviour that occurs in humans that does not happen by itself, but some things can encourage the creation of motivation in humans. Ozkeser (2019) revealed a positive influence between training and motivation. Leadership style in an organization has an essential role in encouraging or inhibiting employee performance (Amstrong, 2004). Employee performance also depends on the leader by building systems and creating safe and harmonious relationships. The extra effort of the followers is how much the leader can motivate them (Bass, 1985). This motivation's role is to change employees' drive from low to high because motivation can provide positive energy and improve performance. Tolu et al. (2021) revealed that leadership style has a positive influence on performance and motivation.

One of the external factors that can affect employee performance is the work environment. The work environment is one of the factors that can indirectly affect employee performance (Nabawi, 2019). Several aspects affect work motivation: a sense of security, a fair salary, a pleasant work environment, and an appreciation of achievement (Rivai, 2004). One of the studies that examined the relationship between work environment and employee performance was conducted by Baribin & Saputri (2020), which showed that the work environment affects work motivation.

Tolu et al. (2021) state that the work environment affects performance. Besides training, leadership style, and work environment, work motivation is the next factor influencing performance significantly. People with high work motivation tend to quickly complete their work, positively affecting the employee's performance (Tolu et al., 2021). Previous research revealed that work motivation positively affects performance (Guterres et al., 2020).

CV. Cokro Bersatu is a private company in the food industry and bread sales. The phenomenon that occurs is the implementation of training that is only given to new employees, while old employees are not all parts given training and only certain parts. To achieve the goals of the company, quality human resources must be needed because the purpose of this company is product-oriented profit, so human resources must have skills and be able to meet these targets by providing training so that the skills of employees become more improved and then evaluating the leadership style of the head of the field, paying attention to the work environment of employees and generating motivation in employees. Employees who can have good performance will make the company get satisfying results.

The difference in gaps in previous research is that inconsistent results lie in training on work motivation, training on performance, and work environment on performance. Another reason is that the motivation variable in previous studies emphasized intrinsic motivation, while extrinsic motivation was rarely studied, and researchers added work environment variables. This research can provide additional insight, examining intrinsic, and extrinsic aspects.

2. Literature Review and Hypothesis Development

2.1. Literature Review

2.1.1. Training

Training means providing new or existing employees with the skills needed to do their jobs (Dessler, 2015). As defined by Snell & Bohlander (2013), training is an effort of a company that is used as a tool in learning employees who are focused on short-term performance and to expand the ability of individuals to hold a responsibility in the work training of any form and any level leads to changes in employee behaviour individually and in groups. According to Snell & Bohlander (2013), training indicators include assessment, design, implementation, and evaluation.

2.1.2. Leadership Style

Luthnas (2002) defines leadership style as how leaders influence their members in many ways so that their subordinates want to do what they want to achieve organizational goals. The situational leadership style requires a leader to invite his subordinates to want to participate and will slowly make their motivation develop ideally. A leadership style that can adapt to employees with certain situations and conditions (Hersey & Blanchard, 2015). According to Hersey & Blanchard (2015), indicators of leadership style include telling, selling, participating, and delegating.

2.1.3. Work Environment

The work environment refers to institutions and forces outside the organization that potentially affect performance (Robbins & Judge, 2013). The work environment is designed to create a working relationship that can bind work with its environment. Argues that the work environment is a condition related to the characteristics that exist in the workplace on the behaviour and attitudes of employees (Schultz & Schultz, 2006). It is associated with psychological changes due to things experienced by employees at work or in certain circumstances. According to Robbins & Judge (2013), the work environment's indicators include physical and non-physical work environments.

2.1.4. Work Motivation

The opinion expressed by Robbins & Coulter (2010) is that motivation refers to the process by which a person's efforts are energized, directed, and sustained toward achieving a goal. States that motivation encourages a person to carry out work to meet needs (Herzberg, 1966). Cameron & Green (2019) argue that inner strength is a factor in providing energy to an individual to achieve organizational and personal goals. Therefore, motivation is often referred to as the process that contributes to and maintains goal-directed performance. Herzberg (1966) suggests that motivation indicators include intrinsic, extrinsic, and extrinsic motivation.

2.1.5. Employee Performance

Performance results from employee work in quality and quantity in carrying out their duties by the responsibilities given to employees. Quality is the poor level of results obtained, while the portion includes the results or the amount received from employees' work (Mangkunegara, 2017). Performance is evaluating how well employees do their jobs by comparing with predetermined standards and then communicating with employees (Mathis & Jackson, 2016). According to Mathis & Jackson (2016), indicators of employee performance include quantity, quality, accuracy, attendance, and ability to work.

2.2. Hypothesis Development

2.2.1. Positive Effect of Training on Work Motivation

Research conducted by Niati et al. (2021) proves empirical evidence that providing training to employees has a positive effect on motivation. Sweis et al. (2019) said that training will influence this motivation because knowledge will increase after training. Researched the relationship between training and work motivation; this study found a connection between training and motivation positively (Ozkeser, 2019). From various analyses, motivation is a behaviour that occurs in humans that does not happen by itself, but some things can encourage the creation of motivation in humans. Employees who are training will better understand and be confident in their work. With that, the employee will also feel the encouragement from the training that makes employees feel motivated to do an excellent job without any mistakes.

H₁: Training Has a Positive Effect On Work Motivation

2.2.2. Positive Effect of Leadership Style on Work Motivation

In previous research conducted by Guterresa et al. (2020), the leader has a motivational impact on employees; therefore, there is a significant relationship between leadership style and work motivation. Ouakouak et al. (2020) revealed that the leader's style would make a natural process in influencing the motivation of his subordinates because the leader's behaviour can inspire and develop employees. The results obtained show that leadership is proven to work motivation. Researchers state that leadership style positively affects work motivation because leaders can be seen from their personalities who have an interest in the activities carried out by employees; this affects employee motivation (Paais & Patiruhu, 2020). The existence of a leadership style can influence work motivation if the leader can influence his subordinates to be able to establish good communication and can always motivate employees to work.

H₂: Leadership Style Has a Positive Effect On Work Motivation

2.2.3. Positive Effect of Work Environment on Work Motivation

Previous research conducted by Baribin & Saputri (2020) showed that the work environment in a company can provide comfort and safety for employees in carrying out all work activities, and most employees will be motivated to work by showing their expertise in their respective fields. Research conducted by Sutanto et al. (2018) shows that the work environment includes aspects directly related to employees physically and non-physically, which can affect employees, especially employee motivation. Porter et al. (2016) state that a positive work environment will make employees' perceptions of the company good; therefore, employee motivation also depends on the work environment. It is what makes the work environment positively affect work motivation. A bad work environment will also impact employee health, and employees will be easily stressed, have difficulty concentrating, and can reduce work productivity.

H₃: Work Environment Has a Positive Effect on Work Motivation

2.2.4. Positive Effect of Work Motivation on Employee Performance

Research conducted by Guterresa et al. (2020) shows unequivocally that motivation positively impacts employee performance. Beliefs, attitudes, and values exceeding employee expectations will increase employee work productivity. Girdwichai & Sriviboon (2020) shows that the work environment contains work stress and workload. Therefore, the work environment must be better to reduce employee work stress. An inadequate work environment will make employees sick; employee work productivity will decrease and cause psychological disorders. People with high work

motivation will efficiently complete their work. Therefore, work motivation can impact employee performance (Paais & Pattiruhu, 2020). Work motivation can come from encouragement from within and outside employees. Motivation is an essential point for ongoing employee productivity.

H₄: Work Motivation Has a Positive Effect on Employee Performance

2.2.5. Positive Effect of Training on Employee Performance

Training is the best way to improve performance in various industrial sectors (Kuruppu et al., 2021). Turay et al. (2019) show a reasonably strong relationship that says training methods are needed to improve employee performance. Sandora & Permadani (2021) reveal that companies that conduct training correctly and according to employee needs will increase employee skills, making performance high. It reveals that training is a way to train and deepen skills that help individuals or groups carry out their duties properly and minimize work accidents. In this context, there is scope for research on improving skills such as training and increasing employee performance.

H₅: Training Has a Positive Effect on Employee Performance

2.2.6. Positive Effect of Leadership Style on Employee Performance

The research results show that the leadership style in managing an organization can affect employee performance in carrying out their duties or working (Turay et al., 2019). Tolu et al. (2021) show that leadership style has a positive impetus on employee performance; this happens because a leader's style in leading employees impacts the condition of employees in carrying out their duties. Research on the relationship between the influence of training on performance (Paais & Pattiruhu, 2020) states that leaders with authority when leading can affect performance because leaders will make rules or authority that their subordinates will follow by mutual agreement. Employee performance also depends on the leader building a system and creating a safe and harmonious relationship.

H₆: Leadership Style Has a Positive Effect on Employee Performance

2.2.7. Positive Effect of Work Environment on Employee Performance

Research that discusses the effect of the work environment on performance conducted by Parashakti et al. (2020) found that employees with a conducive work environment will increase employee work productivity. Research by Jayaweera (2015) revealed that work environment conditions, namely humidity, light, temperature, noise, dust, and light factors, will affect employee work productivity; this identifies that the work environment contributes to improving employee performance. Research states that a healthy and positive work environment can improve employee performance; a noisy environment will be dangerous and reduce employee work productivity (Girdwichai & Sriviboon, 2020). One of the external factors that can affect employee performance is the work environment.

H₇: Work Environment Has a Positive Effect on Employee Performance

2.2.8. Work Motivation Mediates Relationship of Training to Employee Performance

Saefulloh & Ekowati (2021) state that motivation is a psychological process that exists within and by several factors; factors that can affect motivation arise within and outside the person. Girdwichai & Sriviboon (2020) concluded that training mediated by work motivation is essential for the core business run by the company. Research belongs to Sari (2023), which states that employee performance depends on work motivation and employee training. Training and work motivation are the main things

needed so that employees work well and can reduce losses caused by declining employee performance. Employee capabilities are an essential part of the overall human resource system. These capabilities include computer skills, critical thinking, problem-solving, participation in meeting forums, and report writing.

H₈: Work Motivation Mediates Relationship Between Training And Employee Performance

2.2.9. Work Motivation Mediates Relationship of Leadership Style to Employee Performance

The most dominant factor in increasing work motivation is the leadership style in leading subordinates, which will have an impact on the motivation of employees and will maximize the performance of employees (Martha et al., 2020). This research aligns with research conducted by Mavhungu & Bussin (2017), which states that motivation significantly mediates the relationship between leadership style and performance; this happens because the leadership style is always felt directly by subordinates. Research by Mutiya et al. (2022) said that the mediation of work motivation would enable leaders to create a reasonably harmonious working relationship with their subordinates; this will make employees feel comfortable and experience increased performance because they have leaders who care about employees. Guterresa et al. (2020) show that a good leadership style and work motivation will improve employee performance; therefore, work motivation can mediate the relationship between leadership style and employee performance. Work motivation can also mediate the influence of leadership style on employee performance. The success of an organization by many things, including the leadership style that occurs within the organization.

H₉: Work Motivation Mediates Relationship Between Leadership Style And Employee Performance

2.2.10. Work Motivation Mediates Relationship of Work Environment to Employee Performance

Research conducted by Jayaweera (2015) shows that a good leadership style and work motivation will improve employee performance; therefore, work motivation can mediate the relationship between leadership style and employee performance. The study found that a better work environment will result in higher work motivation, improving employee performance (Tolu et al., 2021). Research by Iis et al. (2022) reveals that a comfortable work environment in any aspect, including facilities, will positively impact employee motivation; employees can also establish cooperation between coworkers to achieve agency goals. Work motivation can also mediate the influence of the work environment on employee performance. If someone is more enthusiastic about their performance, their work needs motivation.

H₁₀: Work Motivation Mediates Relationship Between Work Environment And Employee Performance

2.3. Research Framework

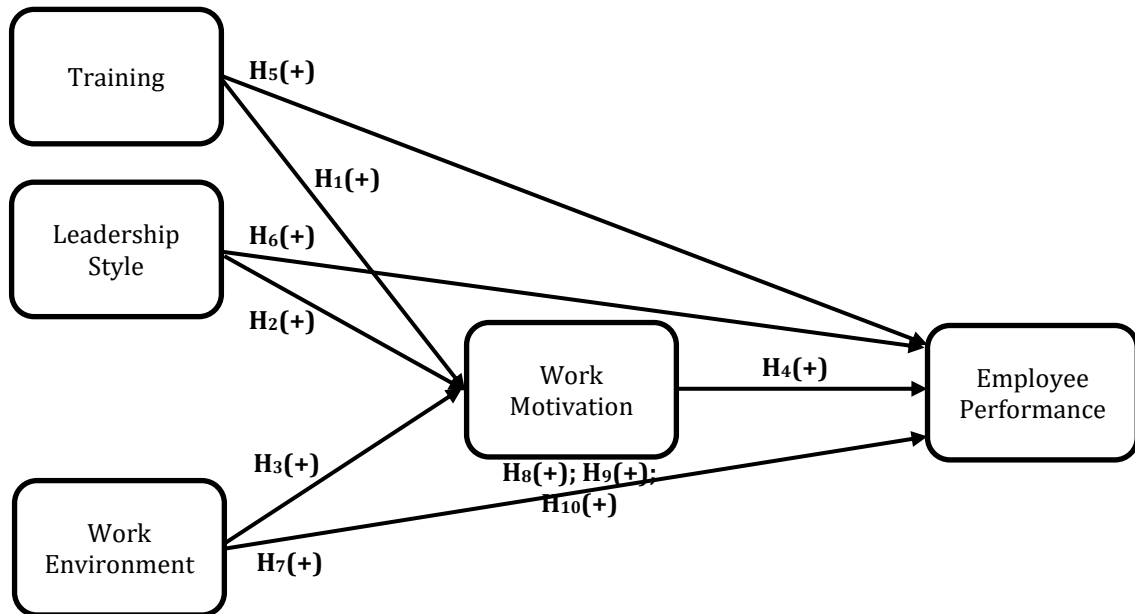


Figure 1. Research Framework

Figure 1 above, which explains the conceptual framework, shows that all hypotheses in this study have a positive influence. This study examines the role of work motivation as a mediator on the influence of training, leadership style, and work environment on employee performance.

3. Research Methods

3.1. Population and Sampling Method

The population of this study was 397 employees who worked at CV. Cokro Bersatu. The sample in this study used the cluster sampling method. According to, cluster sampling is a sampling technique that takes representatives from each region or group. The sample using the Slovin formula. The sample in this study used the cluster sampling method. According to Sekaran (2006), cluster sampling is a sampling technique that takes representatives from each region or group. The sample uses the Slovin formula by calculating the Slovin formula with a standard error of 10% with a result of 80 and a minimum number of respondents. Then, the samples obtained in this study were 99 respondents.

Data collection method using a questionnaire. Training (T) variables are measured using indicators of assessment, design, implementation, and evaluation sourced from Snell & Bohlander (2013). Leadership style (LS) using indicators of telling, selling, participating, and delegating sourced from Hersey & Blanchard (2015). Work environment (WE) using indicators of physical and non-physical work environment sourced from Robbins & Judge (2013). Work motivation (WM) variables using intrinsic and extrinsic indicators sourced from Herzberg (1966). Employee performance (EP) using indicators of quality, quantity, determination, presence and ability to work together sourced from Mathis & Jackson (2016). This study uses a Likert scale of 1-6.

3.2. Data Analysis Method

3.2.1. Outer Model

Testing using partial least square (PLS) begins with testing the measurement model to test the validity and reliability of the instrument (Abdillah & Jogiyanto, 2009). A validity test to measure the ability of a research instrument what should be measured.

3.2.2. Inner Model

The inner model describes the relationship between latent variables based on substantive theory. Structural model evaluation in PLS uses the coefficient of determination (R^2) and path coefficient for constructs or endogenous latent variables to see the correlation between the constructs created (Abdillah & Jogiyanto, 2009).

3.2.3. Structural Equation Model (SEM)

A combination technique of path analysis and regression analysis allows researchers to simultaneously test a series of interrelated relationships between measured variables and latent constructs (Hair et al., 2013). The combination technique of path analysis and regression analysis allows researchers to simultaneously examine a series of interrelated relationships between measured variables and latent constructs (Hair et al., 2013). The hypothesis test using the bootstrapping method. The acceptance criterion is that if the p value < 0.05, the hypothesis is accepted.

4. Results and Discussion

4.1. Validity And Reliability Test

Table 1. Validity Test Result

Indicator	Cross Loading	Conclusion
T 1	0.833	Proven Valid
T 2	0.784	Proven Valid
T 3	0.796	Proven Valid
T 4	0.790	Proven Valid
T 5	0.866	Proven Valid
T 6	0.862	Proven Valid
T 7	0.878	Proven Valid
T 8	0.832	Proven Valid
T 9	0.813	Proven Valid
T 10	0.817	Proven Valid
T 11	0.809	Proven Valid
T 12	0.846	Proven Valid
T 13	0.797	Proven Valid
T 14	0.812	Proven Valid
T 15	0.834	Proven Valid
T 16	0.799	Proven Valid
T 17	0.821	Proven Valid
T 18	0.805	Proven Valid
T 19	0.876	Proven Valid
T 20	0.852	Proven Valid
T 21	0.888	Proven Valid
T 22	0.873	Proven Valid
T 23	0.810	Proven Valid
T 24	0.865	Proven Valid
T 25	0.893	Proven Valid
T 26	0.851	Proven Valid
T 27	0.837	Proven Valid
LS 1	0.823	Proven Valid
LS 2	0.865	Proven Valid
LS 3	0.856	Proven Valid

Indicator	Cross Loading	Conclusion
LS 4	0.772	Proven Valid
LS 5	0.894	Proven Valid
LS 6	0.887	Proven Valid
LS 7	0.882	Proven Valid
LS 8	0.910	Proven Valid
LS 9	0.871	Proven Valid
LS 10	0.872	Proven Valid
LS 11	0.845	Proven Valid
LS 12	0.911	Proven Valid
LS 13	0.940	Proven Valid
LS 14	0.921	Proven Valid
LS 15	0.901	Proven Valid
WE 1	0.846	Proven Valid
WE 2	0.782	Proven Valid
WE 3	0.792	Proven Valid
WE 4	0.845	Proven Valid
WE 5	0.865	Proven Valid
WE 6	0.869	Proven Valid
WE 7	0.902	Proven Valid
WE 8	0.870	Proven Valid
WE 9	0.815	Proven Valid
WE 10	0.884	Proven Valid
WM 1	0.879	Proven Valid
WM 2	0.877	Proven Valid
WM 3	0.880	Proven Valid
WM 4	0.882	Proven Valid
WM 5	0.904	Proven Valid
WM 6	0.916	Proven Valid
WM 7	0.856	Proven Valid
WM 8	0.890	Proven Valid
WM 9	0.908	Proven Valid
WM 10	0.880	Proven Valid
WM 11	0.883	Proven Valid
WM 12	0.895	Proven Valid
WM 13	0.883	Proven Valid
WM 14	0.909	Proven Valid
EP 1	0.891	Proven Valid
EP 2	0.884	Proven Valid
EP 3	0.865	Proven Valid
EP 4	0.893	Proven Valid
EP 5	0.901	Proven Valid
EP 6	0.844	Proven Valid
EP 7	0.882	Proven Valid
EP 8	0.896	Proven Valid
EP 9	0.887	Proven Valid
EP 10	0.905	Proven Valid
EP 11	0.898	Proven Valid
EP 12	0.873	Proven Valid
EP 13	0.908	Proven Valid
EP 14	0.869	Proven Valid
EP 15	0.916	Proven Valid

Source: Primary Data Processed (2023)

The validity results in Table 1 show that all indicators of the variables training, leadership style, work environment, work motivation, and employee performance are valid. The cross-loading value is above 0.7 on each item.

Table 2. Reliability Test Result

Variable	Composite Reliability	Conclusion
Training	0.982	Reliable
Leadership Style	0.975	Reliable
Work Environment	0.957	Reliable
Work Motivation	0.980	Reliable
Employee Performance	0.976	Reliable

Source: Primary Data Processed (2023)

The reliability results in Table 2 show that all variables, including training, leadership style, work environment, work motivation, and employee performance are reliable. The composite reliability value has a value of above 0.7 so that it can proceed to test the structural model.

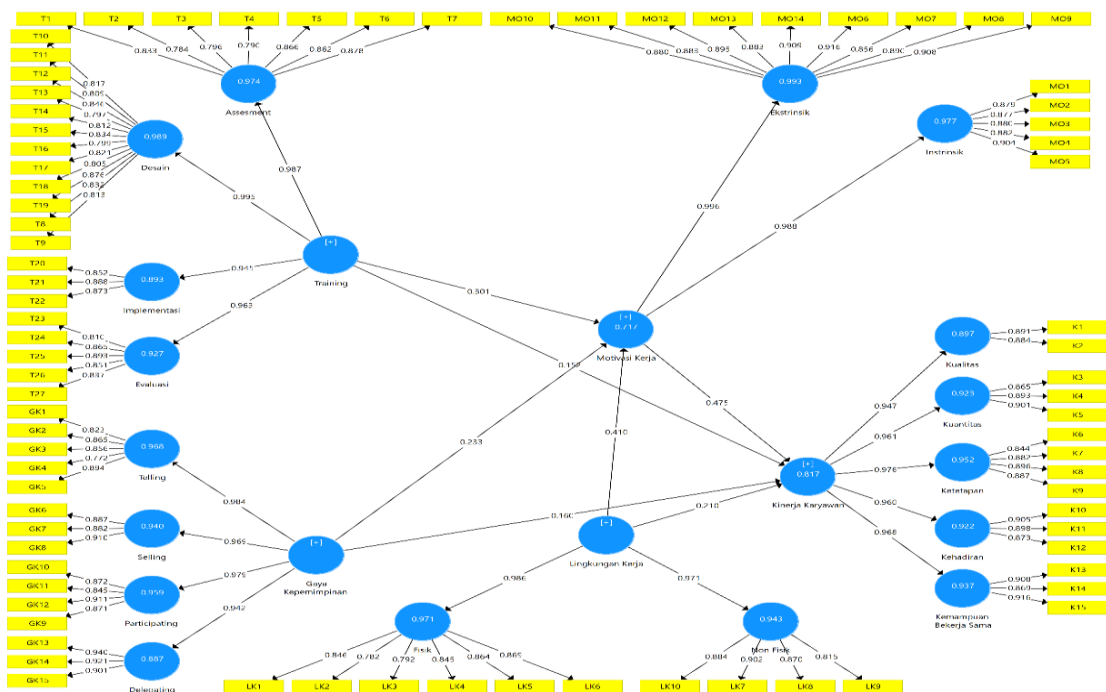


Figure 2. Modelling Results

Source: Primary Data Processed (2023)

Convergent validity is measured using the parameter outer loading factor. The ideal loading factor is > 0,7. It can be seen that all loading factors > 0,7 so that all indicators on the variable meet convergent validity.

4.2. Hypothesis Test

Based on Table 2 below, the hypothesis test proves that the first hypothesis has a positive original sample value of 0.301 with a p value of 0.000 < 0.05. Thus, the first hypothesis is accepted. The second hypothesis has a positive original sample value of 0.233 with a p value of 0.005 < 0.05. Thus, the second hypothesis is accepted. The third hypothesis has a positive original sample value of 0.410 with a p value of 0.000 < 0.05. Thus, the third hypothesis is accepted. The fourth hypothesis has a positive original sample value of 0.475 with a p value of 0.000 < 0.05. Thus, the fourth hypothesis is accepted. The fifth hypothesis has a positive original sample value of 0.152 with a p value of 0.036 < 0.05. Thus, the fifth hypothesis is accepted.

The sixth hypothesis has a positive original sample value of 0.160 with a p value of $0.007 < 0.05$. Thus, the sixth hypothesis is accepted. The seventh hypothesis has a positive original sample value of 0.210 with a p value of $0.029 < 0.05$. Thus, the seventh hypothesis is accepted. The eighth hypothesis has a positive original sample value of 0.143 with a p value of $0.001 < 0.05$. Thus, the eighth hypothesis is accepted. The ninth hypothesis has a positive original sample value of 0.111 with a p value of $0.009 < 0.05$. Thus, the ninth hypothesis is accepted. The tenth hypothesis has a positive original sample value of 0.195 with a p value of $0.000 < 0.05$. Thus, the tenth hypothesis is accepted.

Table 2. Hypothesis Test Result

Hypothesis	Original Sample (O)	T Statistic (O/STDEV)	P Value	Conclusion
Training → Work Motivation	0.301	3.582	0.000	Accepted
Leadership Style → Work Motivation	0.233	2.812	0.005	Accepted
Work Environment → Work Motivation	0.410	3.926	0.000	Accepted
Work Motivation → Employee Performance	0.475	7.623	0.000	Accepted
Training → Employee Performance	0.152	2.097	0.036	Accepted
Leadership Style → Employee Performance	0.160	2.709	0.007	Accepted
Work Environment → Employee Performance	0.210	2.192	0.029	Accepted
Training → Work Motivation → Employee Performance	0.143	3.341	0.001	Accepted
Leadership Style → Work Motivation → Employee Performance	0.111	2.606	0.000	Accepted
Work Environment → Work Motivation → Employee Performance	0.195	3.576	0.009	Accepted

Source: Primary Data Processed (2023)

4.3. Discussion

4.3.1. Training Has a Positive Effect on Work Motivation

Based on the result of the study, training has a positive impact on motivation. Training is measured using four proprietary indicators: assessment, design, implementation, and evaluation (Snell & Bohlander, 2013). Training provided by the company can motivate employees because employees can better master the material, skills, and knowledge and can change employee attitudes. Sweis et al. (2019) research reveals that training is essential because employees may have greater autonomy. The provision of training will also enable employees to face unexpected challenges and will make employee motivation levels high. This study's results align with previous researchers' results (Ozkeser, 2019; Sweis et al., 2019; Niati et al., 2021), which reveal that training has a positive effect on work motivation.

4.3.2. Leadership Style Has a Positive Effect on Work Motivation

The result of the study show that leadership style has a positive effect on work motivation. Leadership style is measured using the theory of telling, selling, and delegating (Hersey & Blanchard, 2015). A good leadership style reflects a caring attitude and can establish good communication with subordinates. This study's results align with Turay et al. (2019), which states that leaders can influence and motivate their subordinates by directing employees to task clarity, goal achievement, and work execution. Other researchers also said leaders can motivate and influence employee psychology (Ouakouak et al., 2020). One factor that has a significant influence is the head of the field, who assists, and employees will imitate the leader's behaviour. The results of this study are in line with previous research conducted by Turay et al. (2019),

Guterresa et al. (2020), Ouakouak et al. (2020), and Paais & Pattiruhu (2020), which shows that leadership style has a positive effect on work motivation.

4.3.3. Work Environment Has a Positive Effect on Work Motivation

The study result show that the work environment positively affect work motivation. The work environment is closely related to work motivation; both the physical work environment and the non-physical work environment have a strong influence on motivation. This finding is supported by Baribin & Saputri (2020) and Amalia (2021), which show that the work environment is closely related to motivation. The work environment and motivation have a harmonious relationship where the work environment can provide comfort and safety in carrying out work activities, and employees will be motivated to work to show their expertise in their respective fields. Setiyani et al. (2019) show that companies with a good and conducive work environment can increase motivation. It happens because employees who feel at home and comfortable are around the work environment. Respondent's answers to the physical environment indicator are quite dominating due to the workplace conditions that support employee work and can directly affect employees. This study's results align with previous research conducted by Porter et al. (2016), Sutanto et al. (2018), and Baribin & Saputri (2020), which shows that the work environment has a positive effect on work motivation.

4.3.4. Work Motivation Has a Positive Effect on Employee Performance

Based on the study result, work motivation has a positive effect on employee performance. It means that the presence of motivation in employees will impact employee performance. Work motivation is measured using the theory of Herzberg (1966), namely intrinsic and extrinsic motivation. Employee motivation is one of the triggers for satisfaction and quality of work, which has a significant psychological impact on company strategies in various businesses (Paais & Patiruhu, 2020). Research conducted by Aldiansyah & Lukito (2021) revealed that providing motivation is one way that employees can work according to directions and be responsible for company goals. The thing that makes employees often make mistakes is the need for more motivation in employees. In line with what was said by Girdwichai & Sriviboon (2020), Paais & Pattiruhu (2020), and Guterresa et al. (2020), employees who have demotivation tend to feel dissatisfied, often absent, and even leave work; this indicates that employees who are positively motivated will have high performance in the company.

4.3.5. Training Has a Positive Effect on Employee Performance

Based on the research result, training has a positive effect on employee performance. It means that training will provide additional knowledge and skills for employees to carry out their work and increase employee performance because they have training provisions. This research aligns with Sendawula et al. (2018) that training is one of the essential human resource management practices and positively affects the quality of skills knowledge and will result in high performance. Identifying employee's skills, attitudes, and knowledge before starting training is essential because it will make valuable training for employees. This is supported by Turay et al. (2019) and Kuruppu et al. (2021) training is the best way to improve performance. Andayani & Hirawati (2021) reveal that training that is not carried out thoroughly by employees but provided only to some employees in each division makes the training not optimal. Companies not good at analyzing employee needs will make training futile, and

employees will not get what they need. This aligns with previous research (Turay et al., 2019; Kuruppu et al., 2021; Sandora & Permadani, 2021), which shows that training positively and significantly affects performance. The better the training provided and on target will positively impact employee performance.

4.3.6. Leadership Style Has a Positive Effect on Employee Performance

Leaders who can create a comfortable and carefree work environment by respecting their employees well. Researchers stated that the leadership style in managing an organization can affect employee performance at work (Turay et al., 2019). This research is supported by Arifa & Muhsin (2018), Nugroho et al. (2020), Paais & Patiruhu (2020), and Tolu et al. (2021), which show that leadership style has a positive effect on performance. Leaders who have authority when leading can affect performance because leaders will make rules that their subordinates will follow by mutual agreement. Employees with a good field head in character, attitude, and personality in giving orders or getting will not cause excessive stress. Leaders who apply two-way communication patterns and exchange opinions make their subordinates follow their superiors happily.

4.3.7. Work Environment Has a Positive Effect on Employee Performance

Based on the study result, the work environment positively affect employee performance. The use of work environment theory measured using physical and non-physical work environment indicators in research is appropriate. The data related to the work environment is quite supportive in improving performance. Work environment factors strongly influence employees to carry out and complete their work. In line with research from Jayaweera (2015) which show that employees with a conducive work environment would increase the level of employee productivity. This happens because the work environment has a significant influence on improving performance. Noise is an essential factor in the work environment that affects performance. It happens because employees who concentrate on doing work will be distracted when there is a disturbing sound. Research conducted by Nabawi (2019) showed that the work environment is one of the factors indirectly affecting performance, even though it is not significant on the work environment in the process of supporting smooth work. Employee comfort and safety must be in creating a conducive work atmosphere. This research aligns with research conducted (Jayaweera, 2015; Girdwichai & Sriviboon, 2020; Parashakti et al., 2020), which states that the work environment affects performance positively.

4.3.8. Work Motivation Mediates Effect of Training on Employee Performance

The result showed that work motivation positively mediates the relationship between training and employee performance. Organization conduct training to motivate employees to fight harder in dealing with new problems that exist in the company that are unexpected or problems that arise suddenly. Research conducted by Saefulloh & Ekowati (2021) states that motivation is a mediating variable in the effect of job design on performance. So, if there is an increase in work motivation caused by an increase in the level of training conducted by the company, it will increase employee performance. Motivation is a psychological process within a person strongly influenced by several factors. This factor arises from the employee and from outside the employee. Research conducted by Girdwichai & Sriviboon (2020) says that the training will encourage employees to generate the latest and relevant ideas helpful in carrying out their duties and obligations. This will support the motivation of employees and increase

employee performance. Motivation is essential for the core business run by the company (Nurhalim & Fahmy, 2021). In other words, increased work motivation caused by good training will increase employee performance. This research aligns with previous research by Girdwichai & Sriviboon (2020), Saefulloh & Ekowati (2021), and Sari (2023), which states that work motivation can mediate the relationship between training and employee performance. The higher quality of the training and motivation obtained will increase employee performance.

4.3.9. Work Motivation Mediates Effect of Leadership Style on Employee Performance

The result showed that work motivation positively mediates the relationship between leadership style and employee performance. The most dominant factor in increasing work motivation is the leadership style of leading subordinates, which will increase employee performance. In addition, other research conducted by Guterres et al. (2020) found that an effective leadership style encourages employees to be motivated so that employees can work optimally and improving employee performance. Good support can generate motivation in employees. So, if there is an increase in work motivation caused by a reasonable and appropriate leadership style, it will increase employee performance. The research conducted is in line with previous research by Mavhungu & Bussin (2017), Martha et al. (2020), Guterres et al. (2020), and Mutiya et al. (2022), which proves empirical evidence that work motivation is indeed a mediating variable in the relationship between leadership style and employee performance.

4.3.10. Work Motivation Mediates Effect of Work Environment on Employee Performance

The result showed that the work environment mediates the positive relationship between the work environment and employee performance. A comfortable work environment can provide security and comfort for employees in carrying out their daily work. Research conducted by Purnamasari (2021) show that employee performance will increase if the work atmosphere and environment are comfortable, including adequate office facilities. It is in line with research conducted by Tolu et al. (2021) that a better work environment will result in higher motivation, leading to increased employee performance. So, if an increase in the work environment causes an increase in work motivation, it will increase employee performance. Jayaweera (2015) also states that companies that think about the work environment and continuously improve will increase employee motivation and performance. Therefore, this research, supported by previous research conducted by Jayaweera (2015), Tolu et al. (2021), and Iis et al. (2022), that motivation mediates the relationship between the work environment and employee performance. It means that the work environment in a company will motivate employees, which improves employee performance.

5. Conclusion

Based on the results and data above, training is proven to positively affect work motivation and employee performance. Similarly, leadership style positively affects work motivation and employee performance. Furthermore, the work environment positively affects work motivation and employee performance. Furthermore, work motivation has a positive effect on employee performance. Work motivation has a mediating role in the relationship between training and performance. Work motivation also has a mediating role in the relationship between leadership style and employee performance. Furthermore, work

motivation mediates the relationship between the work environment and employee performance. From the findings above, some things must be deep; first, this research only focuses on the variables of training, leadership style, work environment, and motivation to measure employee performance improvement. Subsequent research examines other variables that can affect employee performance, such as work-life balance and happiness at work (Bataineh, 2019). Secondly, research on types of companies engaged in other industrial sectors with a more significant number of samples such as hotels (Jayaweera, 2015) and banks (Chauhan, 2019).

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