

Advances: Jurnal Ekonomi & Bisnis

<https://advancesinresearch.id/index.php/AJEB>

This Work is Licensed under a Creative Commons Attribution 4.0 International License



Motivation, Training, Work Environment and Compensation on Employee Performance



Yason Yikwa Mofu¹ Muhamad Yamin Noch² Khusnul Khotimah[✉]

[✉] Universitas Yapis Papua, Jayapura, Papua, 99113, Indonesia

^{1,2} Universitas Yapis Papua, Jayapura, Papua, 99113, Indonesia

Received: 2024, 06, 17 Accepted: 2024, 07, 31

Available online: 2024, 08, 03

Corresponding author. Khusnul Khotimah

[✉] khusnul.khotimah1978@gmail.com

KEYWORDS	ABSTRACT
<p>Keywords: Motivation; Training; Work Environment; Compensation; Performance of Assistance Workers.</p> <p>Conflict of Interest Statement: The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2024 AJEB. All rights reserved.</p>	<p>Purpose: This study explores the influence of motivation, training, work environment, and compensation on the performance of social assistants in the Joint Business Groups (KUBE) program in Papua. It seeks to answer how these factors individually and collectively impact the effectiveness of social assistants in enhancing community welfare.</p> <p>Research Design and Methodology: Utilizing an explanatory research design, this quantitative study employed a survey model with questionnaires distributed to 87 social assistants in Jayapura City, Jayapura Regency, Keerom Regency, and Sarmi Regency. The research examined the relationships between motivation, training, work environment, and compensation as independent variables and social assistants' performance as the dependent variable. Data analysis included validity, reliability, classical assumption tests, and multiple regression analysis using SPSS.</p> <p>Findings and Discussion: The results indicate that motivation, training, work environment, and compensation significantly impact the performance of social assistants both individually and collectively. Motivation enhances commitment and task outcomes; training improves technical skills and confidence; a supportive work environment boosts productivity, and fair compensation increases job satisfaction. These findings align with existing theories and underscore the importance of these factors in optimizing employee performance in social assistance programs.</p> <p>Implications: The study suggests that integrated strategies encompassing motivation programs, continuous training, supportive work environments, and fair compensation are crucial for enhancing the performance of social assistants. Policymakers and managers should focus on these areas to improve the effectiveness of social assistance programs and ultimately enhance community welfare in Papua. Future research should investigate the long-term effects and potential mediating factors to refine these strategies further.</p>

Introduction

Poverty remains a central issue in every country, including Indonesia, where it poses significant challenges that require urgent and prioritized solutions. As the primary agent of state authority, the Indonesian government is expected to provide adequate measures to tackle poverty, as mandated by the 1945 Constitution, article 27, Paragraph 2, which asserts that every citizen is entitled to a livelihood worthy of humanity. This principle underscores the need for citizens to access adequate employment and a decent standard of living. However, poverty is a condition characterized by an

inability to meet the minimum requirements for living, particularly in terms of consumption and income (Kadji, 2012). This condition often results in low education, productivity, income, health, and nutrition levels, creating a cycle of helplessness (Statistics Indonesia, 2021). According to the Central Statistics Agency (BPS) of Papua Province, the percentage of poor residents increased from 26.64% in March 2020 to 26.80% in September 2020 (Eko Prasetya, 2021). To address this issue, the government has implemented programs such as the Economic Productive Business Social Assistance (UEP) for Joint Business Groups (KUBE), which aim to improve social welfare through empowerment activities and facilitation (Minister of Social Affairs Regulation No. 2 of 2019). Social assistants, or "Pendamping Sosial KUBE," are crucial in guiding these initiatives, including forming groups, verifying aid recipients, and providing technical and motivational guidance (Regulation No. 02, 2019).

Recent research has explored various factors influencing the performance of social assistants, particularly in programs like the Family Hope Program (PKH). Studies have consistently highlighted the importance of motivation, training, work environment, and compensation. For instance, motivation has been shown to significantly affect the productivity and commitment of social assistants, facilitating their roles in guiding community members toward productive economic activities (Aminudin, 2023; Syarif et al., 2023). Similarly, training has been identified as a critical factor in enhancing the skills and competencies of social assistants, leading to better implementation of social programs (Alimuddin, 2022; Raihan et al., 2022). The work environment also plays a crucial role, as a supportive and well-equipped setting can enhance job satisfaction and performance (Hapsari et al., 2022; Setiawati & Putra, 2022). Moreover, compensation, including fair wages and benefits, is essential for maintaining high morale and motivation among social assistants (Dahlia & Fadli, 2022; Fitriana et al., 2022). Despite these findings, limitations persist in recent studies. For example, the variability in the results concerning motivation's impact on performance suggests a need for more nuanced understanding and context-specific investigations (Margaretta et al., 2022; Ghulam & Fitri, 2022). Additionally, while training is widely recognized as beneficial, its effectiveness may vary depending on the content and delivery methods, as noted by (Syarifuddin et al., 2021; Marjaya & Pasaribu, 2019). The influence of the work environment and compensation on performance also appears inconsistent across different studies, indicating that other mediating factors might be at play (Lesmana et al., 2023; Meyrisca et al., 2022). These discrepancies highlight the need for further research to refine our understanding of how these factors interact and influence the performance of social assistants in diverse settings.

Despite the progress in understanding the factors influencing the performance of social assistants, significant gaps still need to be discovered. One of the primary gaps is the need for more consistent findings regarding the impact of motivation on performance. While some studies, such as those by (Aminudin, 2023; Syarif et al., 2023), report a positive and significant relationship, others like (Margaretta et al., 2022; Ghulam & Fitri, 2022) find no significant impact. This discrepancy suggests that the influence of motivation may be context-specific, varying based on organizational culture, individual characteristics, or the nature of the social assistance programs. Additionally, there is variability in training outcomes, as noted by (Syarifuddin et al., 2021; Marjaya & Pasaribu, 2019) indicate a need for more detailed studies considering training programs' quality, relevance, and delivery methods. Though recognized as necessary, the role of the work environment shows mixed results in its impact on performance. Research by (Lesmana et al., 2023; Meyrisca et al., 2022) suggests that other factors, such as job satisfaction or organizational support, may mediate this relationship. Similarly, compensation's role in enhancing performance, while generally positive, as shown by (Dahlia & Fadli, 2022), requires further exploration to understand the conditions under which it is most effective. These gaps highlight the need for more comprehensive and nuanced research that can clarify the interactions between these factors and their impact on the performance of social assistants.

Given the identified gaps in existing research, this study aims to explore the influence of motivation, training, work environment, and compensation on social assistants' performance in the Joint Business Groups (KUBE) program in Papua. The research seeks to answer the following questions: (1) How does motivation affect the performance of these social assistants? (2) What is the impact of training on their performance? (3) How does the work environment influence their effectiveness? (4) What role does compensation play in enhancing their performance? (5) How do these factors

collectively impact the performance of social assistants? The study's objectives are to comprehensively analyze these factors, offering new insights into their roles and interactions within the unique context of social services in Papua. The novelty of this research lies in its focus on the public sector, specifically examining the dynamics within a government-led social assistance program, which is often underrepresented in existing literature that tends to focus on private sector contexts. Additionally, the geographical focus on Papua, a region with distinct socio-economic challenges, adds a critical dimension to understanding how these factors play out in varying local contexts. By including the work environment as a variable, the study aims to provide a more holistic view of the factors affecting performance, considering both internal motivators and external conditions. This approach is expected to uncover unique insights into how different environments and organizational settings influence the effectiveness of social assistants, thus providing evidence-based recommendations for enhancing the efficacy of social assistance programs. The findings inform policy and practical interventions tailored to the specific needs of similar regions and contexts.

Literature Review

Performance

Performance, as defined by Ondi et al., (2023), refers to the quality and quantity of work an employee achieves in carrying out their duties, aligned with the authority and responsibilities entrusted to them. This definition emphasizes the importance of achieving organizational goals legally and ethically. Adi, (2023) describes performance as the output of an activity or job involving specific skills and energy within a certain timeframe. The essence of employee performance lies in its observability and measurability, highlighting the significance of evaluating performance based on objective and regular assessments (Ramadani, 2018). Key performance indicators include work quality, which measures how well an employee performs their tasks; work quantity, reflecting the speed and volume of work; task execution, indicating accuracy; and responsibility, denoting the employee's awareness of their obligations (Mangkunegara, 2011). Performance assessment involves collecting data on employee performance over an evaluation period and comparing it against established standards (Adi, 2023). This systematic evaluation helps identify strengths and weaknesses, guiding rewards, promotions, and placement decisions. The primary goals of performance assessment are twofold: past-oriented goals include controlling employee behavior through rewards and sanctions, while future-oriented goals focus on helping employees understand their strengths and weaknesses, fostering a collaborative relationship between employees and supervisors, and preparing employees for higher responsibilities (Ramadani, 2018). This comprehensive approach to performance management is crucial for continuous improvement and aligning employee efforts with organizational objectives (Enyinna, 2023).

Motivation

Motivation is fundamental in understanding employee behavior and organizational effectiveness (Bahasoan & Baharuddin, 2023). Ahmad (2021) articulates that motivation is a process that involves physiological or psychological drives aimed at achieving specific goals, often influenced by incentives. This intrinsic and extrinsic motivation is crucial for aligning individual and organizational interests, as highlighted by Hasibuan (2014), who notes that motivation involves the drive to encourage employees to work diligently and achieve optimal performance. Motivation is essential to increase work enthusiasm, employee morale, productivity, and overall job satisfaction (Somava, 2021). It also plays a critical role in maintaining stability, enhancing discipline, and fostering a positive work environment. The benefits of motivation, as outlined by Hasibuan, (2014), include improved job performance, a greater sense of responsibility, adherence to rules, honesty, and teamwork. Effective motivation strategies help bridge the gap between individual expectations and organizational goals, fostering a conducive environment for cooperation and productivity (Bukhari et al., 2023). The factors influencing motivation can be categorized into content theories, which focus on internal and external stimuli that drive behavior, and process theories, which examine the mechanisms by which individuals make motivational choices. These theories underscore the importance of understanding both the internal needs of employees and the external incentives provided by the organization, emphasizing the need

for a balanced approach to motivation that includes both rewards and punishments. This comprehensive understanding of motivation is vital for developing strategies that enhance employee engagement and performance in any organizational setting.

Training

Training is a critical component in enhancing the capabilities of human resources, essential for maintaining competitiveness in a rapidly evolving business environment (Awoitau et al., 2024). As Manullang (2012) notes, training involves a learning process that encompasses the mastery of skills, concepts, rules, or attitudes necessary to improve employee performance. It is not merely a cost but an investment in human capital that benefits the entire organization. Wahyuningsih (2019) emphasizes that training is a series of activities designed to systematically enhance an individual's skills and knowledge, fostering professional performance in their respective fields. Similarly, Ramadani (2018) describes training as a systematic process to modify employee behavior to achieve organizational goals, focusing on developing the skills and abilities required for current job tasks. The importance of training is underscored by several factors, including workforce quality, global competition, technological changes, and demographic shifts (Li, 2022). These elements necessitate continuous training to ensure employees are well-prepared and adaptable to changing job requirements. New employees require training to understand their roles and responsibilities as outlined in their job descriptions. Manullang, (2012) identifies several principles of practical training, such as accommodating individual differences, aligning training with job analysis, fostering motivation, encouraging active participation, and selecting appropriate trainees and trainers. These principles highlight the need for tailored training programs that consider employees' diverse backgrounds and learning needs and the critical role of skilled trainers in delivering practical training.

Work Environment

The work environment is crucial in influencing employee performance, as it encompasses the physical and psychological conditions in which employees carry out their daily activities (Ismail, 2023). Syper-Jędrzejak, (2020) suggests that a conducive work environment provides security and comfort, enabling employees to perform their tasks optimally. When employees are satisfied with their work environment, they are more likely to remain engaged and use their time effectively, which enhances productivity (Massoudi & Hamdi, 2017). A good work environment includes all aspects that directly and indirectly affect employees, such as physical space, interpersonal relationships, and organizational culture (Sundstrom, 1986). These elements can significantly impact employee well-being and efficiency. An optimal work environment fosters comfort and encourages employees to perform their tasks to the best of their abilities. In contrast, a poor environment can lead to dissatisfaction, stress, and reduced productivity (Massoudi & Hamdi, 2017). The work environment is critical for individual employee performance and overall productivity. It is a foundation for effective work habits and contributes to employees' psychological comfort and satisfaction (Syper-Jędrzejak, 2020). The impact of the work environment on employee performance underscores the importance of creating a supportive and well-equipped workplace. This approach helps employees perform their duties effectively, leading to higher productivity and a more positive organizational culture. This understanding aligns with contemporary perspectives that emphasize the significance of environmental factors in shaping employee behavior and organizational outcomes.

Compensation

Compensation is critical in motivating employees and enhancing organizational performance (Aji & Akbardin, 2024). As Hasibuan (2014) defines, compensation encompasses all forms of income, including cash and non-cash benefits, provided to employees in return for their services. Recognizing employee contributions and encouraging them to excel in their roles is essential. Mahato & Kaur, (2023) emphasize that compensation rewards employees' efforts and dedication toward achieving the company's goals. The primary objectives of compensation include rewarding employee performance, ensuring equitable pay, retaining talent, attracting quality employees, controlling costs, and complying with regulations (Bhattacharyya, 2009). Effective compensation management involves evaluating job roles, conducting market surveys to ensure external equity, and determining fair pay

scales based on internal and external factors. Compensation can be categorized into direct financial compensation (such as salaries, bonuses, and stock options), indirect financial compensation (such as health insurance, retirement plans, and paid leave), and non-financial compensation (such as job satisfaction, recognition, and a positive work environment) (Sukmakirana & Nurwanti, 2022). Each type of compensation plays a vital role in fulfilling employees' financial and psychological needs, enhancing job satisfaction and loyalty. The benefits of a well-structured compensation system include increased motivation, improved job performance, higher employee retention, and a competitive edge in the labor market (Mendoza et al., 2018). It also simplifies administrative processes and ensures legal compliance. In the competitive business landscape, a strategic approach to compensation is crucial for maintaining a motivated and high-performing workforce, ultimately driving organizational success.

Research Design and Methodology

This study employs an explanatory research design to explain the relationships and effects between variables through hypothesis testing (Sugiyono, 2017). It adopts a quantitative approach, utilizing empirical measurement and theoretical frameworks. The research utilizes a survey model with questionnaires to gather data on individual opinions. Specifically, the study examines the impact of motivation, training, work environment, and compensation on the performance of assistants in joint business groups at the Social Services Department of Population Civil Records (KPCS) in Papua Province. The research is conducted at the KPCS offices in Jayapura City, Jayapura Regency, Keerom Regency, and Sarmi Regency. The population consists of 87 social assistants across these locations, and a complete sampling method is used, including all 87 assistants. The independent variables include motivation (X1), training (X2), work environment (X3), and compensation (X4), with employee performance (Y) as the dependent variable. Data collection involves primary data from questionnaires and secondary data from literature sources. The validity and reliability of the data are tested using SPSS, ensuring that the instruments accurately measure the intended variables. The study also employs classical assumption tests, including normality, multicollinearity, and heteroskedasticity tests, to ensure the robustness of the regression model. Hypotheses are tested using multiple regression analysis, with significance determined through t-tests, F-tests, and the coefficient of determination (R^2), assessing the explanatory power of the independent variables on the dependent variable.

Findings and Discussion

Findings

To test the validity of the questionnaire items, each question's Pearson correlation coefficient with the total score was calculated. This coefficient was then compared with the critical r value from the Pearson Product Moment table, with a degree of freedom and significance level. Items with a correlation coefficient more significant than the critical value ($r = 0.2133$ for $N = 84$) were deemed valid. The analysis, performed using SPSS version 26.0, assessed the validity of each item. Reliability testing was conducted only on valid questions to determine the consistency and reliability of the measurement. This was measured using Cronbach's alpha, which indicates the instrument's reliability. Sugiyono (2017) states that an alpha value between 0.81 and 1.00 signifies high reliability, while values below this range indicate varying reliability. Sujarweni (2014) suggests that an Alpha > 0.80 is considered reliable.

Based on Table 1, the reliability test results for each variable show Cronbach's Alpha values greater than 0.70, indicating that the statements in the questionnaire are highly reliable. All items for the variables motivation (X1), training (X2), work environment (X3), compensation (X4), and the performance of social assistants (Y) have a product-moment correlation or r -value more significant than the critical value (R-Table) of 0.2133 at a significance level of 0.05. This suggests that all statements in the study are valid, as each item's Corrected Item-Total Correlation exceeds the threshold.

Table 1. Validity and Reability Test Results

Variable	Item	r-Value	r-Table	Sig	Validity	Cronbach's Alpha	Reliability
Employee Performance	Y ₁	0,534	0,2133	0,000	Valid	0.757	Reliable
	Y ₂	0,330	0,2133	0,002	Valid		
	Y ₃	0,302	0,2133	0,008	Valid		
	Y ₄	0,295	0,2133	0,007	Valid		
	Y ₅	0,388	0,2133	0,000	Valid		
	Y ₆	0,485	0,2133	0,000	Valid		
	Y ₇	0,326	0,2133	0,004	Valid		
	Y ₈	0,358	0,2133	0,001	Valid		
	Y ₉	0,639	0,2133	0,000	Valid		
	Y ₁₀	0,591	0,2133	0,000	Valid		
	Y ₁₁	0,562	0,2133	0,000	Valid		
	Y ₁₂	0,673	0,2133	0,000	Valid		
	Y ₁₃	0,521	0,2133	0,000	Valid		
	Y ₁₄	0,431	0,2133	0,000	Valid		
Motivation	X1.1	0,741	0,2133	0,000	Valid	0.817	Reliable
	X1.2	0,784	0,2133	0,000	Valid		
	X1.3	0,785	0,2133	0,000	Valid		
	X1.4	0,743	0,2133	0,000	Valid		
	X1.5	0,863	0,2133	0,000	Valid		
Training	X _{2.1}	0,806	0,2133	0,000	Valid	0.775	Reliable
	X _{2.2}	0,753	0,2133	0,000	Valid		
	X _{2.3}	0,400	0,2133	0,000	Valid		
	X _{2.4}	0,574	0,2133	0,000	Valid		
	X _{2.5}	0,805	0,2133	0,000	Valid		
	X _{2.6}	0,713	0,2133	0,000	Valid		
	X _{2.7}	0,556	0,2133	0,000	Valid		
	X _{2.8}	0,521	0,2133	0,000	Valid		
	X _{2.9}	0,474	0,2133	0,000	Valid		
	X _{2.10}	0,692	0,2133	0,000	Valid		
	X _{2.11}	0,570	0,2133	0,000	Valid		
	X _{2.12}	0,630	0,2133	0,000	Valid		
Work Environment	X3.1	0,541	0,2133	0,000	Valid	0.846	Reliable
	X3.2	0,611	0,2133	0,000	Valid		
	X3.3	0,801	0,2133	0,000	Valid		
	X3.4	0,813	0,2133	0,000	Valid		
	X3.5	0,660	0,2133	0,000	Valid		
	X3.6	0,686	0,2133	0,000	Valid		
Compensation	X4.1	0,759	0,2133	0,000	Valid	0.843	Reliable
	X4.2	0,803	0,2133	0,000	Valid		
	X4.3	0,687	0,2133	0,000	Valid		
	X4.4	0,717	0,2133	0,000	Valid		
	X4.5	0,690	0,2133	0,000	Valid		
	X4.6	0,727	0,2133	0,000	Valid		
	X4.7	0,696	0,2133	0,000	Valid		
	X4.8	0,690	0,2133	0,000	Valid		
	X4.9	0,710	0,2133	0,000	Valid		
	X4.10	0,751	0,2133	0,000	Valid		

Source: Data Processing 2024

The normality test serves to test whether, in the form of a regression model, confounding variables have a normal distribution. A good regression model is a normal or near-normal data distribution.

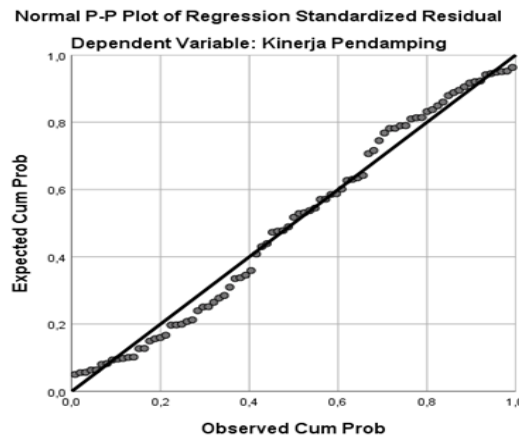


Figure 1. Normal Plot Regresi Standar Residual

Source: Data Processing 2024, SPSS 26.0 for windows

Based on Figure 1 of the normality test results above, it can be concluded that the data is normally distributed, and the regression model is suitable for use in this study. The Normal P-P Plot graph shows that the points spread around the diagonal line, and the distribution follows the direction of the diagonal line, fulfilling the assumption of normality.

The multicollinearity test is used to determine whether or not there is a correlation between the independent variables in the regression model. A good regression model does not contain multicollinearity. Detecting multicollinearity can see the tolerance value and variant inflation factor (VIF) as benchmarks. If the tolerance value is ≥ 0.10 and the VIF value is ≤ 10 , it can be concluded that there is multicollinearity in the study.

Table 2. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Motivation	0.448	2.232
Training	0.347	2.886
Work Environment	0.740	1.352
Compensation	0.711	1.407

Source: Data Processing 2024

Table 2 above obtained the tolerance value of motivation (X1) of 0.448, training (X2) of 0.347, work environment (X3) of 0.740, and compensation (X4) of 0.711 where the tolerance level of each variable is more significant than 0.10 while the VIF value of motivation (X1) is 2.232, training (X2) of 2.886, work environment (X3) of 1.352 and compensation (X4) of 1.407, it can be concluded that each independent variable has a value ≤ 10 , where. The Tolerance value is more significant than 0.50; this indicates that each independent variable used in this study does not show any symptoms of multicollinearity, and this also explains that all variables can be used as mutually independent variables, so it can be concluded that there is no multicollinearity in the independent variables in this study.

The heteroskedasticity test aims to determine if the disturbance errors have a constant variance. This study uses a residual plot to compare the regression studentized residual with the predicted value of the independent variables. If the residual distribution does not increase with the predicted value, it indicates homoskedasticity. A good model shows no heteroskedasticity. The scatterplot, with the X-axis as predicted Y and the Y-axis as standardized residuals, shows no clear pattern and scattered points around zero, indicating no heteroskedasticity. The scatterplot for this study is shown in Figure 2.

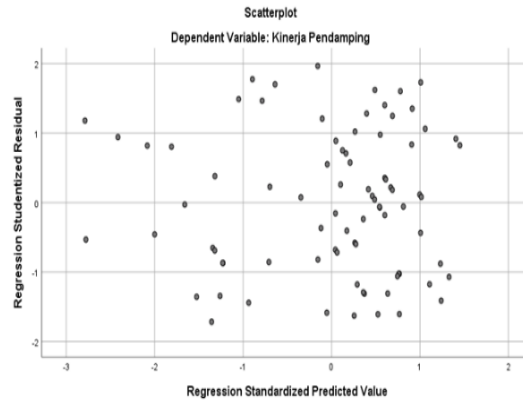


Figure 2. Heteroscedasticity Test Result

Source: Data Processing 2024

In Figure 2, the scatterplot graph above shows that the data points are spread above and below the number 0 on the Y-axis. This indicates that the regression model is not heteroscedastic.

In this study, the analysis method used is multiple linear regression analysis. Multiple regression analysis measures the strength of the relationship between one or more variables. It shows the direction of the relationship between the dependent and independent variables. The regression equation can be seen in Table 3.

Table 3. Multiple Linear Regression and t Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	29033	1.901		15.270	0.000
Motivation (X1)	0.356	0.100	0.275	3.568	0.001
Training (X2)	0.220	0.055	0.350	3.991	0.000
Work Environment (X3)	0.137	0.064	0.129	2.146	0.035
Compensation (X4)	0.258	0.044	0.359	5.852	0.000

Source: Data Processing 2024

From Table 3, the above can be obtained regression equation model

$$Y = a + b1X1 + b2X2 + b3X3 + b4X4 + e.$$

Produces a regression equation model based on the results of the analysis:

$$Y = 29.033 + 0.356X1 + 0.220X2 + 0.137X3 + 0.258X4 + e$$

from the results of this Equation model show the following interpretation:

The constant value of 29.033 indicates a positive baseline, suggesting that the performance of social assistants at the Department of Population and Civil Records in Papua Province increases by 290.33 units, or 290.33%, independent of motivation (X1), training (X2), work environment (X3), and compensation (X4) variables. The regression coefficient for motivation (X1) is 0.356, meaning a one-unit increase in motivation improves the performance of social assistants by 0.356 units or 3.56%, assuming other variables remain constant. Similarly, the coefficient for training (X2) is 0.220, indicating that a one-unit increase in training enhances performance by 0.220 units or 2.20%. The work environment variable (X3) has a regression coefficient of 0.137, showing that a one-unit improvement in the work environment leads to a 0.137 unit or 1.37% increase in performance. Lastly, the compensation variable (X4) has a coefficient of 0.258, meaning a one-unit increase in compensation results in a 0.258 unit or 2.58% increase in performance, assuming all other factors are constant.

The t-test (partial) was employed to evaluate the hypothesis concerning the individual impact of the independent variables—motivation (X1), training (X2), work environment (X3), and compensation (X4)—on the dependent variable, which is the performance of social assistants. With a significance

threshold set at 5% ($\alpha = 0.050$), the analysis results indicate that all these independent variables significantly affect the dependent variable. The findings show that the motivation variable (X1) has a significant level of 0.001, less than 0.05, and a t-value of 3.568, exceeding the t-table value of 1.664. This suggests that increased motivation significantly improves the performance of social assistants at the Department of Population and Civil Records in Papua Province, confirming the first hypothesis. Similarly, the training variable (X2) has a significant value of 0.000 and a t-value of 3.155, more significant than the t-table value, indicating that training also significantly influences performance, thereby supporting the second hypothesis. The work environment variable (X3) yielded a significant level of 0.035 and a t-value of 2.146, again surpassing the critical t-value, which indicates that the work environment plays a significant role in enhancing the performance of these assistants. This confirms the third hypothesis. The compensation variable (X4), with a significance value of 0.000 and a t-value of 5.852, not only exceeds the t-table value but also emerges as the most influential factor among the variables studied. This supports the fourth hypothesis, highlighting that adequate compensation is crucial for improving performance. Thus, all hypotheses were accepted, underscoring the critical roles of motivation, training, work environment, and compensation in enhancing the performance of social assistants in this context.

To test the hypothesis of the simultaneous effect of independent variables—motivation (X1), training (X2), work environment (X3), and compensation (X4)—on the dependent variable, the performance of social assistants (Y), a significance level of 5% ($\alpha = 0.050$) was used. If the significance value (p-value) is less than 0.05, H_0 is rejected, and H_a is accepted. The coefficient of determination measures how well the model explains the independent variables' influence on the dependent variable. This analysis assesses the goodness-of-fit for the regression model, as detailed in Table 5.20, focusing on social assistants at the Department of Population and Civil Records in Papua Province.

Table 4. Coefficient of Simultaneous Significance Test (F Test) and Determination Analysis (R^2) Test Result

Model	Sum of Squares	df	Mean Square	F	Sig.	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1 Regression	1100.409	4	275.102	74.215	.000b	.890a	.792	.781	1.92531	2.092
Residual	289.133	78	3.707							
Total	1389.542	82								

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Compensation, Work Environment, Motivation, Training

Source: Data Processing 2024

The analysis using SPSS version 26.0 revealed an F-value of 74.215, significantly higher than the critical value of 2.32, with a p-value of 0.000, less than the significance level of 0.05. This indicates that the independent variables—motivation (X1), training (X2), work environment (X3), and compensation (X4)—significantly influence the performance of social assistants (Y) at the Department of Population and Civil Records in Papua Province. The adjusted R^2 value of 0.781 suggests that these variables explain 78.1% of the variance in performance. In comparison, the remaining 21.9% is influenced by other factors not included in this study, such as education, work discipline, competence, job satisfaction, career development, work culture, and leadership.

Discussion

Motivation on the employee performance

The research findings indicate that motivation significantly influences the performance of social assistants working. This outcome underscores the critical role of motivation in enhancing the effectiveness and efficiency of these assistants in their support and empowerment activities. As a driving force within individuals, motivation aligns with fundamental organizational goals and the workforce's needs. High motivation among social assistants leads to increased commitment, proactive engagement, and a stronger drive to achieve optimal task outcomes. These findings support the hypothesis that motivation positively impacts the performance of social assistants. This aligns with the theories suggesting that motivated employees are likelier to exhibit high performance and dedication. The research corroborates previous studies by (Aminudin, 2023; Syarif et al., 2023; Raihan et al., 2022;

Fitriana et al., 2022), which also found a significant positive correlation between motivation and employee performance. However, it contrasts with studies by (Margaretta et al., 2022; Ghulam & Fitri, 2022), which reported no significant effect of motivation on performance. These divergent findings suggest the need for further research to explore the nuances of how motivation affects performance in different contexts. The results highlight the importance of maintaining and enhancing motivation among social assistants through continuous training, recognition, and supportive work environments. This can lead to more effective program implementation and more significant community impact. Motivation is crucial in achieving high performance; organizations should prioritize motivational strategies to ensure sustained employee engagement and productivity.

Training on employee performance

The research demonstrates that training significantly enhances the performance of social assistants. Training is recognized as a vital investment in human capital, boosting skills, knowledge, and attitudes, increasing productivity and effectiveness. This finding supports the hypothesis that training positively impacts social assistants' performance, confirming its importance in empowering them to mentor and support business groups effectively. The study reveals that training improves the technical capabilities of social assistants, enabling them to address business management, financial, and marketing challenges more effectively. Additionally, training enhances motivation and confidence, fostering a collaborative work environment. These outcomes are consistent with previous studies by (Alimuddin, 2022; Nurmiyati & Guritno, 2022; Raihan et al., 2022; Syarif et al., 2023; Sembiring et al., 2021), which also found a positive correlation between training and performance. However, they contrast with the findings from (Syarifuddin et al., 2021; Meyrisca et al., 2022; Marjaya & Pasaribu, 2019) highlight the need for further research into how training interacts with other factors like organizational culture and support systems. Practically, these results emphasize the importance of ongoing training tailored to local needs, ensuring that social assistants are well-equipped to handle regional challenges. This approach will enhance their performance, support the Department's strategic goals, and improve community welfare. Further studies should investigate these interactions to develop more comprehensive strategies for performance enhancement.

Work environment on employee performance

The study's findings demonstrate that a conducive work environment significantly impacts the performance of social assistants working. This suggests that a supportive work environment, characterized by adequate facilities, comfortable workspaces, and necessary equipment, enhances the efficiency and effectiveness of social assistants in their roles. This finding supports the hypothesis that a positive work environment is crucial for optimal performance, aligning with theories emphasizing the importance of physical, social, and psychological workplace conditions. The results show that when social assistants feel comfortable and supported in their work environment, they are more focused and productive, leading to better outcomes for the business groups they support. This is consistent with previous studies by (Reza & Rahmizal, 2023; Darmawan, 2022) which found a significant positive relationship between work environment and employee performance. However, it contrasts with findings from (Lesmana et al., 2023; Mona & Kurniawan, 2022) who reported no significant impact of the work environment on performance. These mixed findings indicate the need for further research to explore the specific aspects of the work environment that most influence performance. The results suggest that improving the work environment through better facilities, ongoing training, and supportive policies can significantly enhance the performance of social assistants. Creating a healthy work environment with flexible work schedules, balanced workloads, and supportive infrastructure is crucial. Future studies should focus on understanding how different elements of the work environment affect performance, providing insights that can help design more effective strategies for improving workplace conditions and, ultimately, the performance of social assistants.

Compensation on the employee performance

The analysis indicates that compensation has a significant impact on the performance of social assistants. This suggests that appropriate compensation is crucial for enhancing the productivity and

dedication of these workers. Compensation encompasses direct financial rewards, such as salaries and bonuses, and indirect benefits, like health insurance and housing support, all contributing to employee satisfaction and motivation. The findings support the hypothesis that fair and adequate compensation boosts performance by increasing employee satisfaction and loyalty. This aligns with theories suggesting that well-compensated employees exhibit higher job satisfaction and motivation, leading to improved performance. The results are consistent with studies by (Dahlia & Fadli, 2022; Fitriana et al., 2022; Sembiring et al., 2021; Syarif et al., 2023; Syarifuddin et al., 2021) which also found a positive link between compensation and performance. However, these results contrast with those of (Marlius & Pebrina, 2022; Su'adah et al., 2022; Nurmiyati & Guritno, 2022; Meyrisca et al., 2022; Liana, 2020), which reported no significant impact. These findings highlight the need for the Department to assess and refine its compensation strategies continually. Ensuring that compensation is aligned with employee contributions can enhance motivation and job satisfaction, helping to retain and attract talented staff. Future research should explore how different types of compensation affect performance, considering factors such as intrinsic motivation and job satisfaction to develop more effective compensation policies.

Motivation, Training, Work Environment, and Compensation on Employee Performance

The research reveals that motivation, training, work environment, and compensation collectively significantly impact the performance of supporting personnel. This outcome aligns with foundational theories suggesting that these factors are essential for enhancing performance. Motivation is an internal drive that encourages individuals to excel, while practical training equips personnel with the necessary skills and knowledge, improving their readiness to tackle various challenges. A conducive work environment further amplifies this effect by fostering open communication, support, and a positive atmosphere, which boosts engagement and creativity. The study supports the hypothesis that these variables jointly influence performance, as evidenced by the simultaneous significant effect found through the F-test. This is consistent with the theories proposed by (Syarif et al., 2023; Ghulam & Fitri, 2022; Syarifuddin et al., 2021), which emphasizes the combined impact of motivation, training, and compensation on performance. Conversely, it contrasts with other studies like (Kholilah et al., 2023; Murti & Mutmainah, 2022) which individually highlight varying impacts of these factors. These findings suggest that the Social, Population, and Civil Registry Office should implement a comprehensive strategy integrating motivation programs, accessible training, supportive work environments, and fair compensation systems. This holistic approach will likely enhance the performance of supporting personnel, thereby contributing more effectively to organizational goals. Future research should investigate how these variables interact and affect performance to develop more effective strategies for improving employee outcomes.

Conclusion

This study investigated the impact of motivation, training, work environment, and compensation on the performance of support staff at the Social, Population, and Civil Registry Office of Papua Province. The findings indicate that each of these factors significantly affects the performance of the support staff. Specifically, motivation, training, work environment, and compensation were all found to have a substantial and positive influence on staff performance, individually and in combination.

The originality of this study lies in its comprehensive examination of how these four factors interact to enhance performance within a public sector organization. The research provides a holistic view of performance improvement strategies by addressing all these aspects simultaneously. The study highlights the importance of implementing integrated strategies encompassing motivation, effective training programs, a supportive work environment, and fair compensation. Such a multifaceted approach is crucial for enhancing staff performance and achieving organizational goals. This insight is valuable for policymakers and managers seeking to improve workforce effectiveness.

Despite its contributions, the study has certain limitations. It focused on a specific organization, which may limit the generalizability of the findings to other contexts. Additionally, the research did not explore the long-term effects of these factors on performance or the potential influence of external variables. Future research should address these limitations by examining similar variables

across different organizations and over extended periods. This will provide a more comprehensive understanding of how these factors impact performance in varied settings and contribute to the development of more effective strategies for workforce management.

References

- Adi, T. B. (2023). Participation in Budgeting and Motivation on Employee Performance. *Advances in Human Resource Management Research*, 1(1 SE-Articles), 34-44. <https://doi.org/10.60079/ahrmr.v1i1.41>
- Ahmad, S. (2021). Motivation and performance: A psychological process. *International Journal of Business and Management Research*, 9(2), 104-112. <https://doi.org/10.37391/IJBMR.090201>
- Aji, A. S. S., & Akbardin, M. (2024). Economic Insights into Workforce Dynamics: Analyzing Labor Supply, Demand, and Compensation. *Advances in Human Resource Management Research*, 2(2 SE-Articles), 113-126. <https://doi.org/10.60079/ahrmr.v2i2.305>
- Alimuddin, M. I. (2022). Pengaruh Pelatihan, Motivasi dan Organizational Citizenship Behavior terhadap Kinerja Pegawai pada Balai Besar Pendidikan Dan Pelatihan Kesejahteraan Sosial Makassar (BBPPKS). *YUME: Journal of Management*, 5(3), 677-685. <https://doi.org/10.37531/yume.vxix.346>
- Aminudin, A. (2023). Pengaruh Motivasi Kerja, Kompetensi Dan Kompensasi Terhadap Kinerja Karyawan Yayasan Pendidikan Islam Ummul Quro Al-Muqaromah Karawang. *Journal of Economic, Bussines and Accounting (COSTING)*, 6(2), 1488-1497. <https://doi.org/10.31539/costing.v6i2.4937>
- Awoitau, R., Noch, M. Y., & Khotimah, K. (2024). The Influence of Motivation, Training and Compensation on Employee Performance. *Advances in Human Resource Management Research*, 2(3 SE-Articles), 153-165. <https://doi.org/10.60079/ahrmr.v2i3.376>
- Bahasoan, S., & Baharuddin, I. (2023). Work Discipline, Work Motivation and Employee Performance. *Advances in Human Resource Management Research*, 1(2 SE-Articles). <https://doi.org/10.60079/ahrmr.v1i2.92>
- Bhattacharyya, D. K. (2009). *Compensation management*.
- Bukhari, S. G. A. S., Jamali, S. G., Larik, A. R., & Chang, M. S. (2023). Fostering intrinsic motivation among teachers: Importance of work environment and individual differences. *International Journal of School & Educational Psychology*, 11(1), 1-19. <https://doi.org/10.1080/21683603.2021.1925182>
- Dahlia, M., & Fadli, R. (2022). Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Karyawan Pada Pt Fyc Megasolusi Di Tangerang Selatan. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 5(1), 667-679. <https://doi.org/10.36778/jesya.v5i1.623>
- Darmawan, A. (2022). Pengaruh Budaya Organisasi, Kepemimpinan, Lingkungan Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Journal of Applied Managerial Accounting*, 6(1), 21-32. <https://doi.org/10.30871/jama.v6i1.3960>
- Enyinna, U. K. (2023). Aligning Total Quality Management, Continuous Improvement For Process Performance: A Review Approach. *Journal Research of Social Science, Economics & Management*, 3(3). <https://doi.org/10.59141/jrssem.v3i3.541>
- Fitriana, Dkk. (2022). Pengaruh Motivasi, Kedisiplinan dan Kompetensi Terhadap Kinerja Pegawai pada Kantor Balai Besar Pendidikan dan Pelatihan Kesejahteraan Sosial (BBPPKS) Makassar di Sulawesi Selatan. *PARADOKS: Jurnal Ilmu Ekonomi*, 5(1), 136-150. <https://doi.org/10.33096/paradoks.v5i1.1269>
- HA, I. (2023). The Impact of Work Environment and Competence on Employee Performance. *Advances in Human Resource Management Research*, 1(2 SE-Articles). <https://doi.org/10.60079/ahrmr.v1i2.88>
- Hasibuan, M. S. . (2014). *Manajemen Sumber Daya Manusia* (Bumi Aksara (ed.)). Bumi Aksara.
- Hapsari, I., Lies Putriana, & Tia Ichwani. (2022). Pengaruh Kompetensi, Disiplin Kerja, Dan Lingkungan Kerja Terhadap Kinerja Pegawai Ditjen Ppktrans Kemendesa Pdtt. *JIMP: Jurnal Ilmiah Manajemen Pancasila*, 2(2), 81-91. <https://doi.org/10.35814/jimp.v2i2.3297>
- Kadji, Y. (2012). *Kemiskinan dan Konsep teoritisnya*.

<https://www.academia.edu/download/59240220/Kemiskinan-dan-Konsep-Teoritisnya20190513-87901-aw3t4L.pdf>.

- Kholilah, K., Masdaini, E., & Kelvin, K. (2023). Pengaruh Motivasi, Lingkungan Dan Disiplin Kerja Terhadap Kinerja Karyawan PT. Baniah Rahmat Utama Palembang. *Jurnal Terapan Ilmu Ekonomi, Manajemen Dan Bisnis*, 3(1), 29-38. <https://jurnal.polsri.ac.id/index.php/jtiemb/article/view/6697>
- Lesmana, F., Nasution, N. L., & Indra, A. (2023). Pengaruh Gaya Kepemimpinan, Disiplin Kerja dan Lingkungan Kerja terhadap Kinerja Guru di UPTD SDN 15 Pinang Damai. *Journal on Education*, 5(4), 13257-13268. <https://doi.org/10.31004/joe.v5i4.2326>
- Li, L. (2022). Reskilling and upskilling the future-ready workforce for industry 4.0 and beyond. *Information Systems Frontiers*, 1-16. <https://doi.org/10.1007/s10796-022-10308-y>
- Liana, W. (2020). Pengaruh Motivasi terhadap Produktivitas Karyawan PT Telkom Indonesia, Tbk Cabang Palembang. *Jurnal Nasional Manajemen Pemasaran & SDM*, 1(01), 65-72. <https://doi.org/10.47747/jnmpsdm.v1i01.25>
- Mahato, S., & Kaur, J. (2023). The impact of compensation and reward system on the performance of employees. *Shanlax International Journal of Management*, 10(4), 10-16. <https://doi.org/10.34293/management.v10i4.6177>
- Marjaya, I., & Pasaribu, F. (2019). Pengaruh Kepemimpinan, Motivasi, Dan Pelatihan Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 129-147. <https://doi.org/10.30596/maneggio.v2i1.3650>
- Marlius, D., & Pebrina, I. (2022). Pengaruh Motivasi, Kompensasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Pt. Kencana Sawit Indonesia. *Jurnal Valuasi: Jurnal Ilmiah Ilmu Manajemen Dan Kewirausahaan*, 2(2), 1218-1238. <https://doi.org/10.46306/vls.v2i2.152>
- Manullang. (2012). *Manajemen Sumber Daya Manusia* (C. M. Perintis (ed.); Cetakan Pe, Issue Cetakan Pertama). Citapustaka Media Perintis.
- Massoudi, A. H., & Hamdi, S. S. A. (2017). The Consequence of work environment on Employees Productivity. *IOSR Journal of Business and Management*, 19(01), 35-42. <https://doi.org/10.9790/487X-1901033542>
- Mendoza, M. D., Nasution, H., & Matondang, N. (2018). Influence of compensation, job characteristics and leadership style through motivation to employee performance. *KnE Social Sciences*. <https://doi.org/10.18502/KSS.V3I10.3406>
- Meyrisca, W., Sasmita, J., & Maulida, Y. (2022). Pengaruh Motivasi, Kepemimpinan, Dan Pelatihan Terhadap Penerapan Teknologi Informasi Dan Kinerja Pegawai Pada Kementerian Agama Provinsi Riau. *Jurnal Daya Saing*, 8(1), 33-38. <https://doi.org/10.35446/dayasaing.v8i1.860>
- Mona, M., & Kurniawan, I. S. (2022). Pengaruh motivasi kerja, lingkungan kerja, dan keselamatan kerja terhadap kinerja karyawan. *Jurnal Manajemen*, 14(1), 165-170. <https://doi.org/10.30872/jmmn.v14i1.10873>
- Murti, R. A., & Mutmainah, H. (2022). Pengaruh Motivasi, Kompetensi, Disiplin Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan Bidang Pendapatan di Badan Pengelolaan Keuangan dan Aset Daerah Kota Surakarta. *Jurnal Manajemen Dan Bisnis Sriwijaya*, 20(2), 57-68. <https://doi.org/10.29259/jmbs.v20i2.13823>
- Novena Margaretta, Woro Utari, & Subijanto. (2022). Pengaruh Kompensasi, Motivasi Kerja Dan Gaya Kepemimpinan Terhadap Kinerja Aparatur Sipil Negara Di Kpp Pratama Lamongan. *Journal of Applied Management and Accounting Science*, 3(2), 162-170. <https://doi.org/10.51713/jamas.v3i2.60>
- Nurmiyati, N., & Bambang Guritno. (2022). Pengaruh Motivasi, Pelatihan Dan Kompensasi Terhadap Kinerja Karyawan Pada Pt. Bank Mandiri (Pesero) Tbk Semarang Unit Collection. *Jurnal Ilmu Manajemen, Ekonomi Dan Kewirausahaan*, 1(3), 20-27. <https://doi.org/10.55606/jimek.v1i3.59>
- Ondi, A., Suryani, H., Priatna, D. K., & Yulianti, M. L. (2023). Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai Non Asn Pada Dinas Pendidikan Provinsi Jawa Barat. *Jurnal Pengabdian Masyarakat Dan Penelitian Terapan*, 1(1), 8-15. <https://doi.org/10.38035/jpmppt.v1i1.79>
- R. Ghulam, & Fitri. (2022). Pengaruh Motivasi, Pelatihan, Dan Kompensasi, Terhadap Kinerja Karyawan Pada Pt Bbm. *Jurnal E-Bussiness Institut Teknologi Dan Bisnis Muhammadiyah*

- Polewali Mandar, 2(2), 77-90. <https://doi.org/10.59903/ebusiness.v2i2.41>
- Raihan, S., Darni, T., & Heryadi, H. (2022). Pengaruh Pendidikan Dan Pelatihan Kompetensi Dan Motivasi Terhadap Kinerja Tenaga Penyuluh Keluarga Berencana Di Kabupaten Aceh Besar. *TheJournalish: Social and Government*, 3(4), 312-324. <https://doi.org/10.55314/tsg.v3i4.356>
- Ramadani, A. (2018). *Tinjauan hukum Islam terhadap strategi manajemen dalam meningkatkan kinerja karyawan (Studi PT. ACC Parepare)*. STAIN Parepare. <https://repository.iainpare.ac.id/id/eprint/330>
- Reza, R. Y., & Rahmizal, M. (2023). Pengaruh Kompetensi dan Lingkungan Kerja Terhadap Kinerja Pegawai di Sekretariat DPRD Provinsi Sumatera Barat. *EKOMA: Jurnal Ekonomi, Manajemen, Akuntansi*, 2(2), 303-313. <https://doi.org/10.56799/ekoma.v2i2.1408>
- Sembiring, M., Tarigan, E., & Yanti, N. (2021). Pengaruh Kompensasi, Pelatihan, dan Pengembangan Terhadap Kinerja Pegawai di Badan Penanggulangan Bencana Daerah (BPBD) Kabupaten Karo. *Jurnal Ilmiah Kohesi*, 5(4), 42-52. <https://www.kohesi.sciencemakarioz.org/index.php/JIK/article/download/307/309>.
- Setiawati, R. D., & Putra, H. M. M. (2022). Pengaruh Disiplin Kerja, Motivasi Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Sakura Java Indonesia. *Prosiding Seminar Sosial Politik, Bisnis, Akuntansi Dan Teknik*, 4, 147. <https://doi.org/10.32897/sobat.2022.4.0.1918>
- Somava, A. A. (2021). Employee Job Satisfaction and Work Motivation in The Context of Public Sector Organization. *Journal of Enterprise and Business Intelligence*, 1(2), 111-120. <https://doi.org/10.53759/5181/JEBI202101012>
- Su'adah, M., Pituringsih, E., & Ginting, G. (2022). Pengaruh Motivasi Kerja, Kompetensi, Dan Kompensasi Terhadap Kinerja Karyawan (Studi Pada Yayasan Tridarma Kosgoro Kabupaten Dompu). *Scientific Journal of Reflection*, 5(3), 497-506. <https://doi.org/10.37481/sjr.v5i3.502>
- Sugiyono. (2017). *Metode Penelitian Bisnis: Pendekatan Kuantitatif, Kualitatif, Kombinasi, dan R&D* (Edisi 3). Alfabeta.
- Sujarweni, V. W. (2014). *Metodelogi penelitian*. Yogyakarta: Pustaka Baru Perss.
- Sukmakirana, V. W., & Nurwanti, N. (2022). Kepuasan Kerja: Lingkungan Kerja, Role Stress, dan Kompensasi Finansial. *E-Jurnal Manajemen Trisakti School of Management (TSM)*, 2(4), 215-228. <https://doi.org/10.34208/ejmtsm.v2i4.1816>
- Sundstrom, E., & Sundstrom, M. G. (1986). *Work places: The psychology of the physical environment in offices and factories*. CUP Archive.
- Syarif, S., Maryadi, M., & Saripuddin, S. (2023). Pengaruh Motivasi Kerja, Pelatihan Dan Kepuasan Kerja Terhadap Prestasi Kerja Aparatur Sipil Negara (Asn) Pada Badan Pengelolaan Keuangan Dan Aset Daerah Kabupaten Jeneponto. *Cash Flow Jurnal Manajemen*, 2(3 SE-Articles), 472-482. <https://e-jurnal.nobel.ac.id/index.php/jcf/article/view/4126>
- Syarifuddin., Idris, M., & Sjarlis, S. (2021). Pengaruh Kompensasi, Pendidikan Dan Pelatihan, Motivasi Dan Lingkungan Kerja Terhadap Kinerja Pegawai Kantor Camat Mallusetasi Kabupaten Barru. *Jurnal Magister Manajemen Nobel Indonesia*, 2(1), 124-136. <https://e-jurnal.nobel.ac.id/index.php/JMMNI/article/view/1157>
- Syper-Jędrzejak, M. (2020). Material work environment and work comfort in the opinions of university employees. *Marketing of Scientific and Research Organizations*, 35(1), 93-108. <https://doi.org/10.2478/MINIB-2020-0011>
- Wahyuningsih, S. (2019). Pengaruh pelatihan dalam meningkatkan produktivitas kerja karyawan. *Warta Dharmawangsa*, 13(2). <https://doi.org/10.46576/wdw.v0i60.413>