

## The Effect of Job Training, Physical Work Environment on Employee Performance at Abdullah Rivai Hospital with Motivation as an Intervening Variable



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**ABSTRACT:** This study aims to determine the effect of job training, physical work environment on employee performance at Abdullah Rivai Hospital with motivation as an intervening variable. The population in this study were all administrative and functional sub-section employees at Rivai Abdullah Hospital as many as 120 people and the sample taken using saturated sampling so that all populations were sampled as many as 120 people. The analysis technique used is multivariate analysis using the structural equation modeling (SEM) program. The results of the analysis show that job training, work environment and work motivation have a positive and significant effect on performance, job training has a positive and significant effect on work motivation while the work environment has no significant effect on work motivation. Job training has a positive and significant effect on performance through work motivation while the work environment has no significant effect on performance through work motivation.

**KEYWORDS:** Job Training, Work Environment, Work Motivation, Performance

### INTRODUCTION

The success of the organization is largely determined by the quality of human resources. Along with the increasingly competitive competition as a result of changes in customer tastes and technology, organizations need human resources who have good competence and performance. In other words, the organization is not only able to provide satisfactory service to its customers but also oriented towards creating value for its customers (Sumardjo & Priansa, 2018)

Every organization has a goal, both organizations that produce goods and organizations engaged in services. In achieving these goals, of course, it cannot be separated from the human resource factors in an organization. Employees in an organization have a responsibility for achieving the organizational goals that have been set, this is because employees carry out the work that has been programmed. The successful achievement of organizational goals is strongly influenced by human factors as a workforce. Employees are the main element in supporting the success of an organization and the source of energy from an activity carried out in the organization (Hendri, 2020).

Human resource management is the science of art that regulates the relationship and role of the workforce to make it more efficient to help realize organizational goals (Hasibuan, 2019). The definition of human resources can be divided into two, namely micro and macro understanding. Micro is an individual who works and is a member of an organization commonly referred to as employees, employees, labor and so on (Burhanudin, 2016). Meanwhile, human resources in macro terms are residents of a country who have entered the age of the workforce, whether they are already working or not working in the organization, the most important thing is how to utilize existing resources. Human resource management is a science or a way of how to manage the roles and relationships of resources owned by individuals efficiently and can be used to achieve common goals in organizations (Bintoro & Daryanto, 2017)

An organization's progress at this time is very easy, especially in the current era of globalization which is increasingly developing, so there is also a lot of use of technology when working, but rather than using excessive technology it is better to make good use of existing human resources (Noorrena & Baehaqi, 2021). One important thing is that the success of various activities within the company in achieving goals not only depends on the superiority of technology, available operating funds, facilities or infrastructure owned, but also depends on the aspect of human resources (Wiska et.al, 2022). The importance of human resources in the

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organization is to get qualified and productive employees to carry out activities because each employee has different performance. In an organization, employees must get encouragement so that employees are more effective in carrying out their duties and obligations such as job training, a comfortable work environment, and motivation in carrying out work (Paramarta & Astika, 2020). The rapid competition in the development of Science and Technology makes organizations must be able to adapt to changes that exist both from within and outside the organization. The ability to change the organization will have an impact on the survival of the hospital organization as one of the organizations that form complex, dynamic, competitive, capital-intensive, labor-intensive and multi-functional services (Purwanto & Trihudiyatmanto, 2020).

According to WHO, a hospital is an integral part of a social and health organization with the function of providing comprehensive, curative, and preventive services to the community. Hospitals are also training centers for health workers and education centers. In order for services in the hospital to experience an increase in quality and good quality, the hospital is obliged to provide job training. through sufficient training programs in accordance with employee needs, employees will increasingly understand and master in carrying out their professional duties effectively and better. According to WHO, hospitals are an integral part of a social and health organization with the function of providing comprehensive services (Comprehensive), disease cure (Curative), disease prevention, (Preventive) to the Community. The hospital is also a training center for health workers and a center for education (Paramarta & Astika, 2020).

RSUP DR. Rivai Abdullah as a health service unit has a vision, namely SMART GARDEN HOSPITAL in 2024 and has a mission to carry out quality and safety-oriented health services with the concept of HOMY, carry out education, research and training of medical and other health personnel, develop superior services and integrated with research and education in the field of health, implement hospital governance and international standard clinical governance, carry out hospital development with the concept of environmentally friendly.

The performance of the hospital is determined by the performance of its employees, according to (Shidiq & Azizah, 2019) states that performance is the result or level of one's overall success during a certain period in carrying out tasks with various possibilities such as standard work results, targets, work goals and specified criteria. Employee performance is very important for a company or organizational institution to determine the quality of work, quantity of work, timeliness, and also employee attendance while at the company.

Meanwhile, according to (Mangkunegara, 2017), employee performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The quality of performance of the work includes accuracy, neatness of the work results while still paying attention to the volume of work. The quality of performance can be seen from the error rate when completing tasks or work and to achieve high productivity and benefit the development of the company.

Employees in carrying out work activities or tasks will not be separated from the spirit and enthusiasm of work. Thus, these employees will always be able to carry out work effectively, well and produce good performance. Employee performance can be influenced by various factors, namely compensation, discipline, training, work culture, motivation, leadership, work environment, work enthusiasm, and job satisfaction (Patmanegara & Aprianto, 2021).

The success of a company or organization depends on the performance of its employees. The performance of a company or organization can depend on the work enthusiasm of employees in carrying out the tasks or activities assigned by the company. Employees who have enthusiasm in carrying out their work will be able to overcome difficulties regarding their duties and get good performance results as well. Poor performance can be measured by or characterized by discomfort at work, namely displacement, absence, tardiness, discipline and others (Putu et al., 2019).

**Table 1: Percentage of Employee Performance Indicators of RSUP DR. Rivai Abdullah General Administrative and Functional Section**

Percentage of Excellent Human Resources		
Year	Percentage	Target
2020	85.90%	75.00%
2021	85.53%	75.00%
2022	80.81%	75.00%

Source: DR Rivai Abdullah Hospital, 2024

Based on table 1 above, the percentage level of employee performance of DR. Rivai Abdullah Hospital, Subdivision of General Administration and Functional, all reached the predetermined target. The percentage level of employee performance from 2020

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to the end of 2022 has decreased.

According to (Deccasari, 2021) this can be a benchmark for employee performance. Where in 2020 to 2022 the percentage level in the hospital has decreased. To overcome this, motivation is needed to improve employee performance. Motivation is given through communication between superiors and subordinates (Putu et al., 2019). Motivation also has an important role, namely as a spirit or encouragement to work individuals or groups towards useful work in order to achieve the desired goals. Work motivation must be carried out by the leader to his employees because of the dimension of the division of work to be done as well as possible. In a measurable and planned manner, work motivation is a condition that makes employees have the desire/need to achieve certain goals through the implementation of a task (Noorrena & Baehaqi, 2021).

Motivation is an impulse that causes someone to do an action to achieve a certain goal. Motivation is important, because motivation will encourage someone to do something more enthusiastic which plays a role in the performance concerned. For example, companies provide allowances or incentives to employees so that employees feel more active and motivated to get them. There needs to be motivation behind individual employees to keep working (Traviana, Fauzi, & Nurhasanah, 2021). Motivation is a process of mobilizing and directing employees so that they can carry out their respective duties in achieving goals with full awareness and responsibility. Motivation is also a process that influences the behavior of a person who aims to achieve the ultimate goal or ultimate goal (Narulita R.P & Charina, 2020).

According to the results of research conducted by (Gunawan, 2017) stated that motivation has a direct and significant positive effect on employee performance. And according to the results of research conducted by (Handoko et al., 2022) which states that work motivation has a positive and significant effect on employee performance. Motivation can affect employee performance if the company or organization provides high motivation to its employees, then employees will be more enthusiastic in completing their work and can improve their work performance.

Apart from motivation, job training also affects employee performance according to (Patmanegara & Aprianto, 2021) Job training provided by the organization aims to increase employee productivity and performance through short-term education to improve abilities, knowledge and skills with systematic and organized procedures. Job training can run well if it is supported by a comfortable work environment so that employees feel excited about improving their performance. Job training is an effort made by an organization to improve the skills and abilities of workers both technically and managerially. Education has a theory orientation, can be done in classes and usually takes a long time because it deals with questions. Meanwhile, action-oriented training or field practice usually only requires a short time because it is direct action, and this practice model training is to answer the question (Deccasari, 2021).

In order for services in a company to improve quality and good quality, the company provides maximum job training. Through a training program that is sufficient and appropriate for employee needs, employees will increasingly understand and master their profession and in turn, their performance will be better (Patmanegara & Aprianto, 2021).

**Table 2. Recap of Training or Education in 2022**

No	Activity name	Number of participants
1	Online Training 'Preceptorship Method Clinical Supervisor	25
2	Workshop "ICU Management for Medical"	2
3	Surveillance Information System Training	1
4	Workshop "Antimicrobial Resistance Control Program in accordance with the2 Accreditation Standards of the Ministry of Health of the Republic of Indonesia 2022"	
5	Workshop "Strengthening Contact Center"	2
6	Ppi Training	13
7	Skp Training	13
8	Training Bhd	13
9	OHS Training Rs Online Materials	120
10	Hpk Training Online Material	120
11	Online Class "Implementation of Integrated Risk in MFK and Risk Profiling of Hospital7 Facilities"	
12	Online Management Training "Health Sector Training Control"	3
13	Functional training "appointment of expert level archivist	2

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14	Effective Front Office Communication	30
15	Functional training "expert level archivist appointment	1

Source: DR Rivai Abdullah Hospital, 2024

Table 2 above can be explained that there are still quite a lot of employees who have not participated in training except online training some of the training provided by Abdullah Rivai Hospital to its employees in order to carry out their duties and obligations. Training is given to employees according to the position and position of the place that has been determined by the hospital. The training provided to all employees at Abdullah Rivai Hospital is through offline and online.

This statement is in line with the results of previous research by (Nugroho & Renjana, 2020) and research conducted by (Paramarta & Astika, 2020) shows that it is proven that job training has a positive effect on employee performance. An employee, whether new or old in the company, needs to take part in training because of the challenges ahead of the company which continues to change so that it has an impact on job demands. Training carried out according to the needs of the company and employees will be able to increase knowledge both technically and non-technically and will affect the Company's output. This statement is in line with the results of previous research by (Shidiq & Azizah, 2019) and research conducted by (Suryani & Linda, 2017) which found that training has a positive and significant effect on motivation. Training can also affect employee motivation. The training provided by the company will run optimally if employees have high motivation.

In addition to job training, the success of a company in achieving its goals can also be influenced by the physical work environment. The unsuitability of the physical work environment can create a sense of discomfort for employees in carrying out their duties so that employees do not work effectively and efficiently. The creation of a good work environment will help maintain the condition of employees awake, not lazy at work and can work for a long time and pleasantly (Normansyah, 2021). The physical work environment is work that moves workers to enthusiasm in carrying out their work such as security, cleanliness, sound and others. The work environment is the overall relationship that occurs with employees at work. Everything that is around the employees that can affect him in the tasks given to generate more motivation for better performance results (Noorrena & Baehaqi, 2021). In carrying out tasks or work, employees need a conducive physical work environment, where the work environment can assist employees in carrying out their work in accordance with company procedures. The physical work environment that meets the standards of decent needs will contribute to the comfort of employees in carrying out their work, the friendly attitude of employees, mutual respect when different opinions, harmonious relationships between employees and leaders which are mandatory requirements to be fostered so that the quality of employee thinking can ultimately improve performance continuously (Darmawan, Syakuro, & Bagus Fatmah, 2021). The following is data on the physical work environment of facilities from Rivai Abdullah Hospital in 2023.

**Table 3. Data on the physical work environment at Dr. Abdullah Rivai Hospital in 2023**

No	Item / Name	FacilityDescription
1	Ac	Not Good
2	Tv	Good
3	Phone	Good
4	Ventilantor	Not Good
5	Table	Not Good
6	Chair	Not Good
7	Sofa Bed	Not Good
8	Computer	Not Good
9	Printer	Not Good
10	Copy Kiosk	Not Good
11	Canteen	Good
12	Parking Area	Not Good
13	Guard Post	Good

Source: DR Rivai Abdullah Hospital, 2024

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Table 3 above explains that inadequate work facilities will affect employee performance and employee work motivation. The physical work environment is everything that is in the environment that affects either directly or indirectly a person or group of people in carrying out their work. The facilities provided by hospital management can be said to be adequate, but there are several facilities for goods or activities that are not good given by hospital management to its employees.

A safe, comfortable and healthy physical work environment can improve employee work life, and the organization will be very effective, this can improve employee performance results. This statement is in line with the results of previous research by (Darmawan et al., 2021) suggests that the work environment has a significant effect on the performance of Muslim employees. And in line with research (Wahyuni & Budiono, 2022) and (Noorrena & Baehaqi, 2021) which states that the work environment has a positive and significant effect on employee performance. A conducive physical work environment can motivate employees to complete their work properly. According to the results of research conducted by (Traviana et al., 2021) which states that the work environment has a positive and significant effect on work motivation. Research conducted (Panie, Foeh, Man, & Perseveranda, 2023) which found that the work environment has a positive or important effect on motivation.

The problems that will be discussed in this study are how the direct effect of training and physical work environment on performance, how the direct effect of training and physical work environment on work motivation, and how the indirect effect of training and physical work environment on performance through work motivation as an intervening variable

### **LITERATURE REVIEW**

#### **Job Training**

Training is a short-term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills in limited purposes (Paramarta & Astika, 2020). Training is an effort made by an organization to improve the skills and abilities of workers both technically and managerially. Education has a theory orientation, can be done in classes and usually takes a long time because it deals with questions. Meanwhile, training that is oriented towards action or field practice usually only takes a short time because it is direct action, and this practice model training is to answer the question (Deccasari, 2021).

#### **Physical Work Environment**

The physical work environment can be defined as the environment in which people work. A very broad category that incorporates the physical scene (e.g. noise, equipment, heat), the basics of the job itself (e.g. workload, tasks, complexity) broad business features (e.g. culture, history) and even additional business background (e.g. industry setting, worker relations) (Darmawan et al., 2021). The physical work environment is everything that is around the workers / employees who can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing tasks that are burdened to employees in order to improve employee performance in a company (Noorrena & Baehaqi, 2021).

#### **Motivation**

Work motivation is something that can generate enthusiasm or encouragement for individual or group work towards work in order to achieve goals. Employee work motivation is a condition that makes employees have the desire/need to achieve certain goals through the implementation of a task (Noorrena & Baehaqi, 2021).

#### **Performance**

Employee performance is defined as the results of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the objectives of the organization concerned legally, not against the law and in accordance with applicable morals and ethics. Employee performance is very important for a company or organizational institution to determine the quality of work, quantity of work, timeliness, and also employee attendance while at the company. Employee performance for companies is very important as a measuring tool for success in running their business, because employee performance is the result of the work of these employees or employees which shows their success in carrying out their duties (Patmanegara & Aprianto, 2021).

#### **Research Conceptual Framework**

As a basis for directing thinking to determine the extent of the influence of independent variables on the dependent in this study, theoretical thinking is used as shown below:

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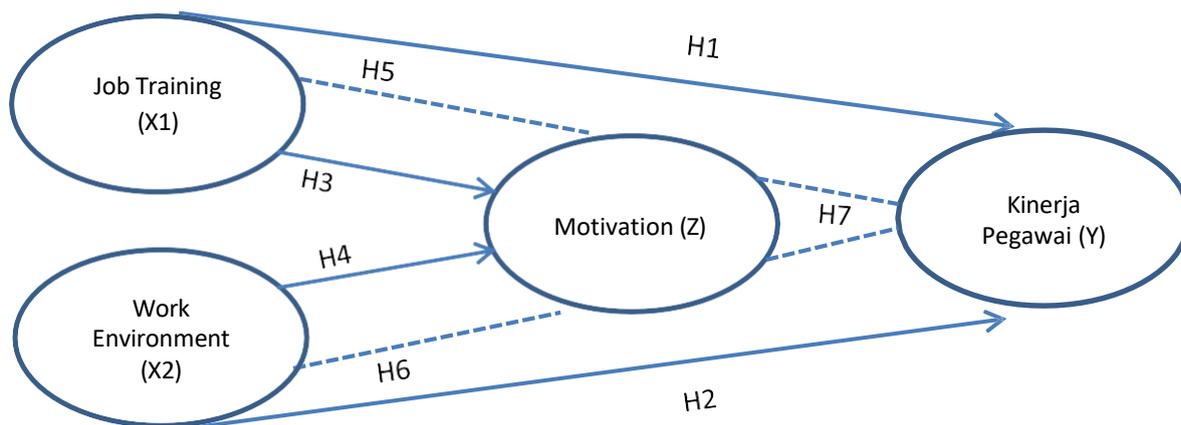


Figure 1. Research Conceptual Framework

### Hypothesis

Training is one of the ways to improve the quality of human resources in the world of work. An employee, whether new or old in the company, needs to take part in training because of the challenges ahead of the company that continues to change so that it has an impact on job demands. Training carried out according to the needs of the company and employees will be able to increase knowledge both technically and non-technically and will affect the company's output which is carried out effectively and efficiently and will be able to produce quality products for both service companies and manufacturing companies (Deccasari, 2021). Research results (Nugroho & Renjana, 2020) which found that Job Training Has a Positive Effect on Human Resource Performance. This Research is in Line with (Paramarta & Astika, 2020) Shows that proven job training has a positive effect on employee performance. Research Conducted By (Deccasari, 2021) Found that Job Training has a Significant Effect on Performance.

H<sub>1</sub> : Job training affects performance The work environment can affect employee performance. A safe, comfortable and healthy work environment can improve the working life of employees, and the organization will become very effective, this can increase productivity, employee performance because of the decrease in lost work days (Schuller, R & Jackson, S, 1999) This means that a conducive work environment can improve performance and productivity so that the company can achieve its goals. The results of research (Darmawan et al., 2021) suggests that the work environment has a significant effect on the performance of Muslim employees. Research conducted (Untung & Nugraheni, 2017) This is in line with (Wahyuni & Budiono, 2022) and (Noorena Dan Iman, 2021) Which States That the Work Environment Has a Positive and Significant Effect on Employee Performance.

H<sub>2</sub> : Physical work environment affects performance

Employees who participate in job training programs are more motivated than those who do not participate in training programs (Naong, 2014). This means that employees who take part in the job training program will be more motivated or get a boost to their performance results. Research results (Shidiq & Azizah, 2019) states that training has a positive and significant effect on motivation, in line with research conducted by (Suryani & Linda, 2017) namely finding that training has a positive and significant effect on motivation.

H<sub>3</sub> : Job training affects work motivation

According to (Ridley, 2004) A clean, comfortable and healthy physical work environment is a good business practice that can keep away from disease and provide an atmosphere or work protection that can encourage and motivate employees to do more effective and better work. This means that a conducive work environment can motivate employees to complete their work well. Research results (Traviana et al., 2021) which states that the work environment has a positive and significant effect on work motivation. Research conducted (Panie et al., 2023) which found that the work environment has a positive or important effect on motivation, this research is in line with research conducted (Cleopatra, 2016) namely there is a direct effect of work environment on work motivation.

H<sub>4</sub> : Physical work environment affects work motivation

Job training can motivate employees to improve their performance so that companies and organizations can achieve what they want to achieve. Employees who take part in training will be excited and motivated to gain new experiences or skills that are used to improve their performance (Deccasari, 2021). The results of research conducted (Shidiq & Azizah, 2019) which states that there is an indirect effect of job training on employee performance through motivation but not greater than the direct effect. Research conducted (Sulistiyowati & Agustina, 2021) found that training has a significant effect on employee performance by adding

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motivation as an intervening variable.

H<sub>5</sub> : Job training affects performance through motivation as an intervening variable

The physical work environment can encourage and motivate employees to improve their performance. A conducive environment motivates employees so that they can get the job done well so that good performance can be achieved (Fajri, 2019). Research results (N. T. P. Handoko et al., 2022) stated that there is an indirect effect of the work environment on employee performance variables through the intervening variable of work motivation. Research conducted by (Paramarta & Astika, 2020) suggests that the work environment has a positive but insignificant effect on performance through motivation.

H<sub>6</sub> : Physical work environment affects performance through work motivation

Motivation can affect employee performance if the company or organization provides high motivation to its employees, then employees will be more enthusiastic in completing their work and can improve their work performance. A high effort will lead to high performance (Snell & Bohlander, 2013). The results of research (Gunawan, 2017) state that Motivation Has a Direct and Significant Positive Effect on Employee Performance, this research is in line with research (Wahyudi, Susbiyani, & Qomariah, 2021) which suggests that Employee Motivation has a Positive and Significant Effect on Employee Performance. Research conducted by (Handoko et al., 2022) which states that Work Motivation has a Positive and Significant Effect on Employee Performance.

H<sub>7</sub> : Work motivation affects performance

### RESEARH METHODOLOGY

The population in this study were all administrative and functional sub-section employees at Rivai Abdullah Hospital as many as 120 people and the sample taken using saturated sampling so that all populations were sampled as many as 120 people. Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS software. Hypothesis testing uses the probability value (p value) with an alpha of 5% and the t statistic compared to the t table value for alpha 5% is 1.96.

### RESULT AND DISCUSSION

The reflective measurement model is to evaluate the relationship between each construct and the indicator concerned or the validity of the indicator, this is as can be seen in table 3.

**Table 3. Results of Validity and Reliability Test of Performance Variables**

Variable	Dimensions	Indicator	Loading faktor	AVE	Composite Reability	Cronbach Alpha
Employee Performance	Quality Work	Y.1	0,915	0,875	0,856	0,852
		Y.2	0,889			
		Y.3	0,820			
	Quantity	Y.4	0,916	0,780	0,858	0,858
		Y.5	0,893			
		Y.6	0,839			
	Accuracy Time	Y.7	0,920	0,797	0,874	0,872
		Y.8	0,920			
		Y.9	0,837			
	Attendance	Y.10	0,865	0,737	0,825	0,822
		Y.11	0,858			
		Y.12	0,853			
	Work Together	Y.13	0,887	0,715	0,799	0,800
		Y.14	0,866			
		Y.15	0,792			

**Source:** Field research data processed, 2024

Referring to the calculation results above, it is known that for the validity test of the employee performance dimension variables, all factor loading > 0.7. The smallest loading factor value is 0.885 (Y.3) and the highest is 0.920 (Y.7 and Y.8). Another measure of validity is convergent validity which is indicated by the AVE value. AVE shows the amount of variance that can be captured by the construct compared to the variance caused by measurement error.

The calculation results in the table above obtained AVE = 0.875 for the quality of work dimension, 0.780 for the quantity dimension,

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0.797 for the timeliness dimension 0.737 for the attendance dimension and 0.715 for the dimension of working together. The criteria if  $AVE > 0.5$  means that it meets the criteria. Furthermore, the evaluation of reliability is measured by Composite Reliability and Cronbach Alpha. For the criteria, if CR and Cronbach Alpha  $> 0.7$  means reliable.

The results obtained for CR = 0.856 for the dimension of work quality, 0.858 for the dimension of quantity, 0.874 for the dimension of timeliness 0.825 for the dimension of attendance and 0.799 for the dimension of working together. While Cronbach Alpha = 0.852 for the dimension of work quality, 0.858 for the quantity dimension, 0.872 for the dimension of timeliness 0.822 for the dimension of attendance and 0.800 for the dimension of working together. It is known that the CR and Cronbach Alpha are all  $> 0.7$  which can be concluded that the dimensions of employee performance have good reliability.

Testing the validity and reliability of data can be seen in table 4.

**Table 4. Results of Validity and Reliability Tests of Job Training Variables**

Variable	Dimensions	Indicator	Loading faktor	AVE	Composite Reability	Cronbach Alpha
Training Work	Instructor	X1.1	0,855	0,755	0,837	0,837
		X1.2	0,862			
		X1.3	0,860			
	Training Participants	X1.4	0,892	0,745	0,831	0,828
		X1.5	0,872			
	Material	X1.6	0,823	0,705	0,790	0,790
		X1.7	0,873			
		X1.8	0,840			
		X1.9	0,804			
		X1.10	0,899			
	Methods	X1.11	0,887	0,780	0,859	0,858
		X1.12	0,863			
		X1.13	0,838			
	Training Objectives	X1.14	0,836	0,692	0,778	0,777
		X1.15	0,821			

Source: Field research data processed, 2024

Referring to the results of the above calculations, it is known that for the validity test of the job training dimension variables all factor loading  $> 0.7$ . The smallest loading factor value is 0.804 (X1.9) and the highest is 0.899 (X1.10). Another measure of validity is convergent validity which is indicated by the AVE value. AVE shows the amount of variance that can be captured by the construct compared to the variance caused by measurement error.

The calculation results in the table above obtained AVE = 0.855 for the instructor dimension, 0.745 for the trainee dimension, 0.705 for the material dimension, 0.780 for the method dimension and 0.692 for the training objective dimension. The criteria if  $AVE > 0.5$  means that it meets the criteria. Furthermore, the evaluation of reliability is measured by Composite Reliability and Cronbach Alpha. For the criteria, if CR and Cronbach Alpha  $> 0.7$  means reliable.

The results obtained for CR = 0.837 for the instructor dimension, 0.831 for the trainee dimension, 0.790 for the material dimension, 0.859 for the method dimension and 0.778 for the training objective dimension. While Cronbach Alpha = 0.837 for the instructor dimension, 0.828 for the trainee dimension, 0.790 for the material dimension, 0.858 for the method dimension and 0.777s for the training objective dimension. It is known that the CR and Cronbach Alpha are all  $> 0.7$  which can be concluded that the employee performance dimension has good reliability.

**Table 5. Results of Validity and Reliability Test of Physical Work Environment Variables**

Variable	Dimensions	Indicator	Loading faktor	AVE	Composite Reability	Cronbach Alpha
Description		X2.1	0,954	0,905	0,898	0,895
		X2.2	0,948			
Hygiene		X2.3	0,926	0,847	0,823	0,820
		X2.4	0,915			
Security		X2.5	0,939	0,875	0,859	0,858

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		X2.6	0,932			
Environment	Exchange Air	X2.7	0,910	0,811	0,722	0,767
Physical Labor		X2.8	0,890			
	Coloring	X2.9	0,883	0,775	0,710	0,710
		X2.10	0,877			
	Noise	X2.11	0,887	0,685	0,890	0,750
		X2.12	0,763			

Source: Field research data processed, 2024

Referring to the results of the above calculations, it is known that for the validity test of the physical work environment dimension variables all factor loading > 0.7. The smallest loading factor value is 0.763 (X2.12) and the highest is 0.954 (X2.2). Another measure of validity is convergent validity which is indicated by the AVE value. AVE shows the amount of variance that can be captured by the construct compared to the variance caused by measurement error.

The calculation results in the table above obtained AVE = 0.905 for the lighting dimension, 0.847 for the cleanliness dimension, 0.875 for the security dimension, 0.811 for the air exchange dimension, 0.775 for the coloring dimension and 0.685 for the noise dimension. The criteria if AVE > 0.5 means that it meets the criteria. Furthermore, the evaluation of reliability is measured by Composite Reliability and Cronbach Alpha. For the criteria, if CR and Cronbach Alpha > 0.7 means reliable.

The results obtained for CR = 0.898 for the lighting dimension, 0.823 for the hygiene dimension, 0.859 for the security dimension, 0.722 for the air exchange dimension, 0.710 for the coloring dimension and 0.890 for the noise dimension. While Cronbach Alpha = 0.895 for the lighting dimension, 0.820 for the hygiene dimension, 0.858 for the security dimension, 0.767 for the air exchange dimension, 0.710 for the coloring dimension and 0.750 for the noise dimension. known for CR and Cronbach Alpha are all > 0.7 which can be concluded that the dimensions of employee performance have good reliability.

**Table 6. Results of Validity and Reliability Tests for Work Motivation Variables**

Variable	Dimension	Indicator	Loading Faktor	AVE	Composite Reliability	Cronbach Alpha
	Hard Work	Z.1	0,920	0,842	0,813	0,813
		Z.2	0,916			
	Future Orientation	Z.3	0,883	0,751	0,875	0,769
		Z.4	0,850			
	The Way Forward	Z.5	0,908	0,813	0,772	0,770
		Z.6	0,895			
	Preferred Coworkers	Z.7	0,900	0,807	0,761	0,761
		Z.8	0,897			
Motivation Work	High Level of Aspiration	Z.9	0,900	0,805	0,759	0,758
		Z.10	0,895			
	Task / Goal Orientation	Z.11	0,918	0,840	0,809	0,809
		Z.12	0,915			
	Perseverance	Z.13	0,895	0,795	0,743	0,743
		Z.14	0,889			
	Time Utilization	Z.15	0,931	0,865	0,844	0,844
		Z.16	0,929			

Source: Field research data processed, 2024

Referring to the results of the above calculations, it is known that for the validity test of the physical work environment dimension variables all factor loading > 0.7. The smallest loading factor value is 0.850 (Z.4) and the highest is 0.931 (Z.15). Another measure of validity is convergent validity which is indicated by the AVE value. AVE shows the amount of variance that can be captured by the construct compared to the variance caused by measurement error.

The calculation results in the table above obtained AVE = 0.842 for the dimension of hard work, 0.751 for the dimension of future orientation, 0.807 for the dimension of effort to progress, 0.807 for the dimension of selected colleagues, 0.805 for the dimension of high ideals, 0.840 for the dimension of task / goal orientation, 0.795 for the dimension of perseverance and 0.865 for the

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dimension of time utilization. The criteria if  $AVE > 0.5$  means that it meets the criteria. Furthermore, the evaluation of reliability is measured by Composite Reliability and Cronbach Alpha. For the criteria, if CR and Cronbach Alpha  $> 0.7$  means reliable.

The results obtained for CR = 0.813 for the dimension of hard work, 0.875 for the dimension of future orientation, 0.772 for the dimension of effort to advance, 0.761 for the dimension of selected colleagues, 0.759 for the dimension of high level of aspiration, 0.809 for the dimension of task / goal orientation, 0.743 for the dimension of perseverance and 0.844 for the dimension of time utilization. While Cronbach Alpha = 0.813 for the dimension of hard work, 0.769 for the dimension of future orientation, 0.770 for the dimension of effort to advance, 0.761 for the dimension of selected colleagues, 0.758 for the dimension of high ideals, 0.809 for the dimension of task / goal orientation, 0.743 for the dimension of perseverance and 0.844 for the dimension of time utilization. It is known that the CR and Cronbach Alpha are all  $> 0.7$  which can be concluded that the dimensions of employee performance have good reliability.

Measurement of f-square effect size ( $f^2$ ) in this study as shown in table 7

**Table 7. F Square**

Description	$f^2$	Interpretation
Physical Work Environment → Performance	<b>0,228</b>	Large effect
Motivation → Performance	<b>0,808</b>	Large effect
Job Training → Performance	0,239	Large effect
Physical Work Environment → Motivation	<b>0,011</b>	Small effect
Job Training → Motivasi	<b>2,640</b>	Large effect

**Source:** Field research data processed, 2024

Based on table 7, it is known that the work environment, motivation and job training have a great influence on performance with a value of 0.228; 0.808 and 0.239 respectively. Then for the influence of the physical work environment on motivation has a small influence while job training has a large influence on motivation.

A summary of the hypothesis testing results is shown in Table 8.

**Table 8. Hypothesis Test Results**

Hypothesis	Original Sample	t-statistik	p-values	Interpretation of Results
H <sub>1</sub> Job Training → Performance	0.314	4.421	0.000	Hypothesis supported
H <sub>2</sub> Physical Work Environment → Performance	0.162	3.782	0.000	Hypothesis supported
H <sub>3</sub> Job Training → Motivation	0.866	24.740	0.000	Hypothesis supported
H <sub>4</sub> Physical Work Environment → Motivation	0.055	1.010	0.313	Hypothesis rejected
H <sub>5</sub> Motivation → Performance	0.568	8.228	0,000	Hypothesis supported
H <sub>6</sub> Job Training → Motivation → Performance	0,189	2,927	0,004	Hypothesis supported
H <sub>7</sub> Physical Work Environment → Motivation → Performance	0,411	3,716	0,000	Hypothesis supported

**Source:** Field research data processed, 2024

Based on table 8, the effect of each variable can be explained as follows.

Job training has a significant effect on employee performance with an original sample value of 0.314 with a T-statistic of 4.421, and P Values of 0.000. This means that **hypothesis 1 is accepted**. This finding underscores the importance of investing in employee training and development as a strategy to improve performance and productivity in this hospital. By providing appropriate and effective training, RSUP DR. Rivai Abdullah can improve employees' skills, knowledge, and motivation, which in turn will contribute to improving service quality and overall operational efficiency. Therefore, the development of a targeted and sustainable training program can be one of the key strategies to achieve organizational goals and improve the long-term success of RSUP DR. Rivai Abdullah. The results of this study are in line with research conducted by (Deccasari, 2021) & (Nugroho & Renjana, 2020) Finding that Job Training has a Significant Effect on Performance. The congruence of findings between this study and previous research provides additional support for the importance of investing in employee training to improve organizational performance. The implication is that the management of RSUP DR. Rivai Abdullah can strengthen existing training programs or develop new programs that are more in line with employee needs and market demands. By providing relevant and effective training, the

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hospital can improve employees' competencies and skills, which in turn will have a positive impact on their performance. The physical work environment has a positive and significant effect on employee performance with an original sample value of 0.162 with a T-statistic of 3.782, and P Values of 0.000. This means that **hypothesis 2 is accepted**. Therefore, there needs to be greater attention from the management of DR. Rivai Abdullah Hospital in creating a physical work environment that motivates and supports employees. This includes aspects such as effective communication, good peer relationships, opportunities for self-development, and fairness and transparency in organizational policies and procedures. By creating a positive and supportive work environment, RSUP DR. Rivai Abdullah can not only improve employee performance, but also increase employee satisfaction, retention, and overall well-being. The results of this study are in line with research conducted by the results of the study (Darmawan et al., 2021) & (Wahyuni & Budiono, 2022) suggest that the Work Environment has a Significant Effect on Employee Performance. The congruence of findings between this study and previous research provides additional validity to the important role of the physical work environment in influencing employee performance. The implication is that the management of RSUP DR. Rivai Abdullah can consider improving or maintaining a conducive and supportive physical work environment for employees. This may include improving physical facilities, promoting a positive work culture, improving communication between superiors and subordinates, and providing adequate support for employees' personal growth and development.

Job training has a positive and significant effect on work motivation with an original sample value of 0.866 with a T-statistic of 3.782, and P Values of 0.000. This means that **hypothesis 3 is accepted**. This indicates that proper and directed training can have a significant positive impact on employee work motivation in the hospital. Therefore, the management of RSUP DR. Rivai Abdullah needs to continue to encourage and support comprehensive and sustainable training programs as part of the human resource development strategy. Thus, the hospital can ensure that employees have the necessary skills, knowledge, and competencies to carry out their tasks effectively, which in turn will contribute to improving service quality and overall organizational success. The results of this study show conformity with research conducted by (Shidiq & Azizah, 2019) & (Suryani & Linda, 2017) state that Training Has a Positive and Significant Effect on Motivation. The results of this finding provide additional evidence of the importance of job training as a means of increasing employee motivation. The implication is that investing in effective training programs can be an effective strategy for RSUP DR. Rivai Abdullah to strengthen the work motivation of their employees, which in turn can improve their performance and contribution to the overall organizational goals.

The physical work environment has no significant effect on work motivation with an original sample value of 0.055 with a T-statistic of 1.010, and P Values of 0.313. This means that **hypothesis 4 is rejected**. Although a good and supportive physical work environment can have a positive impact on employees' performance, it seems that this does not directly impact their work motivation level at Dr. Rivai Abdullah Hospital. Hospital management may consider exploring other factors that may influence employee motivation, such as incentives, recognition, and opportunities for career development. By better understanding the factors that influence work motivation, RSUP DR. Rivai Abdullah can develop more effective strategies in improving the level of motivation and overall well-being of employees. The results of this study provide support in line with the findings of (Ayu Wahyuni, 2022) which show that the physical work environment has no significant effect on work motivation. This highlights the consistency in the findings suggesting that other factors may have a greater impact in influencing individual work motivation levels. Although the physical work environment can have an important role in creating conditions that support or inhibit motivation, this study suggests that other factors such as recognition, compensation, and opportunities for growth may have a greater influence on employees' work motivation levels.

Job training has a positive and significant effect on Employee Performance through Work Motivation with an original sample value of 0.491 with a T-statistic of 7.149, and P Values of 0.000. This means that **hypothesis 5 is accepted**. This shows that through proper and directed training, DR. Rivai Abdullah Hospital can increase the level of employee motivation, which in turn will positively affect their performance. By strengthening work motivation through effective training, the hospital can improve productivity, service quality and overall employee satisfaction. Therefore, the management of RSUP DR. Rivai Abdullah needs to continue to encourage and support comprehensive training programs as part of its human resource development strategy. Thus, they will not only improve employees' competencies and skills, but will also increase their motivation and performance, which in turn will have a positive impact on the overall hospital operations and services provided to patients. The results of this study are in line with research conducted by (Deccasari, 2021) & (Sulistyowati & Agustina, 2021) which shows that job training has a positive and significant effect on employee performance through work motivation. These findings provide additional support to the conclusions obtained from this study, reinforcing the understanding that investing in effective training can increase employees' work motivation, which in turn will have a positive impact on their performance. The alignment between the results of this study and previous research indicates consistency in the relationship between training, motivation and employee performance across

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different organizational contexts. Therefore, this study makes a valuable contribution in deepening the understanding of the factors that influence employee performance and confirms the importance of human resource development as a strategy for achieving organizational success.

The physical work environment has no significant effect on Employee Performance through Work Motivation with an original sample value of 0.031 with a T-statistic of 1.041, and P Values of 0.298. This means that **hypothesis 6 is rejected**. These results provide important insights for management to evaluate other factors that may have a greater impact on employee performance, as well as to design more effective strategies to improve motivation and performance in the physical work environment. The results of this study show conformity with research conducted by (Wahyuni & Budiono, 2022), which shows that the physical work environment has no significant effect on employee performance through work motivation. These findings provide additional insight into the complex dynamics that may occur in the physical work environment and how they affect work motivation and, ultimately, employee performance. The implication is that while a conducive physical work environment can influence work motivation, sometimes other factors outside the physical work environment can have a more significant impact. Therefore, the management of RSUP DR. Rivai Abdullah should consider other factors that may influence employees' work motivation, as well as identify appropriate strategies to improve their performance, regardless of the influence of the work environment. Thus, this study makes a valuable contribution in enriching the understanding of the factors that influence employee performance in the physical work environment of hospitals.

Work Motivation has a positive and significant effect on Employee Performance with an original sample value of 0.568 with a T-statistic of 8.228, and P Values of 0.000. This means that **hypothesis 7 is accepted**. This emphasizes the importance of paying attention to and strengthening employee work motivation as part of efforts to improve performance at DR. Rivai Abdullah Hospital. By understanding the factors that motivate employees, hospital management can develop more effective strategies to improve productivity, service quality, and overall employee satisfaction. Therefore, it is important for RSUP DR. Rivai Abdullah to continue to encourage a motivating work culture, as well as provide incentives and opportunities for career development that can maintain high levels of motivation among their employees. Thus, the hospital can achieve long-term success in achieving organizational goals and providing quality services to their patients. The results of this study are in line with research conducted by (Sembiring, 2020), & (Handoko et al., 2022) which shows that work motivation has a positive and significant effect on employee performance. The congruence of findings between this study and previous research provides additional validity to the relationship between work motivation and employee performance. The implication is that the management of RSUP DR. Rivai Abdullah may consider focusing on developing strategies that strengthen employees' work motivation as part of efforts to improve their performance. By understanding the important role of work motivation in achieving optimal performance, management can design motivational programs, provide appropriate incentives, and create a supportive work environment to maintain high levels of motivation among employees. Thus, hospitals can achieve organizational goals and provide quality services to their patients more effectively.

### CONCLUSION, LIMITATIONS, AND SUGGESTIONS

Job training, work environment and motivation have a positive and significant effect on employee performance at Abdullah Rivai General Hospital. Job training has a positive and significant effect on employee motivation at Abdullah Rivai Hospital while the work environment has no significant effect on employee motivation at Abdullah Rivai Hospital. Job training has a positive and significant effect on employee performance at Abdullah Rivai Hospital through motivation while the work environment has no effect on employee performance at Abdullah Rivai Hospital through work motivation.

This study has limitations to the data collection process which only uses a questionnaire without any reason being asked for the answer. Then the limitations on the variables used in performance appraisal are only based on job training variables and the work environment with motivation as an intervening variable. Furthermore, the limitations of the sample used are only administrative and functional sub-section employees at Rivai Abdullah Hospital as many as 120. For further research, it is hoped that in addition to the closed questionnaire as a data source, it should be accompanied by an interview guide as a confirmation of the respondent's answer to the answer he chose. Then add other variables that are considered capable of affecting performance including leadership, compensation and so on. Furthermore, with respect to the sample, it can expand the sample by taking from several other hospitals.

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