



The effect of job training and work environment on employee performance at PT. Suri Motor Indonesia

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ABSTRACT

Study this aim for know influence training work and environment Work to performance employees at PT. Suri Motor Indonesia. The research method used is approach quantitative with technique analysis multiple linear regression. Hypothesis testing done through a number of stages, namely the F test, t test, coefficient determination (R^2), as well as identification the most dominant variable. The results of the analysis show that equality regression obtained is: $Y = 1.378 + 0.280X_1 + 0.605X_2$. Based on the F test, it is obtained mark F count of $62,527 > F_{table} 3,080$ with mark significance of 0.000, which means training work and environment Work in a way simultaneous influential significant to performance employees. Furthermore, the value coefficient Adjusted R^2 determination of 0.524 shows that 52.4% of the variation performance employee can explained by both variables independent, whereas the remaining 47.6% is explained by other factors outside the research model. Based on the t-test, training Work influential significant in a way partial to performance employees ($t_{hitung} = 3.975 > t_{tabel} = 1.98209$; sig. = 0.000), as well as the environment work ($t_{hitung} = 7.521 > t_{tabel} = 1.98209$; sig. = 0.000). From the results of the standardized beta coefficients, it is known that that environment Work is the most dominant variable influence performance employee with beta value of 0.550. With thus, it can concluded that improvement training work and creation environment good work plays a big role in increase performance employee.

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1. INTRODUCTION

In the business world moment this company sued for reach level performance high employee to support development they. In the context study this, discussion focused on "Influence job training and work environment on employee performance at PT. Suri Motor Indonesia", so that all over description following will describe How second variables the play a role in increase performance in the company the.

Companies need to capable design and improve its performance in ecosystem they. Success company influenced by a number of elements, with source Power man be one of factor key, because role source power man in the company is very crucial. The workforce keep potential big for carry out various activity company. Every potential source power the human being inside organization must utilized optimally so that it can give maximum results.

Performance refers to results from something work of a nature real, observable, and measurable. According to (Armstrong & Taylor, 2014), performance is results from behavior Work

individuals who contribute to the goal organization. When we recognize three type objectives, namely objective organization, unit goals, and objectives individual, we also recognize three type performance, namely performance organization, unit performance, and performance individual. PT. Suri Motor Indonesia which operates in the field of automotive own a number of goals that must be achieved achieved in implementation operational. Determination goals the based on ability source the power possessed, especially source power human. For achieve targets, companies must create possible plans they compete in a crowded market competition with increase efficiency organization.

One of method for increase performance employee is with organize appropriate training programs with need company as well as create environment fun work. Training is very crucial aspect for ensure power Work own knowledge, abilities, and skills that answer need organization. According to (Noe, 2020) training give chance for employee for get competence new so that increase performance Work they in a way direct.

Employee performance interpreted as results Work individual or team in accordance standard work, targets, and procedures established by the company. The importance of development competence employee push organization for provide training. In industry automotive, training the more recognized can increase ability technical and non-technical employee (Anitha, 2014). However, even though training often implemented, there are cases where time and costs are invested No produce change significant, so that appear assumption that training only throw away time and budget. In fact according to (Saks & Burke, 2012), effectiveness training is greatly influenced by relevance materials and support organization during the implementation process.

Environment Work own influence significant to company. If the company own environment safe and comfortable work, then all over activity will walk with good. Environment conducive work create a sense of security so that employee can Work optimally. According to (K. Chandrasekar, 2011), environment Work physical and psychological influential direct to motivation and performance employee.

Environment work also affects emotion employees. When employees feel like with atmosphere work, they more feel at home and involved in activities carried out. This increase use time Work in a way effective as well as impact on performance work. According to (Bakotić, 2016), environment good job, good physique and non-physical, creating influential satisfaction to improvement performance. Environment Work is an area where employee carry out activity every day. In the atmosphere supportive work, employees will feel safe and capable operate task with good. Condition place Work can influence feelings and productivity employees. Environment Work is one of the the most crucial factor in the world of work Because atmosphere positive work allows company reach optimal results from planned strategies (Al-Omari & Okasheh, 2017).

Although numerous previous studies have examined the effects of job training and work environment on employee performance, several important research gaps remain insufficiently addressed. First, most prior studies have been conducted in different industrial sectors, such as general manufacturing, services, or banking. As a result, their findings do not fully represent the specific characteristics of the automotive industry, particularly in automotive dealership and service companies such as PT Suri Motor Indonesia. The operational conditions, technical competency requirements, and work dynamics in the automotive industry possess distinctive features that warrant further in-depth investigation.

Second, previous studies have generally examined job training and work environment variables in a partial or separate manner, which limits a comprehensive understanding of their simultaneous effects on employee performance. Third, there is still inconsistency in empirical findings regarding the effectiveness of job training in improving employee performance, especially when training programs are not supported by a conducive work environment. Fourth, empirical research that specifically investigates the actual conditions of job training and work environment at PT Suri Motor Indonesia remains very limited.

Based on these research gaps, the present study is essential to provide contextual empirical evidence and to enrich the literature on human resource management, particularly within the automotive industry. Therefore, this study is conducted under the title "The Effect of Job Training and Work Environment on Employee Performance at PT Suri Motor Indonesia".

2. RESEARCH METHOD

Types of research

The type of research that will be used in study this is study quantitative and using method associative. Sujarweni (2022) argues that Study quantitative is type research that produces invention discoveries that can obtained with use procedures statistics or other ways of measurement.

Data Analysis Unit

- a. Population, is overall the amount consisting of on object or subjects who have characteristics and qualities certain conditions determined by researchers for examined and then pulled in conclusion, (Sujarweni, 2020). As for the population in study this are employees of PT. Suri Motor Indonesia, Total employee based on information from PT. Suri Motor Indonesia as many as 157 employees.
- b. Sample a sample is a portion of a population used for research. A (Sugiyono, 2019) sample is defined as a subset of the population's population size and characteristics. The number of units in a sample is denoted by the notation. In this study, the author used the sampling formula according to Taro Yamane or better known as the slovin formula, as follows:

$$n = N/(N d^2 + 1)$$

Information:

n = Number of samples

N = Population

d^2 = The specified precision (in this study it was set at 5%)

Thus, the number of samples taken is: Therefore, the sample in this study **112.7468581687612** to facilitate data analysis, the sample was rounded to 113 respondents taken using the (*Proportional Stratified Sampling*) method.

The relationship of indicators to theory

The indicators for each variable in this study were constructed based on established theoretical frameworks in the field of human resource management to ensure conceptual consistency and measurement validity. Each indicator was operationalized by translating key theoretical dimensions into measurable items that are relevant to the research context.

The job training variable was developed based on the training theory proposed by Noe (2020), which conceptualizes training as a systematic process designed to enhance employees' knowledge, skills, and abilities to improve job performance. Accordingly, the indicators of job training include training needs relevance, suitability of training materials, appropriateness of training methods, instructor competence, and training evaluation. These indicators directly reflect the core components of effective training as emphasized in the theory.

The work environment variable was constructed by referring to the framework proposed by Chandrasekar (2011) and Bakotić (2016), which categorizes the work environment into physical and non-physical dimensions. Based on this theoretical perspective, the indicators include physical working conditions, workplace safety and comfort, interpersonal relationships among coworkers, supervisor-subordinate relationships, and overall work atmosphere. These indicators capture environmental factors that theoretically influence employee motivation, well-being, and productivity.

The employee performance variable was operationalized using the performance theory articulated by Armstrong and Taylor (2014), who define performance as the observable outcomes of employees' work behaviors in relation to predetermined standards and objectives. Accordingly, employee performance indicators consist of work quality, work quantity, timeliness, work effectiveness, and responsibility. These indicators represent measurable manifestations of individual performance outcomes as described in the theory.

Overall, the construction of indicators in this study follows a theory-driven approach, ensuring that each measurement item is directly linked to its underlying theoretical construct. This alignment strengthens the validity and reliability of the research instrument and supports the robustness of the empirical findings.

Data Analysis Techniques

This research uses quantitative research. Data analysis is defined as the process of processing existing data statistically to answer the research problem (Sujarweni, 2020).

- a. Multiple Linear Regression Equation, according to (Ghozali, 2019) multiple linear regression analysis is a statistical method for testing the influence of several independent variables on a dependent variable. To test the influence of several independent variables on a dependent variable, the following mathematical model can be used:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Information:

Y = Dependent variable (Employee Performance)

a = Intercept (point of intersection with the Y axis)

$b_1 \dots b_3$ = Regression coefficient (constant) X_1, X_2, X_3

X_1 = Job Training

X_2 = Environment Work

e = Standard error

However, in this study, linear regression analysis was carried out using *Statistical Program for Social Science* (SPSS) 25.

Before conducting further multiple linear regression analysis, data analysis is necessary. In this case, the author will use readily available data analysis techniques. First, data quality is tested using validity and reliability tests. Second, classical assumption tests are performed using normality, multicollinearity, and heteroscedasticity tests. Third, hypothesis testing is performed using the F-test the coefficient of determination, and the partial test.

- b. Data Quality Test, research that measures variables using questionnaires requires data quality testing. This testing aims to determine whether the instrument used is valid and reliable. The accuracy of the data obtained will significantly determine the quality of the research results.

Classical Assumption Test

The classical assumption tests in this study include: (1) normality test, (2) multicollinearity test, (3) heteroscedasticity test, (4) autocorrelation test and (5) linearity test. However, in this study only 3 classical assumption tests will be used, namely: normality test, multicollinearity test and heteroscedasticity test

Hypothesis Testing

In this study, hypothesis testing will be carried out which includes partial test, determination (R^2) and simultaneous test.

3. RESULTS AND DISCUSSIONS

Next steps to be taken after know various response on respondents is perform data quality tests. This test done for know whether various statement items or indicators used is valid or no as well as reliable or no. This is important because one of them condition that a data can hypothesis testing was carried out is must be valid and reliable. Below This served the results of the data quality test are in the form of a validity test and a reliability test.

Validity Test

Validity tests are used to see the extent to which a measuring device can measure what it wants to measure. In order to see whether a data is valid or not, the column that is seen is the corrected item-total correlation column. It is said to be valid if the calculation > 0.183 . All statements on the variables of job training, work environment and employee performance value corrected item-total correlation greater than the value of 0.183. So it can be said that all of these question items are valid and can be used for future tests.

Test Reliability

Reliability tests aim to see how reliable or reliable a measuring device is if it is used multiple times to measure the same symptoms. It is said to be reliable if it has a reliability coefficient or Cronbach's alpha of 0.6 or more. All Cronbach alpha values in the table of reability

statistics (attached) are calculated using SPSS for each variable of job training, work environment and employee performance greater than 0.6 so that it can be said that all research instruments are reliable and can be used for future tests.

Classical Assumption Test Results

After conducting data quality testing and ensuring that all the data generated is suitable for use in further testing, a classical assumption test is necessary. This test is mandatory before conducting multiple linear regression analysis. The classical tests performed in this study include: (1) normality test, (2) multicollinearity test, and (3) heteroscedasticity test.

Normality Test

The normality test aims to determine whether the confounding variables or residuals in a regression model have a normal distribution. This test can be performed using a histogram approach. Using the *Kolmogorov-Smirnov analysis*, residual data is said to be normally distributed if the Asymp Sig (2-tailed) value is greater than the significance level ($\alpha = 5\%$). The normality test in this study uses a histogram approach, the results of which are shown in the image below.

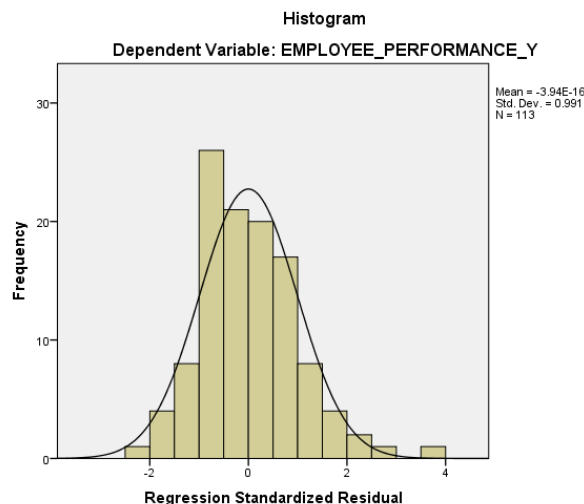


Figure 1. Normality test results
 Source: Research Results, 2025 (Data processed)

In the SPSS output, look at the *Histogram diagram*: if it forms a normal curve, the residuals are declared normal and the normality assumption is met.

Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between independent variables. Multicollinearity is determined by examining the *Tolerance* and *Variance Inflation Factor (VIF)* values. *Multicollinearity is considered absent if the tolerance value is >0.1 or the VIF is <10. The results of the multicollinearity test, which examines the Tolerance and Variance Inflation Factor (VIF), are presented below.*

Table 1. Multicollinearity test results (tolerance and vif)

VARIABLES	COLLINEARITY STATISTICS			
	TOLERANCE		VIF	
	RESULTS	CONCLUSION	RESULTS	CONCLUSION
Job Training	.795	> 0.1	1,258	< 10
Environment Work	.795	> 0.1	1,258	< 10

Source: Research Results, 2025 (Data processed)

The data above shows that all mark *tolerance* existing independent variables above 0.1 and VIF value of variable its independence all under 10 which means lower No happen multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is inequality in the variance of residuals from one observation to another in a regression model. If the variance from one observation to another remains constant, it is called homoscedasticity, and if it varies, it is called heteroscedasticity. Heteroscedasticity testing can be performed using a graphical approach. Below, the author presents the results of the heteroscedasticity test using a graphical approach.

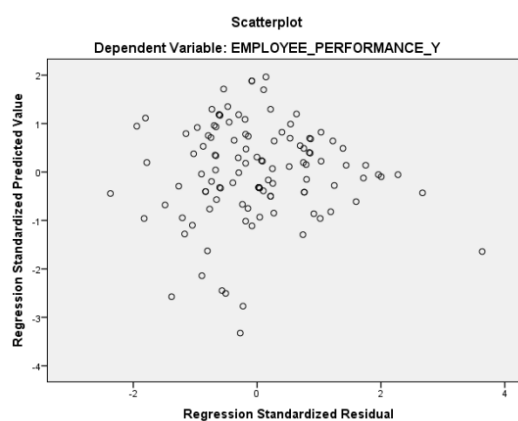


Figure 2. Heteroscedasticity test results with approach chart
Source: Research Results, 2025 (Data processe)

Scatterplot graph above show that dot, dot, dot spread in a way random No form A pattern certain clear as well as spread good above or below number zero on the Y axis. This matter means No happen heteroscedasticity in the regression model, so that the regression model worthy used for mempr e diction performance employee based on input variables its independence.

Hypothesis Test Results

Hypothesis testing aims to answer the problem formulation and provide tentative assumptions about the answer to the problem formulation, as outlined in the hypothesis. Some of the things included in this hypothesis test include the regression equation, the simultaneous Test, the coefficient of determination (R^2) and the t-test.

- a. Multiple Linear Regression Equation, equality multiple linear regression is something method statistics used for analyze connection between one variables dependent (Y) with two or more variables independent (X_1, X_2, X_3). The main objective is for predict mark variables dependent based on values from variables independent the results of calculations and data processing using *the Statistical Program for Social Science (SPSS)* yielded a *coefficient table*, as shown in table 12 below. Several conclusions can be drawn from this table, one of which is the multiple linear regression equation.

Table 2 . Multiple regression test results

Coefficients ^a								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	1,378	2,923	.471	.638			
	JOB TRAINING_X1	.280	.070	.291	3,975	.000	.795	1,258
	WORK ENVIRONMENT_X2	.605	.080	.550	7,521	.000	.795	1,258

a. Dependent Variable: EMPLOYEE_PERFORMANCE_Y
Source: Research Results 20 25 (Data processed)

See mark *unstandardized beta coefficients* above, then can determined equality multiple linear regression generated from research this, as following:

$$Y = 1.378 + 0.280X_1 + 0.605X_2$$

Which means that: a) The constant is 1.378, which means that if the job training and work environment variables are considered zero, then the performance variable employees only amounted to 1,378; b) The regression coefficient of the job training variable is 0.280, which means that if the job training variable, experiences an increase of one unit while the work environment variable is assumed to remain constant, then the performance employee will experience an increase of 0.280; c) Variable regression coefficient work environment of 0.605 which means that if the work environment variable increases by one unit while the work training variable is assumed to remain constant, then performance employee will experience an increase of 0.605.

The difference in regression coefficient values between job training (0.280) and work environment (0.605) indicates that the work environment has a more dominant influence on improving employee performance than job training. Practically, this finding implies that human resource management policies should prioritize the creation and management of a safe, comfortable, and conducive work environment, encompassing both physical and non-physical aspects. Nevertheless, job training remains an important supporting factor in enhancing employee competencies; therefore, HR policies should integrate training programs with improvements in the work environment to ensure that training outcomes can be optimally applied and generate maximum impact on employee performance.

- b. F Test Results (Simultaneous Test), the F test, also known as the Simultaneous test, aims to see how much influence all independent variables have in this case. job training and work environment together on the dependent variable. The results of the F test in this study can be seen in the *ANOVA table* below.

Table 3. F test results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1252,359	2	626,18	62,527	.000 ^b
	Residual	1.101.605	110	10,015		
	Total	2.353.965	112			

a. Dependent Variable: EMPLOYEE_PERFORMANCE_Y

b. Predictors: (Constant), WORK ENVIRONMENT_X2, WORK TRAINING_X1

Source: *Research Results 2025, (Data processed)*

Table 4.13 above shows that the calculated F value processed using SPSS is 62.527 Meanwhile, the F table value seen in the Table of values for the F distribution is 3.080. Thus, it can be said that the calculated F value = 62.527 > from F table = 3.080 This means that the independent variables consisting of job training and work environment variables have a significant effect on the performance of PT. Suri Motor Indonesia employees.

- c. Coefficient of Determination (R^2), after the independent variables are stated to have an influence on employee performance, to see how big the influence is, you can look at the model summary table of the calculation results using *the statistical program for social science* (SPSS), as shown below.

Table 4. Coefficient of determination

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	
1	.729 ^a	.532	.524	3.165	

a. Predictors: (Constant), WORK ENVIRONMENT_X2, WORK TRAINING_X1

b. Dependent Variable: EMPLOYEE_PERFORMANCE_Y

Source: *Research Results, 2025 (Data processed)*

The table above shows that the *Adjusted R Square value* is 0.524 or 52.4 %. This means that the independent variable Job training and the work environment together influence the employee performance variables of PT. Suri Motor Indonesia. by 52.4 %, while the remaining 47.6 % is influenced by other variables not included in this study, such as motivation, leadership, etc.

- d. t-Test Results (Partial Test), this t-test aims to examine the effect of the independent variable on the dependent variable, either partially or individually. The results of this study's t-test can be seen in the *coefficients table* 4.12 above, by examining the t-value and sig. For further clarification, see the copy of the table below.

Table 5. Results of the t-test (partial test)

VARIABLES	T		sig.		CONCLUSION
	t- count	t- table	Results	a = 5%	
Job training	3,975	198.209	.000	< 0.05	Influential Significant
Environment Work	7,521	198.209	.000	> 0.05	Influential Significant

Source: Research Results, 2025 (Data processed)

In order to determine H_0 and H_1 is rejected or accepted so mark t_{count} in on can compared to with mark t_{table} on level significance of 5% ($\alpha = 0.05$). Value t_{table} on level significance of 5% ($\alpha = 0.05$) is 1.98209. With compare t_{count} and t_{table} so can taken conclusion as following: a) In a way partial job training has a positive and significant effect to employee performance of PT. Suri Motor Indonesia, Because $t_{count} (3,975) > t_{table} (1.98209)$ and mark significance is below 0.05 ; b) In a way partial environment work has a positive and significant effect to employee performance of PT. Suri Motor Indonesia, because $t_{count} (7.521) < t_{table} (1.98209)$ and mark significance is below 0.05.

Discussion

In accordance with background the back that has been delivered previously, where still found problem in performance employees at PT. Suri Motor Indonesia, then study This done for analyze influence Job Training and environment Work to performance employees. Based on results research that has been done, known that second variables free the own significant influence to variables performance employees, good in a way simultaneous and partial. This is show that effort improvement performance employee can done through improvement quality Job Training and creation environment conducive work environment. The discussion of each variable is as following:

Influence Job Training on Employee Performance

Based on the results of the *t test*, it is known that the job training variable has a calculated *t value* of 3.975, which is greater than the *t table* of 1.98209. In addition, the significance value (*p-value*) for this variable is 0.000, smaller than the set significance level of 0.05. Thus, it can be concluded that partially, job training has a significant effect on employee performance at PT. Suri Motor Indonesia.

Study This show that job training carried out in a way precise, targeted and sustainable capable increase ability technical and non- technical employees, who ultimately impact positive to productivity and quality Work they. Training help employee adapt self with development technology, procedures Work ne, and increase efficiency and effectiveness in operate assignment. This result in harmony with theory in management source Power human being who declares that job training is investment strategic for company. According to theory said, the increase skills through training No only strengthen competence individuals, but also supports achievement objective organization in a way overall through improvement performance employee.

Influence Environment Work on Employee Performance

Furthermore, based on the results of the *t -test*, it is known that the work environment variable has a calculated *t- value* of 7.521, which is much greater than the *t- table* value of 1.98209. In addition, the significance value is 0.000. is also smaller than the significance level of 0.05. Thus, it can be partially concluded that the work environment has a significant effect on employee performance at PT. Suri Motor Indonesia. A conducive work environment characterized by a comfortable, safe, clean, and supportive work atmosphere plays an important role in increasing employee motivation and work enthusiasm. When employees feel appreciated and supported by both physical and non-physical conditions in the workplace, their productivity and responsibility towards tasks tend to increase.

This research is supported by the highest standardized beta value of 0.550, indicating that the work environment is the most dominant factor influencing employee performance compared to other variables in the research model. This aligns with organizational behavior theory, which states

that a supportive work environment can create a positive psychological climate, strengthen loyalty, and improve overall performance.

4. CONCLUSION

Based on the results of the data analysis and discussion, it can be concluded that job training and the work environment play an important role in improving employee performance at PT. Suri Motor Indonesia. Partially, job training has a positive and significant effect on employee performance, indicating that the better the training provided, the higher the level of employee performance. Similarly, the work environment also has a positive and significant effect on performance, meaning that a supportive and comfortable work environment contributes to better employee outcomes. Furthermore, job training and the work environment simultaneously have a significant impact on employee performance, as evidenced by the F-count value that exceeds the F-table and a significance value below 0.05. This shows that both variables together are strong predictors of employee performance at PT. Suri Motor Indonesia.

This study provides a theoretical contribution to the development of human resource management research by reinforcing and validating the theory that on-the-job training and work environment are crucial factors in enhancing employee performance. By integrating these two variables into a single empirical model, this research expands the theoretical understanding of the simultaneous effects of training and work environment on employee performance, which have previously been examined mostly in a partial manner. Furthermore, testing the theory in the context of the automotive industry, particularly within automotive dealerships and service companies, extends the contextual validity of human resource management theory and demonstrates the consistency of the relationships among variables in a work environment characterized by specific operational features and competency demands.

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