

## THE IMPACT OF TRAINING, ENVIRONMENT, AND MOTIVATION ON PERFORMANCE

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### Abstract

*The management of regional property is a crucial aspect of good governance, requiring competent human resources. The quality of human resources is measured by the performance produced, where quality HR has the potential to achieve optimal performance. This study aims to analyze the extent of the influence of training, work environment, and work motivation on the performance of property management staff in the government of Sabang City. The population of this study consists of all property management staff in the government of Sabang City in May 2025, with a sample of 34 respondents using a saturated sampling technique, and data collection was conducted using a 5-point Likert scale questionnaire. This study also employed multiple linear regression analysis using SPSS. The results indicate that: 1) Training does not significantly influence the performance of property management staff at local government agencies of Sabang, 2) Work environment does not significantly influence the performance of property management staff at the City Government of Sabang, 3) Work motivation significantly influences the performance of property management staff at the City Government of Sabang.*

*Keywords: Training, Work Environment, Work Motivation, Employee Performance, Management of regional property*

### Abstrak

*Pengelolaan barang milik daerah (BMD) adalah aspek krusial dalam pelaksanaan pemerintahan yang baik. Proses ini memerlukan sumber daya manusia yang memiliki kompetensi dan keterampilan yang memadai. Kualitas sumber daya manusia dapat diukur melalui kinerja yang dihasilkan, di mana sumber daya manusia yang berkualitas berpotensi untuk mencapai kinerja yang optimal. Penelitian ini bertujuan untuk menganalisis tentang seberapa besar pengaruh pelatihan, lingkungan kerja, dan motivasi kerja terhadap kinerja pegawai pengurus barang pengguna di satuan kerja perangkat daerah Pemerintah Kota Sabang Provinsi Aceh. Penelitian ini dilakukan pada pegawai pengurus barang pengguna di Pemerintah Kota Sabang. Populasi dalam penelitian ini adalah semua Pegawai Pengurus Barang di SKPD Pemerintah kota Sabang pada bulan Mei 2025 dengan sampel penelitian berjumlah 34 orang responden dengan teknik sampling Jenuh, serta pengumpulan data menggunakan kuesioner skala Likert 5 poin. Penelitian ini juga menggunakan analisis regresi linier berganda dengan menggunakan SPSS. Hasil penelitian menunjukkan 1) Pelatihan tidak berpengaruh signifikan terhadap kinerja pegawai pengurus barang pengguna pada SKPD Pemerintah Kota Sabang, 2) Lingkungan kerja tidak berpengaruh signifikan terhadap kinerja pegawai pengurus barang pengguna pada SKPD Pemerintah Kota Sabang, 3) Motivasi kerja berpengaruh signifikan terhadap kinerja pegawai pengurus barang pengguna pada SKPD Pemerintah Kota Sabang.*

*Kata kunci: Pelatihan, Lingkungan Kerja, Motivasi Kerja, Kinerja Pegawai, Pengelolaan barang milik daerah*



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## INTRODUCTION

The effective, efficient, and accountable management of regional assets is an important element of good governance and public service in the City Government of Sabang, which is an autonomous region in Aceh. In this regard, the role of Asset Managers is vital, encompassing recording, inventory, maintenance, reporting, and optimization of assets in accordance with Government Regulation No. 27/2014 and Minister of Home Affairs Regulation No. 19/2016. However, audit results from the Financial Audit Agency indicate that the performance of regional asset management in Sabang has not fully met expectations, as reflected in various issues that have led to official reprimands from agency leadership. Although employee performance is evaluated through Employee Performance Targets based on Government Regulation No. 30/2019, the challenges faced by Asset Managers highlight the need to identify determinant factors that can significantly enhance their effectiveness. Therefore, this study aims to explore the contributions of key factors such as training, work environment, and work motivation to the performance improvement of Asset Managers in the management of regional assets of the City Government of Sabang, with the hope of promoting continuous improvement and better regional asset governance.

Training is recognized as one of the important factors in enhancing the competencies of asset managers. In the City Government of Sabang, asset managers participate in routine training, which includes the preparation of quarterly asset balance reconciliation papers, inventory of regional assets, and management of School Operational Assistance funds at the Education Office. Additionally, there are also responsive thematic training sessions, such as handling audit findings from the Financial Audit Agency of the Republic of Indonesia and adjustments to new regulations, including Minister of Home Affairs Regulation No. 47/2021. Although this training is expected to improve understanding and technical skills,<sup>1</sup> other studies have shown inconsistencies in its impact on performance.<sup>2,3</sup> More importantly, the effectiveness of training programs in the City of Sabang has never been comprehensively evaluated, so the actual contribution to the improvement of regional asset management performance remains assumptive.

In addition to training, the work environment is also considered a key factor influencing the performance of asset managers. In the City Government of Sabang, the physical work environment has been regulated through the Mayor's Decree regarding job analysis and workload, with adequate working conditions, including air conditioning facilities, optimal lighting,

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<sup>1</sup> E. Siswati et al., "Pengaruh Pendidikan Dan Pelatihan (Diklat) Terhadap Kinerja Pegawai Negeri Sipil Pada Kantor Dinas Pendidikan Dan Kebudayaan Kabupaten Batang Hari," *Jurnal Ilmiah Universitas Batanghari Jambi* 21, no. 1 (2021): 430, <https://doi.org/10.33087/jiubj.v21i1.1343>.

<sup>2</sup> A. Nada Nabilah and H. Ardyanfitri, *Pengaruh Pelatihan Terhadap Kinerja Pegawai Dengan Disiplin Kerja Dan Organizational Citizenship Behavior (OCB) Sebagai Variabel Mediasi*, 2024, <http://jiip.stkipyapisdompu.ac.id>.

<sup>3</sup> M. Icha Rahayu, "Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Bagian Umum Sekretariat Daerah Pemerintah Kabupaten Madiun," *Otonomi* 22 (2022).

maintained cleanliness, and minimal disturbances. However, despite the fulfillment of physical aspects, non-physical challenges still arise, such as the use of personal devices due to the unavailability of official laptops, limitations in spatial arrangements, dynamics of inter-employee relationships, and varying support from superiors. Research by Astuti et al.<sup>4</sup> shows a significant positive influence of the work environment on the performance of Civil Servants in Bali, in line with the expectation that a conducive environment can enhance motivation. On the other hand, findings from Piliang<sup>5</sup> indicate no significant influence, highlighting the complexity of this relationship. The inconsistency of this empirical evidence, coupled with the existing facility gaps in Sabang, underscores the need for an in-depth evaluation of the contribution of the work environment to the effectiveness of regional asset management in this specific context.

Furthermore, work motivation is identified as the third crucial factor influencing the performance of asset managers in the City of Sabang. Observations indicate significant variations in employee motivation levels: some employees demonstrate outstanding performance through timely reconciliations, adherence to inventory procedures, and high responsiveness to document requests, while others require repeated reminders and even interventions from superiors to complete tasks. This pattern underscores the central role of motivation in shaping discipline, initiative, and responsiveness qualities that are essential in the management of regional assets. However, empirical findings regarding the influence of motivation reveal a paradoxical nature: research by Nurasia<sup>6</sup> confirms a positive impact of motivation on performance in the public sector, while Rahmawati et al.<sup>7</sup> conclude that there is no significant influence. This inconsistency, coupled with the evident disparities in motivation on the ground, emphasizes the need for contextual investigation into how work motivation interacts with other factors, such as training and the work environment, to optimize the performance of asset managers in Sabang. Against this backdrop, this study aims to analyze the effects of training, work environment, and work motivation on the performance of asset managers in the regional device units of the City Government of Sabang, Aceh Province. This research is expected to provide theoretical and practical contributions to organizations, particularly in efforts to optimize training, work environment, and work motivation to enhance employee performance.

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<sup>4</sup> N. Kadek Yuni Astuti et al., "Pengaruh Integritas, Kompetensi Bidang, Dan Lingkungan Kerja Terhadap Kinerja Pegawai Negeri Sipil Pada Biro Umum Dan Protokol Sekretariat Daerah Provinsi Bali," *Gema Wiralodra* 14, no. 1 (2023).

<sup>5</sup> V. Mayasari Piliang, "Pengaruh Motivasi Kerja, Komitmen Kerja, Dan Lingkungan Kerja Terhadap Kinerja Pegawai Di Balai Pelaksanaan Jalan Nasional IV Jambi," *Jurnal Manajemen Terapan Dan Keuangan (MANKEU)* 11, no. 02 (2022).

<sup>6</sup> J. Nurasia, "Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Masa Pandemi Covid-19 (Studi Kasus Dinas Kesehatan Provinsi Jambi)," *Jurnal Manajemen Terapan Dan Keuangan (MANKEU)* 11, no. 01 (2022).

<sup>7</sup> P. Aldina Rahmawati et al., "Pengaruh Pelatihan, Motivasi, Dan Lingkungan Kerja Terhadap Kinerja Karyawan," *Jurnal Visionida* 9 (2023), <https://ojs.unida.ac.id>.

## LITERATURE REVIEW

Training, as an important element in human resource development, has a significant influence on individual remuneration because it can enhance income more effectively than investments in physical capital.<sup>8</sup> In the organizational context, job training equips employees with the ability to achieve institutional goals<sup>9</sup> and addresses weaknesses in performance.<sup>10</sup> Various studies have shown that training has a positive impact on performance in different contexts, such as at Yamaha JG Bogor,<sup>11</sup> Civil Servants in the Education and Culture Office of Batang Hari Regency,<sup>12</sup> and Medical Staff at Sanglah General Hospital in Denpasar.<sup>13</sup> However, there are also studies indicating that training does not have a significant effect on employee performance, as found in Jasa Raharja Main Branch of East Java<sup>14</sup> and the Regional Secretariat of Madiun Regency.<sup>15</sup>

The Motivation-Hygiene Theory proposed by Herzberg (1959) classifies work environment factors into two categories: hygiene factors and motivators. Motivators serve to enhance job satisfaction, while hygiene factors only play a role in preventing dissatisfaction. Although the work environment is not the primary factor, it still influences productivity.<sup>16</sup> The work environment can be differentiated into physical and non-physical aspects, which include conditions such as lighting and cleanliness.<sup>17</sup> Research shows that the work environment positively affects the performance of educational staff at Sari Mutiara Indonesia University,<sup>18</sup> but does not show a significant impact on employees at PT. United Tractors Tbk Site Tabang.<sup>19</sup>

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<sup>8</sup> G. S. Becker, *Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education* (University of Chicago Press, 1964).

<sup>9</sup> M. Busro, *Teori-Teori Manajemen Sumber Daya Manusia* (Prenada Media, 2018), <https://books.google.co.id/books?id=W-deDwAAQBAJ>.

<sup>10</sup> E. Suryati et al., *Manajemen Sumber Daya Manusia: Dari Perencanaan Hingga Transformasi Digital* (Edu Publisher, 2025).

<sup>11</sup> Rahmawati et al., "Pengaruh Pelatihan, Motivasi, Dan Lingkungan Kerja Terhadap Kinerja Karyawan."

<sup>12</sup> Siswati et al., "Pengaruh Pendidikan Dan Pelatihan (Diklat) Terhadap Kinerja Pegawai Negeri Sipil Pada Kantor Dinas Pendidikan Dan Kebudayaan Kabupaten Batang Hari."

<sup>13</sup> W. A. Paramarta and I. P. P. Astika, "Motivasi Sebagai Mediasi Pengaruh Pelatihan Dan Lingkungan Kerja Terhadap Kinerja Pegawai Medis Instalasi Rawat Inap B RSUP Sanglah Denpasar," *Jurnal Widya Manajemen 2* (2020): 9–26, <https://doi.org/10.32795/widyamanajemen.v2i2>.

<sup>14</sup> Nabilah and Ardyanfitri, *Pengaruh Pelatihan Terhadap Kinerja Pegawai Dengan Disiplin Kerja Dan Organizational Citizenship Behavior (OCB) Sebagai Variabel Mediasi*.

<sup>15</sup> Rahayu, "Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Bagian Umum Sekretariat Daerah Pemerintah Kabupaten Madiun."

<sup>16</sup> D. Soelistya et al., *Strong Point Kinerja Karyawan* (Nizamia Learning Center, 2021).

<sup>17</sup> Soelistya et al., *Strong Point Kinerja Karyawan*.

<sup>18</sup> R. Samosir and W. Dewi Ruspitasari, "Pengaruh Kerja Terhadap Kinerja Pegawai Tenaga Kependidikan Universitas Sari Mutiara Indonesia," *Journal of Science and Social Research*, no. 1 (2025), <http://jurnal.goretanpena.com/index.php/JSSR>.

<sup>19</sup> R. Prasetyo et al., "Pengaruh Gaya Kepemimpinan, Karakteristik Individu, Lingkungan Kerja, Dan Beban Kerja Terhadap Kinerja Karyawan PT United Tractors Tbk Site Tabang Kabupaten Kutai

Individuals tend to be motivated to work hard if they believe that their efforts will lead to good performance (expectancy), that good performance will result in rewards (instrumentality), and that those rewards have positive value (valence), in accordance with the Expectancy Theory proposed by Vroom<sup>20</sup>. Winardi<sup>21</sup> explains that motivation, which means "to move," is the result of internal and external processes that trigger enthusiasm and perseverance. Work motivation, influenced by both monetary and non-monetary rewards, plays a crucial role in encouraging employees to strive for excellence. A. P. Mangkunegara<sup>22</sup> adds that motivation is the energy that drives employees to achieve organizational goals, while Siagian<sup>23</sup> defines motivation as the driving force to contribute maximally to the success of the organization. Thus, motivation is a key factor influencing individual performance; a lack of motivation can hinder performance and create an unfavorable work atmosphere. Research shows that work motivation has a positive and significant impact on the performance of educational staff at Sari Mutiara Indonesia University,<sup>24</sup> while on the other hand, motivation does not affect the performance of employees at Yamaha JG Bogor.<sup>25</sup>

Simultaneously, training, motivation, and the work environment play an important role in improving employee performance at Yamaha JG Bogor.<sup>26</sup> The combination of these three factors can create conditions that support employees in achieving optimal performance, where training provides the necessary skills and knowledge, motivation encourages enthusiasm and dedication, and a conducive work environment offers facilities and an atmosphere that supports productivity. Based on the conceptual framework above, the hypotheses in this study can be described as follows:

H1: Training has a positive influence on performance.

H2: The work environment has a positive influence on performance.

H3: Work motivation has a positive influence on performance.

H4: Training, work environment, and work motivation simultaneously have a positive influence on performance.

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Kartanegara," *Al Qalam: Jurnal Ilmiah Keagamaan Dan Kemasyarakatan* 19, no. 1 (2025): 491, <https://doi.org/10.35931/aq.v19i1.4366>.

<sup>20</sup> V. H. Vroom, *Work and Motivation* (Wiley, 1964), <https://books.google.co.id/books?id=BdqRAAAIAAJ>.

<sup>21</sup> Soelistya et al., *Strong Point Kinerja Karyawan*.

<sup>22</sup> A. P. Mangkunegara, *Manajemen Sumber Daya Manusia Perusahaan* (PT Remaja Rosdakarya, 2017).

<sup>23</sup> S. P. Siagian, *Manajemen Sumber Daya Manusia* (Bumi Aksara, 2010).

<sup>24</sup> Samsir and Ruspitasari, "Pengaruh Kerja Terhadap Kinerja Pegawai Tenaga Kependidikan Universitas Sari Mutiara Indonesia."

<sup>25</sup> Rahmawati et al., "Pengaruh Pelatihan, Motivasi, Dan Lingkungan Kerja Terhadap Kinerja Karyawan."

<sup>26</sup> Rahmawati et al., "Pengaruh Pelatihan, Motivasi, Dan Lingkungan Kerja Terhadap Kinerja Karyawan."

## RESEARCH METHODS

This study uses a quantitative approach with a survey method, where the data used is primary data obtained through the distribution of questionnaires to goods management staff in the Regional Work Units of the Sabang City Government. The population studied includes all asset management staff at the Regional Work Units of the City Government of Sabang. The sampling method used is a census or complete sampling, where all 34 asset management staff at the Regional Work Units of the City Government of Sabang were included as the sample. With this approach, it is expected that representative data can be obtained to analyze the influence of training, motivation, and work environment on employee performance.

The data collection technique used in this study was a scale, namely a Likert scale. This scale consisted of a number of items described in the form of favorable and unfavorable statements, with five response categories: STS (Strongly Disagree), TS (Disagree), S (Agree), and SS (Strongly Agree).

In this study, job training is defined as a series of activities designed to improve the competence and performance of user goods management employees. Referring to Mangkunegara<sup>27</sup>, the training indicators measured are: Type of Training, Training Objectives, Training Materials, Methods Used, Participant Qualifications, Trainer Qualifications, and Training Duration.

The work environment is the physical and non-physical conditions in the workplace of employees who manage user goods that affect them in carrying out their duties in managing regional goods in the Regional Government Work Unit of the Sabang City Government. Work Environment Indicators according to Sedarmayanti<sup>28</sup>, that are measured are: Physical Work Environment (Direct Work Environment and General Environment), and Non-physical work environment (Work Environment, Work Structure, Job Responsibilities, Intergroup Cooperation, Management Attention & Support, and Smooth Communication).

Work motivation is an internal drive that encourages employees who manage user goods to work optimally in managing regional goods, as well as in carrying out other activities in the Regional Work Unit of the Sabang City Government. According to Busro<sup>29</sup>, the Work Environment indicators measured are: Needs for Achievement, Needs for Power, and Needs for Affiliation.

Employee performance is the level of achievement of the work results of employees who manage user goods in the Regional Work Unit of the Sabang City Government. Work

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<sup>27</sup> Mangkunegara, *Manajemen Sumber Daya Manusia Perusahaan*.

<sup>28</sup> Sedarmayanti, *Good Governance Pemerintahan Yang Baik Dan Good Corporate Governance Tata Kelola Perusahaan Yang Baik* (Mandar Maju, 2012).

<sup>29</sup> Busro, *Teori-Teori Manajemen Sumber Daya Manusia*.

Environment Indicators according to Mangkunegara<sup>30</sup>, that are measured are: Work quality, Work quantity, Reliability, and Work attitude.

Data analysis in this study was conducted using the IBM Statistical Package for the Social Sciences (SPSS) for Windows application. The analysis methods applied included validity testing, which was determined by a value greater than 0.3388, and reliability testing, which required a reliability coefficient above 0.60. Furthermore, this study also involved multiple linear regression testing and hypothesis model testing through t-tests at a significance level of 0.05, which were formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

The determination coefficient test aims to measure the percentage of direct influence of independent variables on dependent variables. Through this determination coefficient, a value can be obtained that reflects the strength of the relationship between variables X and Y, where:

$$R^2 = r_{XY}^2 \times 100\%$$

## RESULT AND DISCUSSION

### Description of Respondent Characteristics Scope

Based on the distribution of questionnaires to 34 respondents, all data collected was used in this study. The characteristics of respondents obtained from the distribution of questionnaires can be described as follows.

**Table 1 Respondents Based on Rank / Class**

Rank / Class	Total	Percentage
Pengatur Muda, II/a	0	0,0%
Pengatur Muda Tk. I, II/b	1	2,9%
Pengatur, II/c	3	8,8%
Pengatur Tk. I, II/d	8	23,5%
Penata Muda, III/a	8	23,5%
Penata Muda Tk. I, III/b	11	32,4%
Penata, III/c	3	8,8%
Penata Tk. I, III/d	0	0,0%
Total	34	100%

Source: Primary Data Processed by Researchers, 2025

The respondent characteristic data shows that the majority of employees hold the rank of Penata Muda Tk. I, III/b, with a total of 11 individuals (32.4%). This is followed by employees with the rank of Pengatur Tk. I, II/d, and Penata Muda, III/a, each totaling 8 individuals (23.5%). Next, employees with the rank of Pengatur, II/c, and Penata, III/c, each number 3 individuals (8.8%). Meanwhile, employees with the rank of Pengatur Muda Tk. I, II/b consist of only 1

<sup>30</sup> Mangkunegara, *Manajemen Sumber Daya Manusia Perusahaan*.

individual (2.9%). Employees with the rank of Penata Muda Tk. I, III/b tend to feel more stable in their careers, more satisfied with their jobs, and have a greater influence within the organization. Although employees with the rank of Pengatur Muda Tk. I, II/b hold the lowest rank, they still play an important role in administration and public service. The characteristics of respondents based on gender are presented in detail in the following table.

**Table 2 Respondents Based on Gender**

Gender	Total	Percentage
Male	18	52,9%
Female	16	47,1%
Total	34	100%

Source: Primary Data Processed by Researchers, 2025

Based on Table 2, there are 18 male employees (52.9%) and 16 female employees (47.1%). The number of male and female employees shows a relative balance, because in the management of regional property, competence and ability are prioritized over gender factors. Furthermore, the characteristics of respondents based on age are presented in detail in the following table.

**Table 3 Respondents Based on age**

Age	Total	Percentage
Under 21 years old	0	0,00%
21-30 years old	3	8,8%
31-40 years old	9	26,5%
41-50 years old	18	52,9%
over 50 years old	4	11,8%
Total	34	100%

Source: Primary Data Processed by Researchers, 2025

Based on Table 3, the majority of employees are aged between 41 and 50 years old, with a total of 18 people (52.9%). Meanwhile, there are 9 employees (26.5%) aged between 31 and 40 years old, and 4 employees (11.8%) aged over 50 years old. Employees aged between 21 and 30 years old only consist of 3 people (8.8%). This data shows diversity in age range, with the majority of respondents falling into the 41-50 age group. This reflects that property management employees in the Sabang City Government generally have mature experience and are ready to take on greater responsibilities within the organization. Younger employees, such as those aged 21-30, show great potential for growth, while employees aged 50 and above bring important experience and wisdom in managing administrative tasks and public services. Furthermore, the characteristics of respondents based on their highest level of education are presented in detail in the following table.

**Table 4 Respondent based on highest level of education**

Pendidikan Terakhir	Total	Percentage
High school	16	47,1%
Associate degree (D3)	6	17,6%
Bachelor's degree (D4/S1)	12	35,3%
Master's degree (S2)	0	0,00%
Total	34	100%

Source: Primary Data Processed by Researchers, 2025

Based on Table 4, the majority of respondents had a high school education, with 16 people (47.1%). Next, 12 respondents (35.3%) had a bachelor's degree (D4/S1), while the remaining 6 people (17.6%) had a diploma (D3). From this data, it can be concluded that goods management staff are predominantly individuals with a high school education as their highest level of education. This is due to the policy in place when the Regional Work Unit proposes staff to the Mayor, which does not restrict higher education backgrounds. Employees with this educational background tend to be more oriented toward operational and practical tasks and may feel more comfortable with work that can be directly applied without much theory. Furthermore, the characteristics of respondents based on the length of service of Civil Servants are presented in detail in the following table.

**Table 5 Respondent based on Employment Period**

Employment Period	Total	Percentage
<5 Year	9	26,5%
6-10 Year	3	8,8%
11-15 Year	4	11,8%
16-20 Year	12	35,3%
21-25 Year	6	17,6%
>25 Year	0	0,0%
Total	34	100%

Source: Primary Data Processed by Researchers, 2025

Based on Table 5, there are 6 employees with a work experience of 21 to 25 years (17.6%). Meanwhile, the majority of employees have a work experience of 16 to 20 years, totaling 12 individuals (35.3%). There are 4 employees with a work experience of 11 to 15 years (11.8%), and 3 employees with a work experience of 6 to 10 years (8.8%). Additionally, there are 9 new employees with less than 5 years of work experience (26.5%). The length of service of respondents has a significant influence on how they respond to training and self-development, as well as in completing their job tasks. Employees with longer tenure tend to be more resistant to change and have a deep understanding of work processes and organizational structure. This makes them more prepared to face complex situations and provide more effective solutions. Additionally, the extensive knowledge they possess can contribute to strategic decision-making.

### Validity test

The validity test aims to measure the extent to which the data obtained from the questionnaire can be considered valid and capable of revealing the variables that are intended to be measured. The results of the validity test in this study are as follows.

**Table 6 Results of the Validity Test for Variables**

Item	r value	Description	Item	r value	Description	Item	r value	Description
X1.1.	0,88	Valid	X2.4.	0,635	Valid	X3.2.	0,674	Valid
X1.2.	0,619	Valid	X2.5.	0,703	Valid	X3.3.	0,714	Valid
X1.3.	0,619	Valid	X2.6.	0,757	Valid	X3.4.	0,737	Valid
X1.4.	0,726	Valid	X2.7.	0,731	Valid	X3.5.	0,721	Valid
X1.5.	0,772	Valid	X2.8.	0,587	Valid	X3.6.	0,723	Valid
X1.6.	0,541	Valid	X2.9.	0,764	Valid	X3.7.	0,868	Valid
X1.7.	0,786	Valid	X2.10.	0,673	Valid	X3.8.	0,785	Valid
X1.8.	0,781	Valid	X2.11.	0,602	Valid	X3.9.	0,72	Valid
X1.9.	0,816	Valid	X2.12.	0,663	Valid	X3.10.	0,917	Valid
X1.10.	0,745	Valid	X2.13.	0,523	Valid	Y.1.	0,823	Valid
X1.11.	0,694	Valid	X2.14.	0,475	Valid	Y.2.	0,768	Valid
X1.12.	0,743	Valid	X2.15.	0,654	Valid	Y.3.	0,817	Valid
X1.13.	0,746	Valid	X2.16.	0,65	Valid	Y.4.	0,785	Valid
X1.14.	0,728	Valid	X2.17.	0,719	Valid	Y.5.	0,815	Valid
X1.15.	0,853	Valid	X2.18.	0,646	Valid	Y.6.	0,764	Valid
X1.16.	0,848	Valid	X2.19.	0,781	Valid	Y.7.	0,751	Valid
X1.17.	0,86	Valid	X2.20.	0,72	Valid	Y.8.	0,819	Valid
X1.18.	0,607	Valid	X2.21.	0,735	Valid	Y.9.	0,86	Valid
X1.19.	0,712	Valid	X2.22.	0,735	Valid	Y.10.	0,84	Valid
X2.1.	0,754	Valid	X2.23.	0,704	Valid	Y.11.	0,878	Valid
X2.2.	0,731	Valid	X2.24.	0,766	Valid	Y.12.	0,655	Valid
X2.3.	0,691	Valid	X3.1.	0,809	Valid			

Source: Primary Data Processed by Researchers, 2025

Based on the table above, all question items on the variables of training, work environment, work motivation, and performance are declared valid, as the coefficients obtained are greater than 0.3388. This indicates that each item in the questionnaire is capable of measuring the intended variables well, so the data obtained can be considered valid and can be used for further analysis.

### Reability test

Reliability testing for the variables of training, work environment, work motivation, and performance was conducted using the Cronbach's Alpha formula. The results of the reliability testing can be seen in the following table.

**Table 7 Results of the Reliability Test**

Variables	<i>Cronbach's Alpha</i>	Critical Point	Descriptions
Training	0,949	0,60	Reliable
Work Environment	0,949	0,60	Reliable
Work Motivation	0,916	0,60	Reliable
Performance	0,946	0,60	Reliable

Source: Primary Data Processed by Researchers, 2025

Based on the results of the reliability testing presented in Table 8, the variables of training, work environment, work motivation, and performance show Cronbach's Alpha values greater than the critical point of 0.6. Therefore, it can be concluded that all the tested variables have a good level of reliability.

### Hypothesis Test Results

The regression equation is used to determine the causal relationship between independent variables and dependent variables. By using the SPSS 22.0 application, the regression model obtained is presented in Table 9.

**Table 8 Regression Coefficient Equation**

Model	B	Std. Error	Beta	t	<i>Sig.</i>
(Constant)	5,464	8,111		0,674	0,506
Training	0,029	0,156	0,039	0,183	0,856
Work Environment	-0,042	0,124	-0,073	-0,337	0,738
Work Motivation	0,963	0,229	0,727	4,197	0,000

Source: Primary Data Processed by Researchers, 2025

Based on Table 9, the regression formulation that describes the relationship between the dependent variable, which is performance, and the independent variables including training, work environment, and work motivation, is as follows:

$$Y=5,464+0,029X_1-0,042X_2+0,963X_3$$

The interpretation of this regression formulation indicates a positive relationship between the independent variables and the dependent variable. A constant of 5.464 indicates that if the independent variables, namely training, work environment, and work motivation, have a value of 0, then the performance of the asset management personnel in the Regional Government Work

Unit of the City of Sabang is 5.464. Furthermore, if the training variable increases by one unit, performance will increase by 0.029. Conversely, if the work environment increases by one unit, performance will decrease by 0.042. Finally, if work motivation increases by one unit, performance will also increase by 0.963.

The results of the hypothesis test based on the t-test values show the effect of the variables of training, work environment, and work motivation on the performance of asset management employees in the City Government of Sabang. The training variable shows a t value of 0.183, which is less than 2.04227, with a significance of 0.0856, which is greater than 0.05. This indicates that H1 is rejected, meaning that training does not have an effect on performance. Furthermore, the work environment variable shows a calculated t value of -0.337, which is also less than 2.04227, with a significance of 0.0738, which is greater than 0.05. This means H2 is rejected, indicating that the work environment does not affect performance. On the other hand, the calculated t value for the work motivation variable is 4.197, which is greater than 2.04227, with a significance value of 0.000. This indicates that H3 is accepted, meaning that work motivation has a positive and significant effect on performance. To determine the results of the simultaneous effect test, please refer to Table 10.

**Table 9 Results of Variances Analysis**

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Regression	1005,856	3	335,285	9,854	0,000 <sup>b</sup>
Residual	1020,762	30	34,025		
Total	2026,618	33			

a. *Dependent Variable:* Kinerja  
b. *Predictors: (Constant), Work Motivation, Training, Work Environment*

Source: Primary Data Processed by Researchers, 2025

Based on Table 10, the results of the Analysis of Variance (ANOVA) show a significance value of 0.000, which is less than 0.05. Additionally, the obtained F value is 9.854, which is greater than 2.911. This indicates that H4 is accepted, meaning that training, work environment, and work motivation simultaneously have an effect on performance.

## Discussion

Employee performance is influenced by more than just the amount of training conducted. Although training for asset management personnel in the Regional Government Work Unit of the City of Sabang is considered good, its effectiveness is influenced by several factors, such as the relevance of the material to the tasks at hand, the technical understanding provided, and the

alignment of training objectives with performance improvement. Additionally, material that does not meet work needs, less interactive training methods, inadequate duration, and inappropriate scheduling also contribute to the ineffectiveness of the training. Frequent employee turnover reduces the impact of training, as new employees do not have enough time to absorb the material before taking on their roles. An effective learning process requires time and practical experience; without the opportunity to apply the knowledge gained, training becomes less effective. The results of this study are consistent with the findings of previous research by Nada Nabilah & Ardyanfitri<sup>31</sup> and Icha Rahayu<sup>32</sup>.

Although employees generally agree that the work environment for asset management personnel in the Regional Government Work Unit of the City of Sabang is good and comfortable, there are several indicators that need to be considered. These indicators include the conditions of the immediate work environment, such as adequate workspace, sufficient lighting, and comfortable air circulation, which align with job analysis and workload requirements. The general environment is also important, including aspects of safety, the availability of facilities such as parking and cafeterias, as well as distraction-free areas that can support productivity. Non-physical aspects, such as a conducive work atmosphere and support from leadership, also play a role in enhancing employee motivation. Additionally, attention to employee difficulties, appreciation of their opinions, career development, and open communication are crucial for supporting employee performance. The results of this study are consistent with the findings of previous research by Prasetyo et al.<sup>33</sup> and Mayasari Piliang<sup>34</sup>.

The higher the motivation of employees, the higher their performance will be. Motivated employees tend to be more engaged in their work, striving to work harder and smarter. This engagement creates a sense of ownership over the tasks and responsibilities they carry, and can enhance accuracy, efficiency, and productivity in the management of regional assets. Thus, motivated employees will be more committed to achieving organizational goals. The results of this study are consistent with the findings of previous research by Samosir et al.<sup>35</sup>, Nadia et al.<sup>36</sup>, Icha Rahayu<sup>37</sup>, Mayasari Piliang<sup>38</sup>, Nurasia<sup>39</sup>, and Paramarta & Astika<sup>40</sup>.

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<sup>31</sup> Nabilah and Ardyanfitri, *Pengaruh Pelatihan Terhadap Kinerja Pegawai Dengan Disiplin Kerja Dan Organizational Citizenship Behavior (OCB) Sebagai Variabel Mediasi.*

<sup>32</sup> Rahayu, "Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Bagian Umum Sekretariat Daerah Pemerintah Kabupaten Madiun."

<sup>33</sup> Prasetyo et al., "Pengaruh Gaya Kepemimpinan, Karakteristik Individu, Lingkungan Kerja, Dan Beban Kerja Terhadap Kinerja Karyawan PT United Tractors Tbk Site Tabang Kabupaten Kutai Kartanegara."

<sup>34</sup> Piliang, "Pengaruh Motivasi Kerja, Komitmen Kerja, Dan Lingkungan Kerja Terhadap Kinerja Pegawai Di Balai Pelaksanaan Jalan Nasional IV Jambi."

<sup>35</sup> Samosir and Ruspitasari, "Pengaruh Kerja Terhadap Kinerja Pegawai Tenaga Kependidikan Universitas Sari Mutiara Indonesia."

The higher or better the training, work environment, and work motivation provided simultaneously, the higher and better the employee performance will be. Therefore, it is important for every leader in the organization to pay attention to and enhance training, create a good work environment, and provide motivation concurrently to improve employee performance as expected. The results of this study are consistent with the findings of previous research by Aldina Rahmawati et al.<sup>41</sup>

## CONCLUSION

The results of the study indicate that the variable of employee performance in asset management at the City Government of Sabang is significantly influenced by the variable of work motivation, and simultaneously by the variables of training, work environment, and work motivation. However, the variables of training and work environment do not have an effect on the performance of asset management employees in the City Government of Sabang.

## Research Limitations

This study has limitations related to data collection conducted through online questionnaires. This method has the potential to produce information bias and is influenced by the subjectivity of respondents. Although these factors are beyond the control of the researcher, the respondents' answers will still be processed for analysis purposes. Additionally, the data collection technique using Google Forms limits the researcher's ability to observe respondents' reactions directly when providing explanations related to the questionnaire. This limitation is due to time and distance constraints that hinder direct interaction.

## Advice and Recommendations

For future research, it is recommended to gather additional information from respondents through direct interviews to complement the quantitative data. Furthermore, researchers are also

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<sup>36</sup> Nadia et al., "Pengaruh Gaya Kepemimpinan, Motivasi Kerja, Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Permodalan Nasional Madani (Persero) Unit Bisnis Mekaar Cabang Blimbing," *Jurnal Ilmiah Riset Aplikasi Manajemen (JIRAM)* 1, no. 1 (2023): 44–54.

<sup>37</sup> Rahayu, "Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Bagian Umum Sekretariat Daerah Pemerintah Kabupaten Madiun."

<sup>38</sup> Piliang, "Pengaruh Motivasi Kerja, Komitmen Kerja, Dan Lingkungan Kerja Terhadap Kinerja Pegawai Di Balai Pelaksanaan Jalan Nasional IV Jambi."

<sup>39</sup> Nurasia, "Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Masa Pandemi Covid-19 (Studi Kasus Dinas Kesehatan Provinsi Jambi)."

<sup>40</sup> Paramarta and Astika, "Motivasi Sebagai Mediasi Pengaruh Pelatihan Dan Lingkungan Kerja Terhadap Kinerja Pegawai Medis Instalasi Rawat Inap B RSUP Sanglah Denpasar."

<sup>41</sup> Rahmawati et al., "Pengaruh Pelatihan, Motivasi, Dan Lingkungan Kerja Terhadap Kinerja Karyawan."

advised to include variables that were not present in this study, such as government policies, incentives, discipline, work-life balance, and organizational culture.

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