

# **The Role of Training and Work Environment in Improving Performance of Employees with Motivation as Mediation Variables: Case Study in Integrated one Service Unit in Cipayung District East Jakarta**

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**Abstract:** This study aimed to determine the effect of training and work environment to employee performance simultaneously, determine the effect of training on employee performance partially, determine the effect of the work environment on employee performance partially, determine the effect of motivation on employee performance partially, determine the effect of training on employee performance through motivation and know the work environment influence on employee performance through motivation variable. The study was conducted at Unit One Stop Cipayung subdistrict in East Jakarta. Sampling using saturated samples involving 55 employees in all parts of the organization. Analysis of data using path analysis.

Based on data analysis known that training and work environment variables affect the performance of employees simultaneously. Training variables affect the performance of employees partially. Work environment variables affect the performance of employees partially. Motivation variable influence on employee performance partially. Motivation can provide an improved impact between training and work environment on employee performance.

**Keywords:** training, work environment, motivation, employee performance

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## **I. INTRODUCTION**

In an age of globalization and digitalization are full of challenges and opportunities, the State Civil Apparatus (ASN) should provide the public with the best, based on the needs and service satisfaction.

Public service needs a higher quantity and quality. In connection with the development of technology, education level, number of residents, diversity jobs and increased prosperity. Public services are not only administrative problems but to meet the needs of the community. And therefore required the State Civil preparedness for personnel to achieve the desired quality of service (Sumartono, 2007).

Public services are very important in structuring bureaucracy and increase the value of investment into a country or region. Ease of doing business in a country has a positive correlation with the increase in the value of a country's economy. Based on the survey results of the World Bank Ease of Doing Business (EODB) in 2017 put Indonesia ranks 91 countries worldwide in the previous year was ranked 109, and a target in 2018 to 40 large ([www.bkpm.go.id](http://www.bkpm.go.id)). Therefore required a change in the quality of public services continuously for the creation of an ideal of public service. Changes in the quality of public services in an integrated and comprehensive done, both internally and externally necessary repairs and needed reliable management (Safroni, 2012).

Every employee who works in an organization is required to have a good performance of employees to create the desired objectives. Performance is behavior/attitude displayed significantly by each employee as the resulting performance of employees following its role within the agency. The results of an employee's job quality and quantity within the organization to achieve the objectives in carrying out the tasks and work assigned to him (Rivai, 2005).

Analysis of the factors affecting the performance of many carried out by the researchers. Wulanda, Brasit, and Hamid (2012) examines the factors affecting employee performance. The results showed that education, training, motivation and organizational culture influence on employee performance.

Jakarta Provincial Government has issued the Regional Regulation (Perda) No. 12 of 2013 on the Implementation of OSS and Regional Regulation (Perda) No. 5 of 2017 on the Establishment and Composition

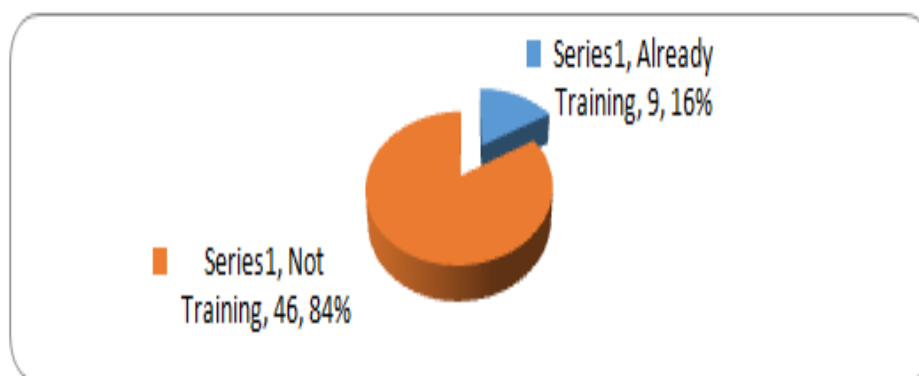
of the Region of Jakarta, then formed the Department of Investment and OSS (DPMPTSP) Jakarta as an institution is given the authority the licensing and non-licensing in Jakarta. In this study, some of the things that will be in focus in view the performance of employees within DPMPTSP Jakarta, especially those assigned in the District of Cipayung - East Jakarta is related to working conditions physically and non-physically obtained by employees, training, and motivation relation to the performance of the employees in the District OSS Executing Unit Cipayung - East Jakarta.

Based on Governor Regulation No. 7 of 2016 on the Implementation of OSS as many as 465 the number of licensing and non-licensing served by DPMPTSP, therefore every employee required to understand all of these licenses, the need for training to every employee so that the public service is not disrupted.

Work environment factors to some extent determine the performance of an employee. Need separate treatments to create good working conditions. The working environment consists of two: physical work environments and a non-physical work environment. Be simply described, the physical working environment includes all things that are tangible and perceived employees such as equipment, fixtures, and office layout. Some examples are good spatial management, lighting, air exchange/ventilation, the technology used, and the noise level. The non-physical work environment can be generally described with the situation of work, intangible, such as safety in the workplace, the relationship between leaders and subordinates, and coworkers. Organizations that have a regular working environment and comfortable both physically and non-physically will increase the motivation for employees to improve performance. The awake conducive working environment will help employees to reduce boredom and fatigue, thus gradually n will be able to improve the performance of employees.

UP PTSP particular Cipayung Sub District Area Lubang Buaya as SKPD newly established since January 2nd, 2015 continues to try to create good working conditions. Based on the observations the researchers did, they found limitations in creating a comfortable working environment. Attractions in looks of spatial working not according to standards, such as the narrowness of the room (the absence of the room front office and back office are sufficient), the waiting room that does not accommodate the number of applicants who come, the absence of the archives so that the accumulation of documents application for a license and no license around the table of work of employees.

UP PTSP Cipayung District Area as work units (SKPD) upon standing have gained Education and Training One Stop for Head Unit consisting of 9 people, while staff and other PJLP do not get the training, The composition of employees who have received training can be seen in the figure below:



**Figure1.** Composition of the Following Training

Based on Figure 1, it can be seen that the UP PTSP Cipayung sub-district in early 2015 established that only 9 employees from 55 employees who are already trained.

Motivational factors also determine the performance of an employee. According to the regulations of the State Civil Administrative, discipline is also stipulated in Government Regulation (PP) No. 53 of 2010 on Discipline PNS, where Article 3, paragraph 11 stipulates that every civil servant shall come to work and comply with the terms of working hours. Article 7 of the levels and types of disciplinary punishment, there are three (3) levels of disciplinary action that is disciplined mild, moderate and severe. One indicator in assessing discipline can work through employee absenteeism. Based on the observations the researchers did, they found an employee who arrived late and an employee who has not completed its work on target.

## II. LITERATURE REVIEW

### Training

According to Rachmawati (2008: 110), the training is a container environment for employees, where they receive or learn attitudes, abilities, skills, knowledge, and specific behaviors associated with the job. According to Rival and Sagala (2011: 212), training is a systematic process to change the behavior of employees to achieve organizational goals. Training related to the skill and ability of employees to perform their jobs.

From the above understanding, training is a process to develop the ability or the competence of employees by training skills, in its expertise, skills, and knowledge of employees to do the job effectively and efficiently.

In this digitalized era training experienced significant development, various forms of training models, such as e-learning training. Electronic learning is a distance learning using computer technology and Internet networks. E-learning allows participants to study through a computer on their own without having to physically go to training in the classroom. E-learning often understood as a form of web-based learning that can be accessed from the Internet.

### Work Environment

According to Danang (2012: 43) explains that "The working environment is everything that is around the workers who can influence him in the tasks assigned, for example, lighting, music, hygiene, and others." According to Sofyandi (2008: 38) "the work as a series of factors that affect the performance of the functions or activities of human resource management which consists of internal factors originating from within the organization".

According to Sedarmayanti (2009: 21) understanding of the working environment is the entire machine tools and materials at hand, the surrounding environment in which one is working, working methods, as well as the arrangement works both as individuals and as a group.

Work environment factors that occurred in the Internet age, many forms, such as online services that do not require an applicant to come to the service point, this creates a clerk and the applicant does not meet the physical, thus minimizing opportunities for corruption, in the Department of PMPTSP own online service has been started since 2017, namely through the web services at [jakarta.go.id](http://jakarta.go.id) and services that are integrated with the central government, namely that integration with [jakevo.jakarta.go.id](http://jakevo.jakarta.go.id) web with the [web.oss.go.id](http://web.oss.go.id)

Factors that may affect the formation of a working environment that is associated with the ability of employees working environment as described by Sedarmayanti (2009), among others:

1. Color is an important factor to strengthen the efficiency of the work of employees. Because the color will contribute to the state of their souls. Wearing the appropriate color on the walls and other tools makes peace work and the excitement of the employees will be maintained.
2. Cleanliness in the work environment plays an important role in someone to do the job if the work environment clean then employees will feel comfortable in doing his job.
3. Lighting, in this case, is not limited to lighting the lamp, but also sunlight illumination. Employers need adequate lighting in performing their duties if the work performed is very demanding accuracy.
4. Sufficient air circulation will improve the physical fitness of employees, with adequate ventilation is good then the health of the employees would be guaranteed.
5. Security guarantees to create peace. Security will be the safety of themselves often means limited to safety, but broader than that included herein belong to private security personnel and also the construction of the building where they work. So it will create peace of employees at work.
6. Noise is a nuisance against someone because of their noise, the concentration of employees at work can be disrupted.
7. Spatial or room layout is the arrangement that is in the workspace that can affect the comfort of the employees' work.

### Employee Motivation

Motivation is one of the important factors that contribute to human behavior and the performance of a person. Phase one's motivation in the team is given their jobs or tasks that may affect the performance of the organization. In the opinion of Aditya and Saraswati (2011) motivation to be interpreted as a willingness to move the high level of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual needs. Based on the source and the opinion of several experts concluded that work motivation factors are: the need, the salary, the resulting performance, desire, job satisfaction, supervision, interpersonal relations.

### Employee Performance

Hasibuan (2009) argue that the performance is a result of work achieved in executing tasks assigned to them based on sincerity, experience skills and as well as time, whereas Robbins (2008) argues performance is a result achieved by the employee in his work according to certain criteria who applies for a job. According to Siswanto (2002) performance is the result of the quality and quantity of work achieved by a person in doing his job.

Rivai (2005) suggests the performance is real behavior that indicated a person as the resulting performance by employees following its role within the company.

In this era of modernization employee performance appraisal form of KPI (Key Performance Indicator), KPI definition itself according to Warren (2011), which is a measurement that assesses how an organization executes its strategic vision. Strategic vision in question refers to how interactive organizational strategy integrated into overall organizational strategy.

Criteria key performance indicator when meet the following requirements:

1. Having a target. That is what the targets to be achieved and the time required to achieve these targets.
2. Oriented to the outcome. So it is not just the outputs (results of the) that cause significant influence outcome.
3. Having a threshold value (threshold). Ie, to distinguish between the target value to the actual value.

While Mathis (2002) suggested that an indicator in measuring employee performance or achievements are as follows:

- a. Cooperation, which is the ability to handle relationships with others in the work;
- b. Utilization of time, namely the use of working time adapted to the discretion of the company or government agency;
- c. Quantity of work, namely the volume of work generated under normal conditions;
- d. Quality of work, the bias can be neatness accuracy and relevance of results not ignore the volume of work.

### III. RESEARCH METHODS

#### Research Design

This study using an analytic descriptive method with a quantitative approach. Sugiyono (2008), the quantitative research method is a method of research that is based on the philosophy of positivism, to examine the population or a particular sample, the sampling technique is done by random, data collection using a research tool, and analysis of quantitative data or statistics in order to test the hypothesis set. While understanding the descriptive based Sugiyono (2008) is a method that serves to define the object under study with data/samples that have been collected without analyzing and making conclusions are generally applicable. This study design to describe a variable, state, specific symptoms, so the design of the study to analyze the data obtained as a whole in order to determine the role of independent variables of training, the independent variable (exogenous) work environment, the dependent variable employee performance, and mediating variables motivation affect the relationship of independent variables with the dependent variable. The relationship between the variables can be depicted in diagrammatic form of path analysis as follows:

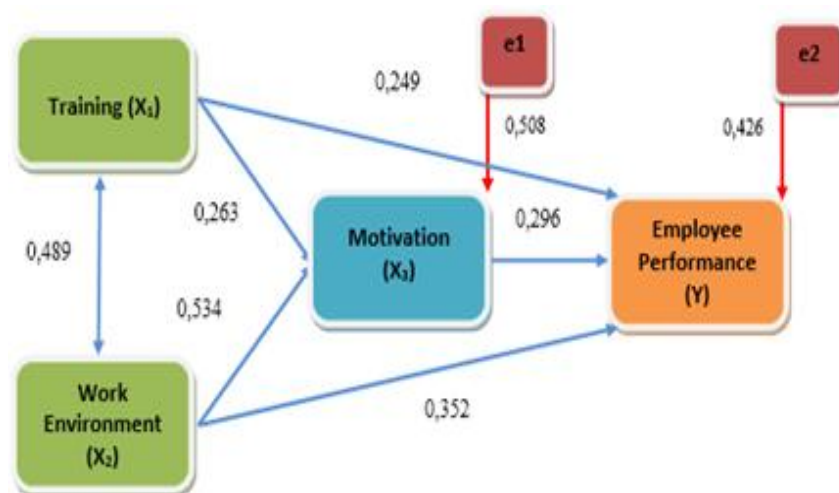


Figure 2. Path Analysis Equation

### **Object of Research**

The study was conducted in UP PTSP Cipayung subdistrict of East Jakarta Administration City.

### **Population and Sample Research**

The population is a common area consisting of an object or subject that has the quantity and character are determined by the investigator to be researched and made conclusions (Sugiyono, 2005). The samples are part of the population that represents the whole population there (Surakhmad, 1990).

The sample for this study is the number of employees UPPTSP Cipayung subdistrict in East Jakarta as many as 55 people. The sample was entirely inputted in the data analysis. This sampling is sampling at a unit of analysis by viewing the same characteristics in each sample. All samples taken at the organization uses sampling saturated.

## **IV. RESEARCH RESULT**

### **1. Effect of Training and Work Environment on Work Motivation in UPPTSP CipayungSubdistrict in East Jakarta.**

Based on the analysis of the data result of F Count at 25.136. By using a significance level of = 5% (0.05), with degrees of freedom (DK) with numerator criteria: the number of variables - 1 or 3-1 = 2; and denominator: the number of cases - the number of variables = 55-3 = 52. From these criteria, obtained F table figure by 3.18. Thus  $F_{count} > F_{table}$  (25.136 > 3.18),  $H_0$  is rejected and  $H_1$  accepted. It concludes that the training and working environment positive and significant effect on work motivation in UPPTSP Cipayungsubdistrict in East Jakarta.

### **2. Effect of Training and Working Environment on Employee Performance in UPPTSP CipayungSubdistrict in East Jakarta.**

Hail Based on data analysis, obtained an F count figure of 29.211. By using a significance level of = 5% (0.05), with degrees of freedom (DK) with numerator criteria: the number of variables - 1 or 3-1 = 2; and denominator: the number of cases - the number of variables = 55-3 = 52. With these provisions,  $F_{table}$  figures obtained by 3.18. Thus  $F_{count} > F_{table}$  (29.211 > 3.18),  $H_0$  is rejected and  $H_1$  accepted. It concludes that the training and working environment positive and significant impact on the performance of employees in the UPPTSP Cipayungsubdistrict in East Jakarta.

### **3. Influence of Work Motivation on Employee Performance in UPPTSP CipayungSubdistrict in East Jakarta.**

Based on the results of the data can t-test for work motivation variable t value = 2.305 with a 0.025 significance limit of 0.05 obtained using t-table 2.007. This means that t count > t table (2.305 > 2.007), which means that  $H_0$  refused and  $H_1$  accepted. So we can conclude there is the role of work motivation on employee performance UPPTSP Cipayung subdistrict east Jakarta, where these roles are interpreted positively and significantly increase employee motivation to improve employee performance.

### **4. Training and Working Environment Influence on Employee Performance through Work Motivation in UPPTSP CipayungSubdistrict in East Jakarta.**

#### **a. Training variables influence employee performance through work motivation.**

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho_{x_3x_1}) \times (\rho_{yx_3}) = 0.263 \times 0.296 = 0.078$$

Values obtained from the indirect effect  $\rho_{x_3x_1}$  path coefficient value multiplied by the coefficient value  $\rho_{yx_3}$  pathway into (0.263 x 0.296) = 0.078. These results show that the indirect effect coefficient  $\{(\rho_{x_3x_1}) \times (\rho_{yx_3})\}$  smaller than the direct effect  $\rho_{yx_1}$  coefficient, (0.078 < 0.249). This shows that the variable training can not be through the mediating variables that affect the work motivation in employee performance, because the value of the coefficient without work motivation or directly to employee performance is greater.

#### **b. Work environment variables influence employee performance through work motivation.**

$$X_2 \rightarrow X_3 \rightarrow Y = (\rho_{x_3x_2}) \times (\rho_{yx_3}) = 0.534 \times 0.296 = 0.158$$

Values obtained from the indirect effect  $\rho_{x_3x_2}$  path coefficient value multiplied by the coefficient value  $\rho_{yx_3}$  pathway into (0.534 x 0.296) = 0.158. These results show the value of the coefficient of the indirect effect  $\{(\rho_{x_3x_2}) \times (\rho_{yx_3})\}$  smaller than the direct effect  $\rho_{yx_2}$  coefficient, (0.158 < 0.352). This shows that the work environment can not be through the mediating variables that affect the work motivation in employee performance, because the value of the coefficient without work motivation or directly to employee performance is greater.

5. Effect of Total

a. Effect of training on employee performance through motivation to work.

$$X1 \rightarrow X3 \rightarrow Y = (\rho_{x3x1}) + (\rho_{yx3}) = 0.263 + 0.296 = 0.559$$

Influence total raised of training on employee performance through motivation to work is equal to 0,559.

b. The influence of the working environment on employee performance through motivation

$$X2 \rightarrow X3 \rightarrow Y = (\rho_{x3x2}) + (\rho_{yx3}) = 0.534 + 0.296 = 0.830$$

The influence total raised from the work environment to employee performance through motivation to work is equal to 0.830.

c. Effect of training on employee performance

$$X1 \rightarrow Y = \rho_{yx1} = 0,249$$

Influence total raised of training on employee performance that is equal to 0.249.

d. The influence of the working environment on employee performance

$$X2 \rightarrow Y = \rho_{yx2} = 0.352$$

Influence total raised from the work environment to employee performance that is equal to 0.352

e. The influence of work motivation on employee performance

$$X3 \rightarrow Y = \rho_{yx3} = 0,296$$

Influence total raised of work motivation on employee performance that is equal to 0.296.

The residual effect of variable coefficients on work motivation coefficient  $e1 = 0.508$

The residual effect of variable coefficients to employee performance coefficient  $e2 = 0.426$

Table 1. The path coefficients direct role, the role of indirect and total role of training, work environment, motivation, and performance of employees.

Variables	Coefficient Line	Role			R2	F
		Direct	Indirect	Total		
X1	0,249	0,249	0.078	0,559	-	-
X2	0.352	.352	0.158	.830	-	-
X3	0,296	0,296	-	-	-	-
Y	-	-	-	-	-	-
The coefficient e1	0.508	-	-	-	-	-
The coefficient e2	0.426	-	-	-	-	-
X1, X2, X3	-	-	-	-	0.492	25.136
X1, X2, X3, Y	-	-	-	-	0.574	22.861

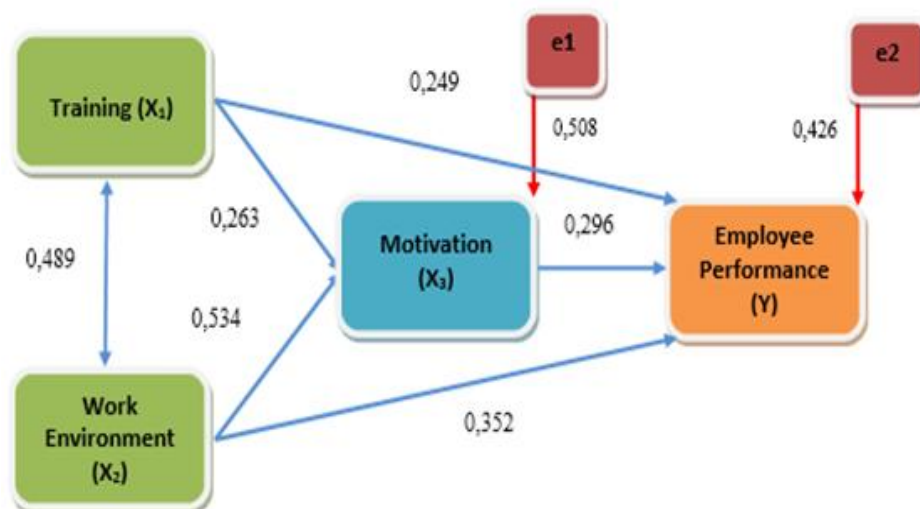


Figure 3. Path Analysis Equation

## V. CONCLUSIONS AND SUGGESTIONS

### Conclusion

Based on the above results, it can be several conclusions, among others:

1. Training and working environment have a positive and significant role in the motivation of employees in the District UPPTSP Cipayung. If training and improved working environment, the motivation will increase, whereas if the training and working environment are declining, declining employee motivation;
2. Training and working environment have a positive and significant role in the performance of employees in the District UPPTSP Cipayung. If training and improved the working environment, the performance of employees will increase, whereas if the training and working environment decrease the performance of employees decreased. Training and working environment has a role to improve employee performance through the availability needs of a given organization to employees;
3. Motivation has a positive and significant role in the performance of employees in the District UPPTSP Cipayung. If motivation is increased, then the employee's performance will increase, whereas if motivation decreases the performance of employees decreased;
4. Based on the results it can be concluded that motivation does not mediate the effect of training on employee performance UPPTSP Cipayungsubdistrict.
5. Based on the results of the discussion it can be concluded that motivation does not mediate the effect of the work environment on employee performance UPPTSP Cipayungsubdistrict.

### Suggestion

Suggestions from the results of this study are:

1. For training to be scheduled is scheduled and should be based on competence enhancement to support the activities of the service unit;
2. The training should be more directed to the development and should be updated. Provision of training materials must be following the development of technology that can support employee performance;
3. To be able to budget renovation PMPTSP Office space corresponding service standard in this room layouts and supporting facilities that are standard for all service points throughout Jakarta;
4. So that the Department can PMPTSP budget allocated capacity building for employees to improve employee motivation.

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