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## The Effect of Training and Non-Physical Work Environment on Performance Mediated by Work Motivation

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### ABSTRACT

This study examines the effect of training and non-physical environment on performance, either directly or mediated by work motivation. The research location is the APIP Regional Inspectorate of Malang City. Population and sample are all 44 APIP employees. The data is collected by five-point Likert scale. The collected data is analyzed by path analysis. The validity, reliability, and classical assumption tests were done before path analysis. The study results prove the following points. First, training affects on work motivation. Second, non-physical environment affects on work motivation. Third, training effects performance. Fourth, non-physical environment affects on performance. Fifth, work motivations affects on performance. Sixth, training affects on performance through work motivation. Seventh, non-physical environment effects on performance through work motivation.

**Keywords:** Training, Non-Physical Work Environment, Work Motivation, Performance

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### INTRODUCTION

Implementing government organizations is an important priority to be addressed through an effective supervisory system by increasing the role and function of the Government Internal Supervisory Apparatus (APIP). Internal controls are all audit activities, reviews, evaluations, monitoring, and other supervisory activities on implementing organizational tasks and functions to provide adequate assurance that activities have been done effectively and efficiently following established benchmarks for the benefit of leadership in improving employee performance. Employees with high performance can achieve goals easily and quickly, but the reality shows that good infrastructure cannot improve employee performance optimally. Several factors affect performance, including motivation (Robbins and Judge, 2013). Rachmawati (2016) stated that motivation effects performance. In addition, motivation is affected by training and

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the non-physical work environment (Darmawan et al., 2017), and Simamora et al. (2016) proved that the non-physical environment affects motivation.

Motivation is one effort to improve employee performance. Motivation and performance are two elements that constructive and correlative. Employees who have high motivation to work generally have high performance (Rachmawatie, 2016). Mamarimbing (2014) stated that motivation drives individuals to do certain activities to achieve goals. Motivation as a process starts from strength in terms of physiological and psychological needs within behavior or encouragement to achieve a goal or incentive (Andayani and Makian, 2016).

Training is also important to be considered by management. Hamalik (2010) stated that training is a process that includes a series of actions intended to assist the workforce by training professionals in a unit of time to improve the workability of participants in the work field to increase the effectiveness productivity of an organization. Job training consistent with employees' needs can improve their abilities and competencies. In addition, good performance needs to be supported by a good work environment. The work environment consists of physical and non-physical environments which affect performance. The non-physical work environment means all conditions in the relationships between co-workers or between leaders and subordinates. The non-physical work environment concerns the psychological aspect of the work environment (Wahyulianti, 2015). A good work environment closely relates to employee work motivation.

The results of previous studies showed that training had a significant effect on motivation (Hakim, 2017; Rachmawati, 2016). In addition, training also shows a significant effect on employee performance (Andayani and Makian, 2016; Halim, 2016). However, Thio et al. (2018) showed that training has no significant effect on performance. Other inconsistent results were also found on the effect of the work environment on performance. Josephine and Harjanti (2017) showed that the work environment positively and significantly affects performance. However, Lestary and Chaniago (2017) showed that the work environment does not significantly affect performance. In addition to a work environment, the effect of work motivation on performance also shows inconsistent results. Hakim (2017) and Rachmawati (2017) showed that motivation significantly affects performance.

On the other hand, Obiekwe (2016) showed that not all motivations significantly affect performance. Extrinsic motivation has no significant effect on performance. The differences in the research above are a research gap that needs to be investigated further.

Based on above explanation, it is deemed important to conduct this research to reduce the research gap between the theoretical concept and reality at APIP Regional Inspectorate of Malang City. The research results can be used as input for institutions to improve APIP Regional Inspectorate of Malang City performance by paying attention to the affecting variables, namely work motivation, training, and non-physical work environment. Previous research studies were limited to finding the effect of training and

non-physical environment on performance by using regression analysis, while the novelty of this research is to place work motivation as an intervening variable that connects the effects of training, non-physical work environment, and work motivation on employee performance and using path analysis. The research novelty is to examine the effect of training and non-physical environment on performance, either directly or mediated by work motivation at APIP Regional Inspectorate of Malang City.

## LITERATURE REVIEW

### *Training*

Bernardin and Russell (2013) stated, training is defined as any attempt to improve employed performance on a currently held job or one related to it. This usually means changes in specific knowledge, skills, attitudes, or behaviors. To be effective, training should involve a learning experience, be a planned organizational activity, and be designed in response to identified needs. Noe et al. (2015) stated that training is an intentional effort to facilitate the learning of job-related knowledge, skills, and behavior by an employee. This means that training is an intentional effort to facilitate learning about work related to knowledge, skills, and behavior.

Mangkunegara (2013) stated that training was a term related to planning efforts to achieve mastery of skills and attitudes of organizational members. Dessler (2013) explained that training was an integrated process used by employers to ensure the employees can achieve the organizational goals. Heidjrachman and Suad (2011) explained that training was an activity related to economic activity to assist employees in understanding the practical knowledge and its application and improving their skills, abilities, and attitudes in achieving its goals.

### *Work environment*

The work environment is a factor outside of humans, both physical and non-physical. Nitisemito (2014) stated that the work environment is everything around the workers that can affect their carrying out their duties. Robbins (3013) explains the work environment was the overall work facilities and infrastructure around employees who are doing work that can affect the implementation of work. Suwondo and Sutanto (2015) explained that the work environment also includes the physical aspect of work environment and involves psychological aspects that five senses cannot capture. Meanwhile, Raymond et al. (2015) explained the work environment was something that in workers' environment that can affect themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of workplace and adequate equipment. Meanwhile, Sutrisno (2011) stated, The work environment was a place where employees do various work-related activities every day.

The above definitions show that the work environment is everything around the workers/employees that can affect employee job satisfaction in carrying out their work to achieve maximum results. The work environment consists of work facilities to support employees in completing tasks to improve employees' work in a company.

### ***Work motivation***

Motivation is a human activity in directing the power and potential to work to achieve its goals (Hasibuan, 2013). A person works to fulfill his life needs. The impulse of desire in a person with others is different, so human behavior tends to vary at work. Anoraga (2014) explained, work motivation was something to create enthusiasm or work motivation. Pinder (2013) conveyed "work motivation was a set of forces both from within and from outside a person to encourages them to start working behavior in according to a certain format, direction, intensity and period. Furthermore, Robbins and Judge (2013) stated that work motivation was a willingness to expend a high level of effort towards organizational goals, conditioned by these efforts' ability to meet an individual need. Herzberg (in Robbins & Judge, 2013) stated that work motivation was a person's attitude towards his work to create a sense of satisfaction in his performance. Based on the description above, it can be concluded that the notion of work motivation is a condition or energy that moves employees to be directed or aimed at achieving the goals of the company's organization, and this energy creates enthusiasm or encouragement to work.

Hamzah (2017) explained that work is 1) a basic activity and becoming an essential part of human life, 2) gives status and binds a person to other individuals and society, 3) in general, women or men like work, 4) the morale of workers and employees is not directly related to physical or material conditions of work, 5) work incentives take many forms, one of which is money. Work motivation occurs in a situation and works environment in an organization or institution. The success of education is often associated with work motivation of teachers. Humans always want a smooth process, so the driving force to motivate their work enthusiasm depends on expectations obtained in the future.

### ***Performance***

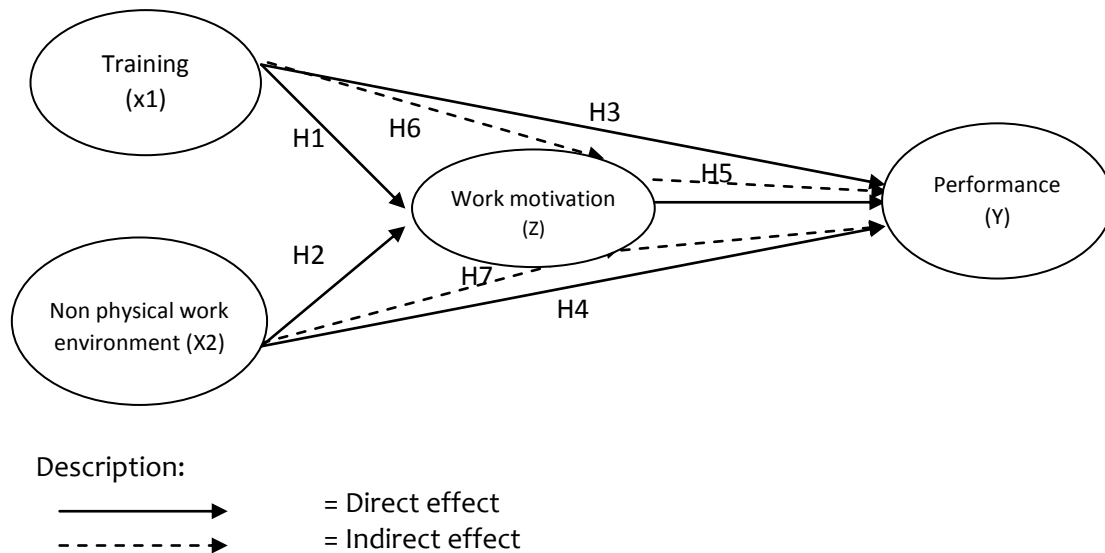
Mangkuprawira and Hubeis (2013) said that performance results from a certain work process in a planned manner at time and place of employee and organization. Dharma (2012) defined performance as something done, a product or service produced or provided by a person or group. Performance becomes a measure for someone in his work. Performance is the foundation for productivity and contributes to achievement of organizational goals. The criteria for added value are used in many companies to evaluate the benefits of a job and/or position. The performance of each worker must have added value to an organization for the resources usage.

Performance is a behavior quality with tasks and work orientation. This means that employees' performance in an organization is determined by employees' attitudes and behavior towards their work and employees' orientation in their work. Limawando (2013) defined performance as the results achieved on implementing certain tasks. Each person's performance is affected by many factors that can be classified into three groups, namely the individual competence of the person, organizational support, and management support. These definitions show that performance results from a worker's

actions following his work and supervised by certain people, namely a supervisor or leader, and support from the organization.

**Conceptual Framework**

The conceptual framework of this research was built from the results of several previous studies and a review of the theory. To explain the above theory and dimensions, a research framework is shown in Figure 1.



**Figure 1. Research Conceptual Framework**

**Hypotheses**

- H1: The training affects the work motivation of the APIP Regional Inspectorate of Malang City.
- H2: Non-Physical work environment affects the work motivation of the APIP Regional Inspectorate of Malang City.
- H3: The training affects the performance of the APIP Regional Inspectorate of Malang City.
- H4: Non-Physical work environment affects the performance of the APIP Regional Inspectorate of Malang City.
- H5: Work motivation affects on the performance of the APIP Regional Inspectorate of Malang City.
- H6: Work motivation mediates the effect of training on the performance of the APIP Regional Inspectorate of Malang City.
- H7: Work motivation mediates the effect of the work environment on employees of APIP Regional Inspectorate of Malang City.

## **METHODOLOGY**

The research is located at the Regional Inspectorate of Malang City. This research took place from September 2020 to December 2020. The research population was the APIP of Regional Inspectorate at Malang City in 2020 with 44 people. The samples are taken based on the entire existing population. Therefore, sampling uses census method. The census method was chosen because the population studied was not too large. This allows the research to be more accurate because the entire population is used as a sample.

The data collection uses a questionnaire given directly to respondents, namely APIP Regional Inspectorate of Malang City, with 44 employees. Measurements were made by a 5-point Likert scale starting from scores of 5 for Strongly Agree, 4 for Agree, 3 for Moderately Agree, 2 for Disagree and 1 for Strongly Disagree.

The accuracy and consistency of an instrument are determined by the validity and reliability test of each question item. The validity level of the research instrument was tested using Pearson's product-moment correlation technique. Data is valid if the value  $\alpha < 0.05$  (Ghozali, 2017). Reliability test is a tool to measure a questionnaire as an indicator of a variable or construct. A questionnaire is reliable if a person's answer to a question is consistent or stable over time (Ghozali, 2017). A construct is reliable if it gives a Cronbach Alpha value  $> 0.60$  (Ghozali, 2017).

Priyatno (2017) stated that path analysis was a multiple linear regression with standardized variables. Therefore, the path coefficient is a standardized coefficient of beta. So, before conducting the path analysis, a classical assumption test was done. The classical assumptions consist of normality, multicollinearity, and heteroscedasticity.

## **RESULTS AND DISCUSSION**

The validity test results show that the correlation between the scores of each indicator and the total score of each variable is less than 0.05. This means that indicator is can reflect the variables. Therefore, the data collected shows are valid. The reliability test results showed that Cronbach's Alpha value of each variable exceeded 0.6. This shows that the data collected is reliable.

The classical multicollinearity assumption test results show that VIF values are less than 10. This means that there is no multicollinearity. The classical assumption of heteroscedasticity test results show an image that does not form a certain pattern or shows an irregular image. This indicates that there is no heteroscedasticity. The normality test results using a scatter plot show that points follow a diagonal line. This means that data is distributed normally. The next stage is multiple regression and path analysis. The results are shown in Table 1.

**Table 1. Summary of Multiple Regression and Path Analysis Results**

Description	Path Coefficient	p-value (sig value)	Description
Training →Motivation	1.164	0.000	Take effect
Non-physical environment →Motivation	1.177	0.000	Take effect
Training →Performance	0.396	0.000	Take effect
Non-physical environment →Performance	0.269	0.000	Take effect
Work motivation →Performance	0.451	0.000	Take effect
Training →Work motivation →Performance	$(1.164 \times 0.451) = 0.520 > 0.396$		Increasing the effect of training on performance
Non-physical environment →Work motivation →Performance	$(1.177 \times 0.451) = 0.531 > 0.269$		Increasing the effect of the non-physical environment on performance

**Hypothesis Test Results**

The testing results of the first hypothesis show that the coefficient value of training on work motivation is positive at 1.164 with a significance value of  $0.000 < 0.05$ . This indicates that first hypothesis that training affects on work motivation is accepted. It is proven that training can affect work motivation, thus supporting the research of Rahmawati (2016), Andayani & Makian (2016), and Hakim (2017) that training has a significant effect on work motivation.

The testing results of second hypothesis indicate that the coefficient value of non-physical environment on work motivation is positive at 1.177 with a significance value of  $0.000 < 0.05$ . This shows that the second hypothesis that the non-physical environment affects work motivation is accepted. This study results prove that the Non-Physical Environment can affect work motivation, thus supporting the research results of Simmamora (2016), Josephine & Harjanti (2017), Lestari & Chaniago (2017), who find that the non-physical environment has a significant effect on work motivation.

The testing results of the third hypothesis show that the coefficient value of training on performance is positive at 0.396 with a significance value of  $0.000 < 0.05$ . This shows the third hypothesis that training effects on performance is accepted. These results prove that training can affect performance, thus supporting the research results of Rahmawati (2016), Andayani and Makian (2016), and Hakim (2017), who found that training had a significant effect on performance.

The testing results of fourth hypothesis indicate that the coefficient value of non-physical environment on performance is positive at 0.269 with a significance value of  $0.000 < 0.05$ . This shows that the fourth hypothesis that the non-physical environment affects performance is accepted. The study results prove that a Non-Physical

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Environment can affect performance, thus supporting Lestari & Chaniago's research (2017) which finds that the non-physical environment has a significant effect on performance.

The results of testing the fifth hypothesis indicate that the path coefficient value of work motivation on performance is positive at 0.451 with a significance value of  $0.000 < 0.05$ . This shows that the fourth hypothesis that works motivation affects performance is accepted. The results of the above analysis indicate that work motivation effects performance. The results of the current study support the research of Hakim (2017), Rahmawati (2016), and Halim (2016), who find that work motivation has a significant effect on performance.

The testing results of the sixth hypothesis show that the value of the training path coefficient on performance mediated by work motivation is positive at 0.520 with a significance value of  $0.000 < 0.05$ . This shows that the sixth hypothesis that training affects performance through work motivation is accepted. The above analysis results indicate that work motivation becomes a mediation variable to increase the effect of training on performance. This study results support the research of Hakim (2017), Rahmawati (2016), and Halim (2016), who found that work motivation mediates the effect of training on performance.

The seventh hypothesis's testing results indicate that the path coefficient value of non-physical environment on performance mediated by work motivation is positive 0.531 with a significance value of  $0.000 < 0.05$ . This indicates the accepted seventh hypothesis that the non-physical work environment affects performance through work motivation. The analysis results indicate that work motivation becomes a mediation variable to increase the effect of training and non-physical environment on performance. This study's results support the research of Hakim (2017), Rahmawati (2016), and Halim (2016), who found that work motivation mediates the effect of a non-physical environment on performance.

## **CONCLUSION**

Training affects work motivation. It is proven that training can affect work motivation. The non-physical environment affects work motivation. This study's results prove that a Non-Physical Environment can affect work motivation. Training affects performance. These results prove that training can affect performance. The non-physical environment affects performance. The study results prove that a Non-Physical Environment can affect performance.

Work motivation affects performance. The results of above analysis indicate that work motivation affects performance. Training affects performance through work motivation. The above analysis results indicate that work motivation becomes a mediation variable to increase the effect of training on performance. The non-physical environment affects performance through work motivation. The analysis results indicate that work motivation becomes a mediation variable to increase the effect of training and non-physical environment on performance.



Based on the above conclusions, suggestions can be made. Improving work motivation and employee performance needs to be done through competent training and creating a good work environment. Therefore, APIP Regional Inspectorate of Malang City should choose a qualified and reliable trainer in order the material presented is easy to understand and has added value for APIP Regional Inspectorate of Malang City in carrying out their duties. Supervision by leadership needs to be improved because the research results do not provide a sense of security so that APIP Regional Inspectorate of Malang City feels comfortable and safe in carrying out their duties. Management should organize and involve APIP Regional Inspectorate of Malang City in various events for self-development and continuously hold rewards or awards for outstanding APIP Regional Inspectorate of Malang City.

This study has several weaknesses that need to be improved in future research. First, this study still uses the population and sample at one institution; research should use several institutions to increase generalizability. This research still uses path analysis which was developed from multiple regression analysis. The results obtained are still not optimal because they cannot examine the effects of each indicator. Future research should use more precise path analysis tools such as PLS or AMOS by adding more variables such as work motivation or incentive.

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