

The Effect of Training and Work Environment on Employee Performance through Employee Engagement as an Intervening Variable

Muhammad Taufik Kurahman^{1*}, Ari Anggarani Winadi Prasetyoning Tyas²

Faculty of Economics and Business, Esa Unggul University^{1,2}

E-mail: mtk1717@gmail.com¹, ari.anggarani@esaunggul.ac.id²

Corresponding Authors: Muhammad Taufik Kurahman (mtk1717@gmail.com)

Article history: received October 20, 2024; revised November 01, 2024; accepted November 11, 2024

This article is licensed under a Creative Commons Attribution 4.0 International License



Abstract

This research aims to examine the influence of Training and Work Environment through Employee Engagement on Employee Performance at PT. Coway International Indonesia. This research was motivated by employee performance which was not mentioned, so research was carried out to find out which training, work environment and Employee Engagement variables would have the most influence on employee performance at PT. Coway International Indonesia. The population in the study were employees of PT. Coway International Indonesia. Meanwhile, the research sample was taken using a purposive sampling technique and then using a saturated sampling technique, namely all members of the population were used as samples with a total of 100 respondents. This research is quantitative research using the Structural Equation Model - Partial Least Square (SEM-PLS) method. The results of the research show that Training and Work Environment have a positive effect on Employee Engagement, Training and Work Environment have a positive effect on Employee Performance, Employee Engagement has a positive effect on Employee Performance, Training has no positive effect on Employee Performance through Employee Engagement, finally the Work Environment has a positive effect on Performance Employees through Employee Engagement. After conducting research, the author suggests expanding the population to other branches, so that it can represent more answers from Coway International Indonesia employees. Coway International Indonesia throughout Indonesia. Apart from that, you can also add other supporting variables, such as Work Motivation, Job Satisfaction, Reward and Punishment and other variables that are relevant to the novelty of the research.

Keywords: Training, Work Environment, Employee Engagement, Employee Performance.

INTRODUCTION

The capacity of a company to operate in an efficient and effective manner, and to achieve its stated objectives, is inextricably linked to the quality of its human resources, which are also referred to as human capital. In the absence of such personnel, it is unlikely that any organisation will succeed in attaining its objectives. As posited by Trisninawati and Elpanso (2021), the success of an organisation is contingent upon the level of engagement and the quality of its human resources. One of the most valuable assets for any company is its human capital, which enables it to operate efficiently and achieve its goals (Trisninawati & Elpanso, 2022). The competence of human resources can be enhanced through the provision of a healthy work environment and the implementation of appropriate training, which will subsequently impact the performance of the company. As (Terisma, E. U., Subagyo, S., & Purnomo, 2023) observe, the efficacy and efficiency of a company's operations are closely related to the quality of its human resources. The presence of effective human resources can serve as a benchmark for any company seeking to enhance employee performance. It is imperative that human resources are trained in a manner that is commensurate with the task at hand for any company that wishes to overcome these obstacles and succeed in the long term (Kosali, 2023). In order for human resources to fulfil their roles and deliver the desired outcomes, it is essential that employees receive the requisite training and expertise in their respective fields (Astuti, R., Akbar, L. Y., & Hasibuan, 2021). This is particularly pertinent in an era when organisations are increasingly reliant on novel paradigms and adaptations, as opposed to those that are outdated. Indeed, there is a growing consensus within organisations that training is an investment that yields positive outcomes, including enhanced productivity and sales, reduced absenteeism and conflict, and improved quality and market share. A lack of adequate preparation can result in a decline in employee morale when

confronted with changing circumstances or a more demanding work environment (Kosali, 2023). This is often due to an insufficient provision and training. The evidence is mounting that training can enhance organisational performance in a number of ways, including increased sales, greater productivity, improved quality and a stronger market position. At the same time, it can also reduce employee turnover, absenteeism and conflict. These benefits are becoming increasingly apparent to organisations (Arta, D. N. C., Leuhery, F., Abubakar, H., Yusuf, M., & Cakranegara, 2023).

The experts in this field agree that training is a process designed to teach or improve existing knowledge and skills. It equips employees with the information and skills that they currently lack in the workplace (Rahmat, J., Ahmadi, S., Widyastuti, T., & Gunawan, 2023).

The occurrence of workplace disputes has the potential to exert a detrimental influence on productivity, as disgruntled employees are less inclined to exert the requisite effort to complete their tasks (Marbun et al., 2022). In order to establish a favourable work environment, it is necessary for one party to have greater power than the other, thereby enabling them to persuade the other party to act in accordance with their wishes. Those in positions of authority disseminate knowledge to their subordinates, who, in turn, rely on them for guidance and direction (Suprihatin & Sunarsi, 2021). This has an impact on the ability of workers to perform their duties, due to the physical and non-physical aspects of their work environment. The attitudes and behaviours of colleagues and superiors create an environment that employees perceive as impacting their success in the company (Sentoso, 2019). Employee engagement is a combination of interrelated emotional, cognitive, and physical components (Paramarta, W. A., & Kasih, 2018). Yuswardi and Chrisjunianti (2022) identify several advantages associated with the productive engagement of workers (Yuswardi, Y., & Chrisjunianti, 2022). An engaged workforce is characterised by enthusiasm for the work in hand and a proactive approach to identifying and implementing improvements. The rate of employee turnover will decline, while the rate of employee retention will increase. As posited by Fakhri et al. (2021), employee engagement is contingent upon the application of one's knowledge and skills to the benefit of the organization (Fakhri, R. F., Djastuti, I., & Mas'ud, 2021). The manifestation of positive work-related emotions and actions, including excitement, passion, satisfaction, and agency, is a direct consequence of engaged employees (Astuti, R., Akbar, L. Y., & Hasibuan, 2021). There is a consensus among several sources that employee engagement occurs when workers evince enthusiasm for the company's mission and proactively pursue avenues for contributing to its success.

The presence of more highly skilled workers will lead to an increase in the company's productivity, thereby enhancing its ability to compete with other organisations in the market. It is imperative for companies and other commercial organisations to have personnel who are able to function effectively and efficiently. Nevertheless, it is evident that not all employees possess the requisite skills, ingenuity, and capabilities to operate in alignment with the established objectives (Monika et al., 2022). The quantity and quality of employees' work are indicative of their performance, and they are expected to conduct themselves in accordance with the tasks assigned to them. It is evident that the quality of work produced by individuals within a company varies considerably. A number of variables, including the workplace and the level of education, contribute to this observed variation (Rahmat, J., Ahmadi, S., Widyastuti, T., & Gunawan, 2023). Those who consistently produce goods of a high standard in accordance with the established criteria will gain the respect of their colleagues. The success of a company is contingent upon the performance of its employees. Both employers and workers will benefit from high performance, particularly in terms of their well-being. Performance is a reflection of the mental attitude and work ethic of personnel (Setiawan et al., 2021). Changes in workplace performance can occur at any time and are often the result of a confluence of internal and external variables. One solution to address this issue is to provide job training, which should be implemented immediately if changes in employee performance are observed (Fangiziah et al., 2023).

In particular, the home appliance manufacturing industry has seen a paucity of research that integrates training, work environment, employee engagement, and performance within a unified research framework. Consequently, this study simultaneously considers four interrelated factors: training, work environment, employee engagement, and performance.

In light of the aforementioned considerations, the present study seeks to identify the training, work environment, and employee engagement variables that exert an indirect or direct influence on employee performance at PT Coway International Indonesia. Additionally, the study aims to predict which of these variables are likely to have the most significant impact on performance in the future.

Literature Review

Performance is the overall quantity and quality of work achieved by a worker or employee in carrying out his activities in accordance with the obligations given to him (Wau, F. S., & Kustiawan, 2024). According

to Setiawan et al. (2021), performance is the end result of a person's or team's efforts in an organisation to achieve goals in a way that complies with all applicable laws and ethical standards. Performance is defined by Suprihatin and Sunarsi (2021) as the final result or level of success of a person during a certain period of time in carrying out tasks compared to various possibilities, such as criteria, standards of work results, or targets that have been set and agreed upon (Suprihatin & Sunarsi, 2021). Workplace performance refers to the quantity and quality of work that workers produce when they carry out the responsibilities assigned by their managers and supervisors (Astuti, R., Akbar, L. Y., & Hasibuan, 2021). In simple terms, performance is the end result of a person's efforts in completing their job responsibilities in accordance with the expectations and guidelines set for the position (Paramarta, W. A., & Kasih, 2018). A person's performance is a function that arises from the combination of his talents, motives, and opportunities, as stated by Fakhri et al. (2021). Because each person has unique skills and personality traits, it is only natural that one's performance when combined with others will also vary greatly (Fakhri, R. F., Djastuti, I., & Mas'ud, 2021). If a large number of workers consistently perform well, the company will get various benefits. According to Monika et al. (2021) which agrees with several previous opinions, performance is the end result of an organisation's efforts to achieve its stated goals and objectives. This includes the results that employees have achieved when working on assigned tasks. Organisational performance can be interpreted as the extent to which its goals, objectives, vision, and objectives are realised through the implementation of certain activities (Marbun et al., 2022). From the employee's point of view, Indah et al. (2022) say that performance is the end result of actions taken by workers in order to apply the skills they have acquired over the years in the company where they work. One definition of performance is the extent to which actual work results meet or exceed expectations set by the company.

To foster a strong culture of work dedication and employee participation in the success of the company, training is an activity carried out by managers (Sentoso, 2019). Training is also defined as the act of methodically changing individual behaviour to achieve organisational goals (Monika et al., 2021). How well they can carry out their current responsibilities is directly related to the training they have received. Training, according to Putri et al. (2021), is an organised and methodical effort to provide or hone new information, abilities and perspectives that meet business requirements (Putri, F. E., Srihandayani, C. M., & Arianto, 2021). In terms of keeping up with the ever-increasing pace of change in goods, processes, and technology, employee training and expertise are more important than ever. According to Arta et al. (2023), most companies allocate funds for training in the hope of improving performance. Training, according to Setiawan et al. (2021), is a means of enabling a person to acquire skills that contribute to the achievement of organisational goals (Setiawan et al., 2021). Training can be viewed from both a narrow and broad perspective, and this process is linked to various company objectives. Employees acquire concrete and transferable skills and information through training, which they can then use on the job. To achieve organisational goals, training is necessary for individuals to acquire specific skills. As a result, training can be viewed in a limited or broad perspective, and this process is related to various organisational goals (Paramarta, W. A., & Kasih, 2018). Companies that invest more in R&D and high-level technology tend to have more frequent changes, more varied tasks, and workers who feel a greater need for training to keep up with the pace of change (Astuti, R., Akbar, L. Y., & Hasibuan, 2021). Training has the dual benefit of improving employees' knowledge and skills and creating new career prospects that build on their existing credentials. Every employee with a career plan needs career development as their primary tool to achieve their professional goals (Kosali, 2023). Organisational performance is enhanced through training, which is at the core of a company's efforts to develop staff competencies. If many skilled labourers are on staff, the business will progress rapidly (Fakhri, R. F., Djastuti, I., & Mas'ud, 2021).

The work environment is defined as the sum of all interactions between employers and workers (Ambarsari, V. R., Khuzaini, 2021). The workplace includes all aspects of the physical space of the organisation. Everything around employees that can affect the way they perform their job duties is called the work environment. Although the company's production process is not carried out by the work environment, it has a direct impact on the comfort and performance of workers at work. Vice versa: a lacklustre workplace can dampen morale and productivity (Trisninawati & Elpanso, 2022). The physical and non-physical aspects of the workplace combine to form the work environment, which in turn affects how employees perform their jobs. Organisational culture, shaped by the actions and attitudes of leaders and co-workers, also plays a role in shaping employees' level of engagement with their work (Sentoso, 2019). The resources employees use, the physical space they work in, the procedures they follow, and the way they collaborate with colleagues make up what is known as the work environment (Suprihatin & Sunarsi, 2021). Based on the definition given by Monika et al. (2021), the work environment serves as a source of information and a location to perform an activity. Therefore, it is very important to create good work environment conditions so that employees can feel more comfortable

and productive in their workplace. Everything, both tangible and intangible, that surrounds workers and has the potential to affect the way they perform their assigned tasks is collectively referred to as the work environment (Marbun et al., 2022).

Paramarta and Kasih (2018) state that employee engagement occurs when workers try to identify and commit to the specific job responsibilities they carry. According to Putri et al. (2021), employee engagement is when workers are passionate about their work and dedicated to making a good impact on the organisation through their physical and mental contributions. The term 'employee engagement' refers to the level of interest and participation shown by workers in their work. Furthermore, according to Trisninawati and Elpanso (2021), employee engagement is compared to a strong emotional connection and dedication on the part of workers. A high level of employee engagement is characterised by a strong emotional investment in the success of the company and its mission. When workers have a sense of belonging in their workplace, they are more invested in the success of the company and are able to inspire their colleagues to do the same (Sentoso, 2019). Organisations can gain competitive advantage through employee engagement because human resources are assets that cannot be replicated by competitors and can be valuable if handled properly (Ambarsari et al., 2021). A sense of joy and self-acceptance are things that can maximise employee potential in the workplace. Employee engagement refers to the emotional investment that workers have in their jobs and the organisations they work for (Primadini & Karneli, 2023). A sense of pride and appreciation for one's work is another important factor that can optimise individual performance at work. Employee engagement refers to the emotional investment that workers have in their jobs and the organisations they work for (Kosali, 2023). Workers who are engaged in their work are not only reliable, but also loyal, committed, and eager to give extra effort for the company. Employee engagement is defined by Indah et al. (2022) as a set of positive behaviours associated with one's job, including excitement, passion, satisfaction, and empowerment. Employee engagement is defined as the degree to which workers are enthusiastic about their work, committed to doing their best, and inspired to achieve company goals. This definition is based on several sources of information. When workers are truly engaged in their work, they use all their skills, knowledge, and behaviours to the fullest (Fakhri et al., 2021).

When it comes to factors that influence employee engagement, training is crucial. Employees become more engaged in their work and the organisation as a whole as they learn more about it through company-provided training (Fakhri et al., 2021). Company management engages in training to enhance employees' capabilities, encouraging them to engage further in their work and contribute to the development of the company. Workers who get job-specific training are more engaged in their work and the company as a whole. When workers are enthusiastic about what they do for a living, it shows in their actions and the way they treat their colleagues (Sentoso, 2019). When workers get training that helps them reach their full potential, the workplace becomes a more positive and supportive environment. Employee engagement refers to the emotional investment that workers have in their work and the organisation they work for (Primadini & Karneli, 2023). To maintain employee engagement and maximise organisational success, training is essential. It has a favourable influence on career development, which benefits both the company and its employees. Employees can demonstrate their eagerness to serve voluntarily if the organisation provides them with opportunities to improve their skills, talents and knowledge. Therefore, to build engagement, it is important for businesses to understand employees from all angles (Putri et al., 2021). The research resulted in the following hypothesis:

H1 : Training has a positive effect on Employee Engagement

The surrounding factors that employees encounter while working can affect how well they perform their duties, according to Sentoso (2019). Employee motivation and relationships with work are both enhanced by a positive and pleasant work environment. For 2021, Trisninawati and Elpanso Organisational support for employee well-being, fair compensation, and a pleasant work environment are factors that contribute to high employee engagement, defined by energy, devotion, and involvement. According to Erfen et al. (2022), employees will be more invested in the success of the business if they operate in a virtual environment that fosters friendly competition and mutual respect. Engaged workers will assist the company in adjusting to new situations (Ambarsari et al., 2021). The above research results in the following hypothesis:

H2 : Work Environment has a positive effect on Employee Engagement

One of the main markers for improving employee performance in the face of increasingly fierce global competition is training programmes. Training is created to provide employees with the information they need to excel in their current roles. This is due to the fact that very few individuals come to the company fully prepared

to work on the assigned tasks (Arta, D. N. C., Leuhery, F., Abubakar, H., Yusuf, M., & Cakranegara, 2023). Companies are always hiring new people, and before they can do their job, they need training. Even workers who have been working for a long time may need refresher courses to fulfil the requirements of their current role or to be ready for promotion or transfer (Astuti et al., 2021). That company training programmes cover topics relevant to workers' jobs is consistent with what Setiawan et al. found. (2021). If the training is good, it will show you step by step how to perform the task. Employees will perform better because they will more easily complete their work if they are familiar with and have mastered their own work procedures. Fakhri et al. (2021) stated that training is a way for employees to learn more about the organisation, their role in it, and the activities and responsibilities expected of them. As a result of high-quality training, employees should be able to perform better with fewer errors. The study conducted by Fangiziah and his colleagues in 2023 was Training is an important tool for managers to use in their efforts to achieve optimal performance from their employees, who are considered the most valuable asset to the company. To reach their full potential, businesses depend on highly competent and highly motivated employees. Kosali (2023) argues that training has the dual benefit of improving employees' knowledge and abilities and creating the possibility for them to advance in their profession by building on their existing credentials. If one wants to advance in their career, they need to work hard and invest in their professional growth so that they can achieve their goals. According to Terisma et al. (2023), the extent to which employees can complete their assigned responsibilities depends largely on their performance. Job skills are as important as employees' innate talents when evaluating their performance. The studies mentioned above can then be proposed hypothesis:

H3 : Training has a positive effect on Employee Performance

Any and all interactions between co-workers form what is known as the work environment. As a result, the entire office is the work environment. When workers do their jobs, they are in the work environment, which also includes any and all connections that workers may have with each other. An employee's work environment can be defined as the physical environment in which they are physically and mentally prepared to carry out their duties as an employee (Monika et al., 2021). Staff members are more likely to give their all when they are in a positive and supportive working atmosphere, which in turn boosts morale and productivity. An uncomfortable work environment, characterised by frequent boredom and fatigue, can lead to a decrease in employee loyalty to the organisation if these circumstances are unsatisfactory (Trisninawati & Elpanso, 2021). As the non-physical aspects of the workplace are strongly linked to employee performance, it is important for workers to cultivate an intrinsic drive to succeed at work. This drive will be a source of strength for employees, and their performance will improve when the physical and non-physical aspects of their work environment complement each other (Marbun et al., 2022). To achieve the desired results or stay on track with the set goals, a supportive and encouraging work atmosphere is essential. In other words, workers will be more motivated to complete their tasks if their superiors are able to guide and guide them in a supportive work environment (Suprihatin & Sunarsi, 2021). The above research results in the following hypothesis:

H4 : Work Environment has a positive effect on Employee Performance

According to Indah et al. (2022), personal involvement that utilises members' talents to carry out tasks in their work is one of the definitions of employee engagement (Astuti, R., Akbar, L. Y., & Hasibuan, 2021). In order to provide results for the company, employees will use their physical, mental, and emotional. According to Kosali's research (2023), there is a correlation between employee engagement and employee performance. This correlation is highly consistent across different industries and regions in the world. In addition, work units with high levels of engagement have better results than work units with low levels of engagement. Finally, there are fewer workplace accidents and quality defects. When workers are invested in their work, they learn about the company's goals and objectives, which motivates them to give their best (Paramarta, W. A., & Kasih, 2018). When workers are engaged successfully, there are several benefits, according to Yuswardi and Chrisjunianti (2022). An engaged workforce are those who are enthusiastic about their work and are always looking for ways to improve it. Employee retention will increase along with a decrease in turnover (Yuswardi, Y., & Chrisjunianti, 2022). According to Fakhri et al. (2021), workers who are passionate about their work tend to put all their efforts into work and are also more loyal to their superiors, and refuse to accept job offers from competitors. The above research produces the following hypothesis:

H5 : Employee Engagement has a positive effect on Employee Performance

Proper training equips workers with the knowledge and skills they need to do their jobs well. One of the things companies need to do to improve employee engagement is to invest in training and development programmes. When workers get training that is relevant to their profession, it will improve their performance and make them more engaged in their work. Employee mindset and productivity can be changed through training (Yuswardi & Chrisjunianti, 2022). Employee pride and appreciation, along with career development training, are critical to maximising individual performance in the workplace. Employee engagement refers to the emotional investment that workers have in their work and the company they work for (Kosali, 2023). Staff engagement has an impact on business outcomes comparable to, if not stronger than, training variables. When workers are mentally, emotionally and behaviourally engaged in what they do, they tend to work harder and better. When workers are engaged in the company's success, they feel more connected to its mission and values (Terisma, E. U., Subagyo, S., & Purnomo, 2023). The above research produces the following hypothesis:

H6 : Employee Engagement mediates Training on Employee Performance

Employee motivation and work results can increase if the workplace is well designed and makes it easy to carry out tasks. People in the workplace have the potential to form work bonds (engagement) with each other. Therefore, it is important to strive for a good and conducive work environment. When workers feel comfortable and calm at work, they tend to be excited and engaged in their work (Trisninawati & Elpanso, 2022). Employees tend to give their best when they are in a safe and well-organised workplace. Conversely, a poor work environment can have a negative impact on productivity. A good work environment is one where people can do their jobs optimally, healthily, safely, and comfortably. Staff members will be more engaged in their work and tend to give their best to their tasks when they are given a physical and non-physical environment that allows them to express themselves fully (Sentoso, 2019). For human resource management to be successful, employees must feel involved in the organisation where they work. According to research by Ambarsari et al. (2021), there is a positive correlation between a pleasant work environment and employee engagement, which in turn will improve overall organisational and company performance. The above research results in the following hypothesis:

H7 : Employee Engagement mediates Work Environment on Employee Performance

METHODS

This study follows the standard procedure of explanatory research, which seeks to verify or disprove a theory or hypothesis based on previous research findings. It investigates the complex web of relationships between variables, specifically how one variable (exogenous) affects another (endogenous) and how a third variable (mediating variable) affects the first (Purwanza, Sena Wahyu, Wardhana, A., Mufidah, A., Renggo, Yuniarti Reny, Hudang, Adrianus Kabubu, Setiawan, J., Badi'ah, A., Fadlilah, M., Saloom, G., Darwin, Sayekti, Siskha Putri, Nugrohowardhani, Rambu Luba Kata Respati, Amruddin, Hardiyani, T., Tondok, 2022). Here, training (X1), workplace (X2), employee engagement (Z), and performance (Y) are the factors under study. The information analysed in this study is based on original data collected through a survey conducted using Google Forms.

Questionnaires were used to collect data for this study. The scale used was a Likert scale, with 1 being strong disagreement and 4 being strong agreement. By using a scale from 1 to 4, we can eliminate the possibility of a single misleading middle score and a large number of respondents giving the same response regardless of their actual viewpoint. The research variables include training and work environment as independent factors, employee engagement as the mediator, and performance as the dependent variable. Training factors (including teachers, students, course materials, procedures, results, and evaluation criteria) can be measured using indicators proposed by (Nurul Ichsan & Nasution, 2021). Work facilities, cleanliness, work safety, relationships with colleagues, and atmosphere are characteristics that can be measured using indicators from (Riwukore, 2022). Meswantri and Awaludin (2018) provide markers to measure employee engagement, and these include excitement, devotion, and absorption. Quantity, quality, effectiveness, and timeliness are performance metrics used to measure employees according to Kuswati (2021).

To examine the interdependence and impact of variables, this study uses Structural Equation Modeling (SEM PLS) as its analysis tool. Therefore, its Validity and Reliability are evaluated using measurement tools. Convergent validity and discriminant validity were used in the validity test. Based on the guidelines provided by Hair et al. (2022), convergent validity should be more than 0.6 and average variance extracted (AVE) should be greater than 0.5. Meanwhile, to check reliability, we can use the guidelines of Cronbach Alpha and Composite

Reliability, both of which are >0.6 . After that, we check the relationship between the indicators of the variable array using the Inner Model Test. The metrics used are path coefficient, indirect effect, and R-squared. The robust model is indicated by an R-Square value of 0.75, the moderate model is indicated by an R-Square value of 0.50, and the poor model is indicated by an R-Square value of 0.25. Values close to 1 or -1 indicate a greater positive or negative relationship, in accordance with the guidelines for the Path Coefficient value which ranges from -1 to 1. According to Haryono (2016), the guideline criteria for Significant Indirect Effect are a T-statistic value of 1.96 or more and a P value of less than or equal to 0.05.

RESEARCH RESULTS AND DISCUSSION

One hundred current and former employees of PT Coway International Indonesia were subjected to this survey, which included 36 questions. Participating respondents varied in terms of gender, age, department, length of service, and last educational attainment. The grouping of respondents according to the questionnaires delivered in the following manner yielded the following results: Of the total number of respondents, 57 were female (57%). The majority of respondents were within the age range of 26-30 years (37%). Salespeople make up the largest percentage of respondents (25, or 25%). Regarding length of service, 55 people, or 55%, fell into the 1-3 years category. S1 is the most common type of secondary school, with 62 participants (62%).

The assessment of construct-indicator relationships is the core of the measurement model assessment. The first step is to check convergent validity, which is determined by looking at the factor loadings for each concept. The second step is to check discriminant validity, which is determined by looking at the composite reliability results or Cronbach's alpha.

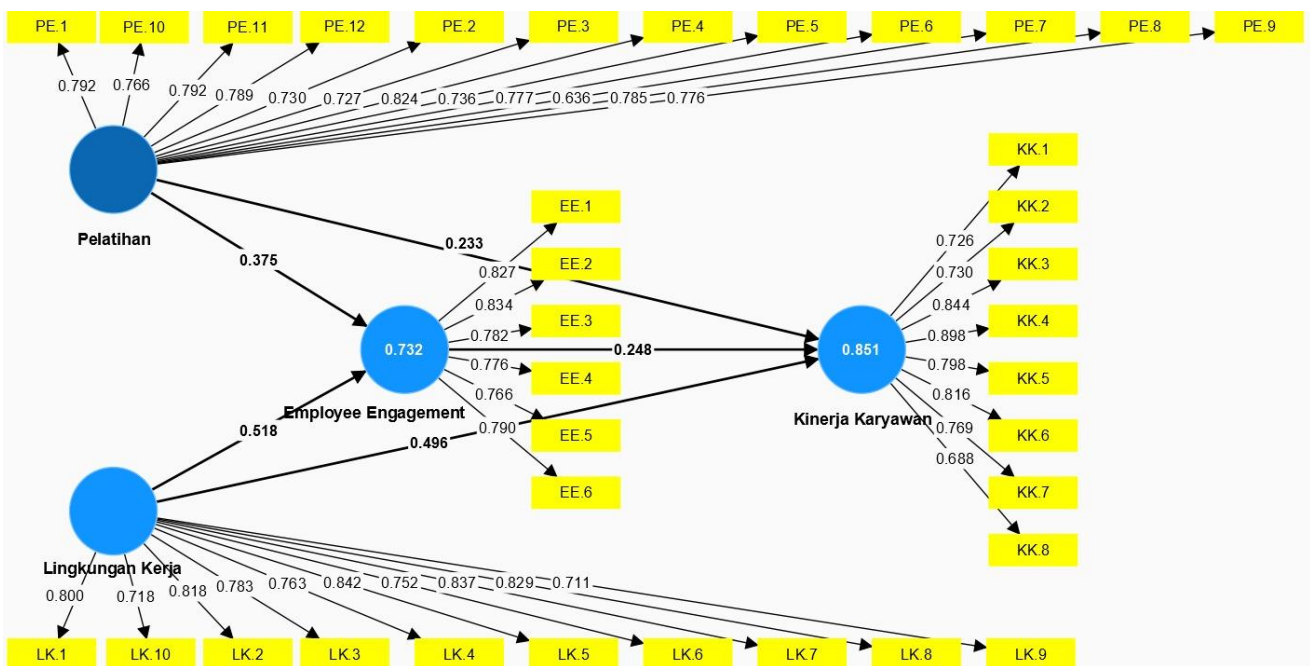


Figure 1. Outer Loading

Table 1. Average Variance Extracted (AVE)

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Engagement	0.885	0.894	0.912	0.634
Employee Performance	0.910	0.914	0.928	0.618
Work Environment	0.931	0.935	0.942	0.619
Training	0.935	0.944	0.943	0.581

Based on the data presented in the figure, it can be concluded that all indicators are valid. This is because the Loading Factor value meets the requirement that the construct Loading Factor value must be greater than 0.6 and the AVE value must be greater than 0.5 (Hair et al., 2022). This finding shows a strong correlation

between indicators and all constructs. All indicators on the variables of Training, Work Environment, Employee Engagement, and Employee Performance show validity, according to the results of the outer loading procedure. Thus, all four variables show strong Convergent Validity. Part 2. Fornell-Laecker Assessment

Tabel 2. Nilai Fornell-Laecker

	<i>Employee Engagement</i>	Employee Performance	Work Environment	Training
<i>Employee Engagement</i>	0.796			
Employee Performance	0.847	0.786		
Work Environment	0.830	0.895	0.787	
Training	0.805	0.845	0.831	0.762

Based on the data presented in the figure, it can be concluded that all indicators are valid. This is because the Loading Factor value meets the requirement that the construct Loading Factor value must be greater than 0.6 and the AVE value must be greater than 0.5 (Hair et al., 2022). This finding shows a strong correlation between indicators and all constructs. All indicators on the variables of Training, Work Environment, Employee Engagement, and Employee Performance show validity, according to the results of the outer loading procedure. Thus, all four variables show strong Convergent Validity. Part 2. Fornell-Laecker Assessment

Table 3. Reliability Test

	<i>Cronbach's alpha</i>	<i>Composite reliability (rho_a)</i>	<i>Composite reliability (rho_c)</i>	<i>Average variance extracted (AVE)</i>
<i>Employee Engagement</i>	0.885	0.894	0.912	0.634
Employee Performance	0.910	0.914	0.928	0.618
Work Environment	0.931	0.935	0.942	0.619
Training	0.935	0.944	0.943	0.581

The Cronbach's Alpha value for each variable is more than 0.6, as seen in the table above. All variables can be considered reliable and used for the next step of the investigation. If you combine Reliability with Composite Reliability, you will get a higher rating than Cronbach Alpha, which is another way to measure reliability. Composite dependability > Cronbach alpha values for all variables, as shown in the table above. The results show that all variables are highly reliable and can be used for the next step of the study when measuring with composite reliability.

Table 4. R- Square

	<i>R-square</i>	<i>R-square adjusted</i>
<i>Employee Engagement</i>	0.732	0.726
Kinerja Karyawan	0.851	0.847

The purpose of internal model measurement is to determine the applicability of the model and to measure direct and indirect impacts. The research model needs to be bootstrapped to obtain the Internal Model analysis findings. Indirect Effect, R-Square, and Path Coefficient are used in the Internal Model analysis.

Table 5. Path Coefficient

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>
<i>Employee Engagement -> Employee Performance</i>	0.248	0.241	0.094	2.630	0.009
<i>Work Environment-> Employee Engagement</i>	0.518	0.456	0.168	3.085	0.002
<i>Work Environment -> Employee Performance</i>	0.496	0.493	0.112	4.412	0.000
<i>Training-> Employee Engagement</i>	0.375	0.442	0.164	2.281	0.023
<i>Training-> Employee Performance</i>	0.233	0.243	0.116	1.999	0.046

Table 5 displays the results of the calculation; the R-Square value of 0.726 for employee engagement shows that the training and work environment variables account for 73.2% of the variation in employee engagement, with the remaining 26.8% due to factors outside the model considered. With an R-Square value of 0.847, we can see that the three factors of training, work environment and employee engagement have an 85.1% impact on employee performance, while other variables outside the model account for 14.9% of the variation.

Table 6 Indirect Effect

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>
Work Environment -> <i>Employee Engagement</i> -> Employee Performance	0.129	0.110	0.060	2.143	0.032
Training -> <i>Employee Engagement</i> -> Employee Performance	0.093	0.106	0.060	1.551	0.121

If you compare the T-Statistic with the T-Table, you can find out how significant the hypothesis support is, said Haryono (2016). The hypothesis can be said to be supported if the T-Statistic value is greater than the T-Table value. This is considering that the T-Statistic value is more than 1.96 and the P value is less than 0.05.

From the data in the table, it is clear that employee engagement has a direct influence on employee performance. The reason is, with a P-Value of 0.009, the significance value below 0.05 is fulfilled by the T-Statistic owned by employee engagement, which is 2.630 and exceeds the T-Table of 1.96. Thus, it can be said that employee engagement affects performance in the workplace.

From the data in the table, it is clear that work environment affects employee engagement. This is due to the fact that the Work Environment T-Statistic (3.085) surpasses the T-Table of 1.96 (1.96), achieving a significant value below 0.05 (i.e., P-value of 0.002). Therefore, it is safe to say that workplace factors have a significant impact on employee engagement.

There is a clear correlation between workplace and productivity, as seen in the table above. This is because the Work Environment T-Statistic (4.412) surpasses the T-Table of 1.96 (1.96) and meets the significance level below 0.05 (P 0.000). As a result, it is safe to say that workplace conditions have a significant impact on productivity.

Training and employee engagement are directly affected by each other, as seen in the table above. This is because the T-Statistic of the training set exceeds the 1.96 T-Table of 2.281, which meets a significance level below 0.05 (i.e., P-value of 0.023). Training does not directly affect employee engagement, so the conclusion can be drawn.

Training has a direct impact on employee performance, as seen in the table above. This is because the Training T-Statistic exceeds the 1.96 T-Table value of 1.999, thereby achieving a significance value below 0.05 (specifically, a P-Value of 0.046). Therefore, training has a clear influence on how well workers perform their jobs.

The table above shows that, in relation to employee engagement, work environment significantly affects employee performance. The reason for this is because Work Environment through Employee Engagement has a T-Statistic of 2.143, which is more than the T-Table of 1.96. This value has reached a significance value below 0.05, specifically with a P-Value of 0.032. Employee engagement at work impacts productivity, so company culture is important. Training does not significantly impact employee performance as it relates to employee engagement, as seen in the table above. The reason behind this is because the T-Statistic that Training has through Employee Engagement is 1.551, which is lower than the T-Table of 1.96. The P-value of 0.121 indicates that this value does not meet the significance threshold of less than 0.05. Training designed to keep employees engaged does not seem to have any influence on productivity.

The findings of this research demonstrate that training has a significant impact on employee engagement. The rationale is straightforward: when employees engage in corporate training programs, they gain deeper insights into the organization and learn effective strategies for enhancing their work engagement. The provision of training for PT participants is the reason for this outcome. The performance of employees at PT Coway International Indonesia is significantly influenced by the training they receive at the company. The demographics of the PT worker respondents must be taken into consideration. The largest demographic within the sales force at Coway International Indonesia is women between the ages of 26 and 30. These women are part of the millennial generation, who are still in their peak working years; they often have between one and three years of experience and a Bachelor's degree. Consequently, employees will develop a stronger sense of

belonging to the role and the organisation when they receive training that is relevant to their tasks. A highly engaged workforce exhibits different attitudes, acts differently and pays more attention to their colleagues. The findings of this study corroborate those of two other studies (Fakhri, R. F., Djastuti, I., & Mas'ud, 2021) which found that training increases employee engagement.

The findings of this study lend support to the proposition that workplace factors exert a significant influence on employee engagement. The motivation and engagement of employees are dependent upon the quality of the work environment, which must be perceived as pleasant and supportive. The evaluation of office cleanliness by employees of PT Coway International Indonesia is found to be related to their level of engagement, as they demonstrate a clear interest in maintaining a pleasant and supportive work environment. A review of the demographic profile of the PT Coway International Indonesia workforce reveals that the majority of respondents are female, with an average age of 26 years and an average age of 30 years. The majority of these women are salespeople, and it is evident that they belong to the millennial generation, comprising young and productive workers with 1-3 years of experience and a Bachelor's degree. In order to foster a positive work environment that can increase employee engagement, it is important for companies to conduct assessments based on employee observations and experiences. This study's finding that a conducive work environment increases employee engagement is consistent with the findings of Erfen et al. (2022) and Ambarsari et al. (2021) (Ambarsari, V. R., Khuzaini, 2021).

The findings of this study indicate that training has a direct impact on employee performance. It is evident that not all individuals possess the requisite information and experience to perform their duties effectively from the outset. Consequently, it is prudent to provide training as a means of ensuring that employees have the necessary tools to excel in their roles. Training has a direct impact on the quality of work performed by employees. PT Coway International Indonesia therefore provides instruction to its personnel on the task at hand. In light of the aforementioned demographic characteristics of the PT worker respondents, it is necessary to consider... The majority of sales personnel at PT Coway International Indonesia are women between the ages of 26 and 30. These women are members of the millennial generation, who are typically at a productive age and possess a Bachelor's degree and one to three years of work experience. Consequently, the company's dedication to hiring new personnel necessitates that they undergo training prior to assuming their duties. It is also evident that older workers require ongoing training, both to fulfil the responsibilities of their current roles and to prepare for promotions or transfers. The findings of this study are in alignment with those of Arta et al. (2023), Astuti et al. (2021), Setiawan et al. (2021), and Fangiziah et al. (2023), who all concluded that training can enhance employee performance (Arta, D. N. C., Leuhery, F., Abubakar, H., Yusuf, M., & Cakranegara, 2023); (Astuti, R., Akbar, L. Y., & Hasibuan, 2021); (Setiawan et al., 2021).

The findings of this study indicate that the work environment exerts a direct influence on employee performance. A favourable work environment can enhance employee motivation and enthusiasm, prompting them to perform to the best of their abilities. The evaluation conducted by employees of PT Coway International Indonesia on the work environment revealed that there is a perception that the cleanliness of the work environment affects employee performance. This is because employees feel that the company should take greater care of the cleanliness of the office environment. The respondents from PT Coway International Indonesia were predominantly female, aged between 26 and 30 years old. The majority of respondents were employed in sales roles and were millennials, who are typically in their most productive working years. The average length of employment was between one and three years, and the majority of respondents held a bachelor's degree. It is therefore incumbent upon the company to create and maintain a positive and conducive work environment, in order to ensure that the desired performance outcomes are achieved in line with the pre-established goals. It can thus be concluded that the results of this study are in line with those of previous research conducted by Monika et al. (2021), Suprihatin & Sunarsi (2021) and Marbun et al. (2022), which states that the work environment has a positive influence on employee performance (Monika et al., 2022); (Suprihatin & Sunarsi, 2021); .

The findings of the research demonstrate that employee engagement exerts a direct influence on workplace performance. When employees invest in their work, they gain a deeper understanding of the company's mission and are more likely to devote themselves fully to it. The aforementioned result can be attributed to the absorption of PT personnel. In consideration of my role at PT Coway International Indonesia, it is evident that my position has a significant influence on employee performance. The demographics of the PT worker respondents must be taken into consideration. The largest demographic within the sales force at PT Coway International Indonesia is women between the ages of 26 and 30. These women are part of the millennial generation, who are still in their prime earning years; they have an average of one to three years of experience in the field and have obtained a Bachelor's degree. When employees demonstrate a sense of organisational

commitment, they tend to exhibit greater loyalty to the brand, even when presented with alternative job opportunities. This phenomenon is known as employee engagement, and it has been identified as a key factor influencing employee performance. This conclusion aligns with the findings of previous studies conducted by Paramarta & Kasih (2018) and Indah et al. (2022). (Paramarta, W. A., & Kasih, 2018); (Astuti, R., Akbar, L. Y., & Hasibuan, 2021)

The present study employed employee engagement as a mediator and found that training has no effect on employee performance. Therefore, it can be concluded that training has no effect on employee performance through engagement. One potential explanation for this outcome is that PT Coway International Indonesia's objective of providing training to employees in order to enable them to meet specific targets has not resulted in a significant impact on employee performance as measured by engagement. The largest proportion of the workforce at PT Coway International Indonesia is comprised of women between the ages of 26 and 30. The majority of these women belong to the millennial generation, who are currently in their most productive working years. They have an average of one to three years of work experience and hold a Bachelor's degree. In light of these findings, the results of this study challenge the conclusions reached by Yuswardi & Chrisjunianti (2022), Kosali (2023), and Terisma et al. (2023), who posit that training enhances performance by fostering employee engagement. (Kosali, 2023); (Terisma, E. U., Subagyo, S., & Purnomo, 2023); (Yuswardi, Y., & Chrisjunianti, 2022)

The present study found that the work environment affects employee performance via employee engagement. The extant literature demonstrates a positive correlation between a favourable work environment and employee engagement, which in turn leads to enhanced organisational performance and company-wide outcomes. It seems plausible to suggest that the workers' concern for maintaining a clean workplace may contribute to the positive impact that PT Coway International Indonesia's emphasis on workplace cleanliness has on employee engagement and, consequently, productivity. The largest proportion of the workforce at PT Coway International Indonesia is comprised of women between the ages of 26 and 30. The majority of these women belong to the millennial generation, who are currently in their most productive working years. They have an average of one to three years of experience and hold a Bachelor's degree. The work environment has the capacity to foster a binding professional relationship, also known as engagement. It is therefore important to strive for a healthy and pleasant work environment. When workers feel comfortable and calm in their workplace, they tend to be more energised and engaged in their work. The findings of this study corroborate those of Trisninawati & Elpanso (2021) and Sentoso (2019), who found that employee involvement in product purchasing is one of the means by which the work environment affects employee performance.

CONCLUSIONS

The findings of this study suggest that training and workplace environment have a positive impact on employee engagement, which in turn improves performance. However, training itself does not have a positive impact on performance through engagement, and the research findings show that workplace environment has a positive impact on performance through engagement.

REFERENCES

- Erfeni, Yulia; Isyandi, Isyandi; and Garnasih, Raden Lestari (2023) "PENGARUH LINGKUNGAN KERJA NON FISIK, KOMPENSASI, DAN PELATIHAN KARYAWAN TERHADAP EMPLOYEE ENGAGEMENT MELALUI KEPUASAN KERJA PADA BANK TABUNGAN NEGARA PEKANBARU," *Jurnal Sosial Humaniora Terapan*: Vol. 5: Iss. 1, Article 1. DOI: 10.7454/jsht.v5i1.1013. Available at: <https://scholarhub.ui.ac.id/jsht/vol5/iss1/1>
- Ambarsari, V. R., Khuzaini, & P. (2021). *Employee Engagement memediasi pengaruh Dukungan Organisasi, Lingkungan Kerja terhadap Kinerja Karyawan. Inovasi*, 17(2), 239–247.
- Anisya, V. (2021). The Effect of Motivation on Employee Performance through Organizational Culture. *Journal of Economics, Finance And Management Studies*, 04(07). <https://doi.org/10.47191/jefms/v4-i7-16>
- Arta, D. N. C., Leuhery, F., Abubakar, H., Yusuf, M., & Cakranegara, P. A. (2023). Analisis hubungan antara Pelatihan dan Kinerja Karyawan di sebuah perusahaan Deddy. *Management Studies and Entrepreneurship Journal*, 4(1), 162–168.
- Astuti, R., Akbar, L. Y., & Hasibuan, L. S. (2021). Pengaruh Motivasi dan Pelatihan terhadap Kinerja Karyawan PT. Deltamas Surya Indah Mulia Medan. *Seminar Nasional Teknologi Edukasi Dan Humaniora 2021*, 8–

13.

- Fakhri, R. F., Djastuti, I., & Mas'ud, F. (2021). *Analisis pengaruh Kompensasi dan Pelatihan terhadap Kinerja Karyawan dengan Employee Engagement sebagai variabel intervening*.
- Haryono, S. (2016). *Metode SEM untuk Penelitian Manajemen dengan AMOS, LISREL, PLS*. Badan Penerbit PT. Intermedia Personalia Utama, 450.
- Indah, H. R., Satrya, A., & Lestari, E. P. (2022). Pengaruh Budaya Organisasi dan Motivasi Kerja terhadap Kinerja Karyawan dengan Employee Engagement Sebagai Variabel Mediasi (Studi Kasus Pada Lembaga Pendidikan dan Pelatihan Kepolisian Negara Republik Indonesia). *Ekonomi, Keuangan, Investasi Dan Syariah (EKUITAS)*, 3(3). <https://doi.org/10.47065/ekuitas.v3i3.1190>
- Karyono, K. (2021). PENGARUH PELATIHAN DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN POLITEKNIK STMI JAKARTA. *Jurnal Pendidikan Indonesia : Teori, Penelitian, Dan Inovasi*, 1(2). <https://doi.org/10.59818/jpi.v1i2.27>
- Kosali, A. Y. (2023). *Pengaruh Pelatihan dan Pengembangan Karir terhadap Kinerja Karyawan dengan Employee Engagement sebagai variabel intervening*. 05, 11–25.
- Meswantri, M., & Awaludin, A. (2018). International Review of Management and Marketing Determinant of Employee Engagement and its Implications on Employee Performance. *International Review of Management and Marketing*, 8(3), 36–44.
- Monika, A., Rusman, T., Suroto, S., & Maydiantoro, A. (2022). Pengaruh Lingkungan Kerja, Pelatihan, dan Kompensasi Terhadap Kinerja Karyawan. *Economic Education and Entrepreneurship Journal*, 4(2), 133–150. <https://doi.org/10.23960/E3J/v4i2.133-150>
- Nurul Ichsan, R., & Nasution, L. (2021). SOSIALISASI PELATIHAN UNTUK MENINGKATKAN PRESTASI KERJA KARYAWAN DI PDAM TIRTANADI CABANG PADANG BULAN MEDAN. *AMALIAH: JURNAL PENGABDIAN KEPADA MASYARAKAT*, 5(1), 48–53. <https://doi.org/10.32696/ajpkm.v5i1.693>
- Paramarta, W. A., & Kasih, I. G. A. P. (2018). Pelatihan dan Motivasi pengaruhnya terhadap Kinerja Perawat instalasi bedah sentral RSUP Sanglah Denpasar dengan Employee Engagement sebagai variabel intervening. *Juima*, 8(2), 137–170.
- Purwanza, Sena Wahyu, Wardhana, A., Mufidah, A., Renggo, Yuniarti Reny, Hudang, Adrianus Kabubu, Setiawan, J., Badi'ah, A., Fadlilah, M., Saloom, G., Darwin, Sayekti, Siskha Putri, Nugrohowardhani, Rambu Luba Kata Respati, Amruddin, Hardiyani, T., Tondok, & R. (2022). *Metodologi penelitian kuantitatif, kualitatif dan kombinasi*.
- Putri, F. E., Srihandayani, C. M., & Arianto, B. (2021). *Pengaruh Pelatihan, Pengembangan Karir, dan Budaya Organisasi terhadap Employee Engagement pada PT. Angkasa Pura I (Persero) Kantor Cabang Juanda Surabaya*.
- Rahmat, J., Ahmadi, S., Widyastuti, T., & Gunawan, Y. I. (2023). *Pengaruh Pelatihan Motivasi dan Disiplin Kerja terhadap Kinerja Karyawan dengan Lingkungan kerja sebagai variabel intervening di PT. Bukaka Teknik Utama Tbk*. 12(3).
- Rima Handayani, & Rifqi Fauzan. (2022). Pengaruh Pelatihan dan Lingkungan Kerja Non Fisik Terhadap Kinerja Karyawan Pizza Hut Delivery Karawang Jawa Barat. *Jurnal Multidisiplin Madani*, 2(4), 1721–1738. <https://doi.org/10.55927/mudima.v2i4.291>
- Riwukore, J. R. (2022). Pelatihan Penentuan Dimensi dan Indikator Lingkungan Kerja Eksisting di Sekretariat Daerah Pemkot Kupang. *Jurnal Abdimas Multidisiplin*, 1(1), 51–64. <https://doi.org/10.35912/jamu.v1i1.1465>
- S, A. (2018). Pengaruh Lingkungan Kerja, Kepemimpinan, Kompensasi dan Pelatihan Kerja pada Keterikatan Karyawan Hotel Berbintang di Batam. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 2(1), 96–107. <https://doi.org/10.36778/jesya.v2i1.34>
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2022). Partial Least Squares Structural Equation Modeling. In *Handbook of Market Research* (pp. 587–632). Springer International Publishing. https://doi.org/10.1007/978-3-319-57413-4_15
- Setiawan, I., Ekhsan, M., & Parashakti, R. dhyana. (2021). PENGARUH PELATIHAN TERHADAP KINERJA KARYAWAN YANG DI MEDIASI KEPUASAN KERJA. *Jurnal Perspektif Manajerial Dan Kewirausahaan (JPMK)*, 1(2), 186–195. <https://doi.org/10.59832/jpmk.v1i2.32>
- Suprihatin, L., & Sunarsi, D. (2021). Pengaruh Kepemimpinan Transaksional dan Lingkungan Kerja Terhadap Kinerja Pegawai di Pusat Pendidikan dan Pelatihan Pegawai Kementerian Pendidikan dan Kebudayaan. *JiIP - Jurnal Ilmiah Ilmu Pendidikan*, 4(1), 78–86. <https://doi.org/10.54371/jiip.v4i1.207>
- Terisma, E. U., Subagyo, S., & Purnomo, H. (2023). Analisis Kinerja Karyawan ditinjau dari Pelatihan dan Insentif dengan Employee Engagement sebagai variabel intervening. *Simposium Manajemen Dan Bisnis*

II, 2, 312–322.

- Trisninawati, T., & Elpanso, E. (2022). Pengaruh Motivasi Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan Outsourcing Di Mediasi Employee engagement. *MBIA*, 20(3), 275–284. <https://doi.org/10.33557/mbia.v20i3.1616>
- Wau, F. S., & Kustiawan, U. (2024). *Employee Engagement, Work Motivation, Employee Creativity dan Job Satisfaction sebagai mediator antara Reward dengan Employee Performance*.
- Yuswardi, Y., & Chrisjunianti, C. (2022). Pengaruh Pelatihan dan Praktik Manajemen Talenta terhadap Kinerja Karyawan pada perusahaan manufaktur elektronik di Batam dengan Keterlibatan Karyawan sebagai mediasi abstrak. *SEIKO: Journal of Management & Business*, 4(3), 289–299. <https://doi.org/https://doi.org/10.37531/sejaman.v4i3.2573>