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## Motivation, Work Environment, and Training and Development Determine the Effect Employee Performance (A Study of Human Resource Management Literature Review)

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**Abstract** : This study focuses on the determine the effect of motivation, work environment, and training and development on employee performance in various organizations. The aim of this research is to analyze the contributions of these three variables in enhancing employee performance within the context of human resource management. The method used is a literature review, where the researcher collects and analyzes various relevant articles and previous studies. The results indicate that strong motivation, a positive work environment, and effective training and development programs significantly improve employee performance. These three variables are interrelated and have a crucial impact on productivity and overall organizational performance.

**Keywords:** Motivation, Work Environment, Training and Development, Employee Performance.

### INTRODUCTION

Employee performance is a key factor determining an organization's success. In an increasingly competitive era, it is essential for companies to understand various factors influencing employee performance. Motivation, work environment, and training and development are three variables that play a significant role in enhancing productivity and individual performance within organizations. Motivation can be defined as the internal and external drive that encourages someone to behave in a certain way (Robbins & Judge, 2017). The conducive work environment, on the other hand, includes physical and social aspects that can determine the effect employees' enthusiasm and work efficiency (Kahn, 1990). Finally, training and development focus on enhancing employees' skills and knowledge, which in turn can contribute to overall organizational performance (Noe, 2017).

The purpose of this research is to analyze the determine the effect of motivation, work environment, and training and development on employee performance, with the hope of providing insights for management in formulating more effective strategies to enhance employee performance. The theories supporting this research include Herzberg's Two-Factor Theory, which explains that motivating factors and hygiene factors play a role in determining

job satisfaction (Herzberg, 1966). Furthermore, Kahn's Work Environment Theory (1990) emphasizes the importance of environmental elements affecting employee engagement and performance. By integrating these theories, this research aims to make a meaningful contribution to the development of human resource management in various organizations.

Thus, this research is important to provide a better understanding of the relationship between motivation, work environment, training and development, and employee performance. Therefore, the research questions to be discussed in this article are: 1) Does motivation affect employee performance?; 2) Does the work environment affect employee performance?; and 3) Does training and development affect employee performance?

## LITERATURE REVIEW

### 1. Performance

Performance is a function of an individual's motivation and ability to complete tasks or work. Every individual should have a certain degree of willingness and ability. However, an individual's willingness and skills are not effective without a clear understanding of what needs to be done and how to do it. Performance is defined as the actual behavior exhibited by each person as the work achievements produced by employees according to their roles in the organization. Employee performance is crucial in an organization's effort to achieve its goals (Rivai and Sagala, 2011).

According to Hasibuan (2016), performance is defined as the results achieved by a person in carrying out the tasks assigned to him, based on competence, experience, diligence, and time. Gomes (2003) also defines performance as the output, which is the work produced by employees or the actual behavior exhibited according to their roles in the organization.

Theoretically, there are many factors influencing an individual's performance. Simanjuntak (2005) mentions that performance is determined by: 1) employee quality and ability; 2) supporting facilities; and 3) supra facilities. Sedarmayanti (2017) identifies other factors affecting performance, including: 1) attitude and mentality (work motivation, work discipline, and work ethics); 2) education; 3) skills; 4) leadership management; 5) income level; 6) salary and health; 7) social security; 8) work climate; 9) facilities and infrastructure; 10) technology; and 11) opportunities for achievement.

According to Mathis & Jackson (2012), discussions regarding employee performance issues cannot be separated from various accompanying factors, including: 1) ability factors; and 2) motivation factors. Rivai and Sagala (2011) state that aspects assessed to measure an individual's performance, based on the study results of Lazer and Wikstrom (1997), can be grouped into three: 1) technical ability; 2) conceptual ability; and 3) interpersonal relationship ability. Meanwhile, according to Anwar Prabu (2017), employee performance can be assessed from: 1) quality of work; 2) quantity of work; 3) responsibility; 4) cooperation; and 5) initiative.

### 2. Motivation

Motivation is the internal or external drive that determines an individual's behavior in achieving goals. According to Ryan and Deci (2020), motivation can be divided into two types: intrinsic motivation, which comes from within the individual, such as the desire to learn or achieve something, and extrinsic motivation, which is triggered by external factors such as rewards or recognition.

Motivation serves as the main driver in work behavior. In the organizational context, high motivation can increase productivity, work quality, and employee satisfaction. Maslow (1943) describes human needs in a hierarchy, ranging from physiological needs to self-actualization. Achievement at one level of need will determine the effect on an individual's motivation to meet higher needs.

The theories underlying the understanding of motivation include Maslow's Hierarchy of Needs Theory, which states that individuals will strive to meet higher needs after basic needs are fulfilled. Herzberg's Two-Factor Theory explains that motivator factors, such as achievement and recognition, can enhance performance, while hygiene factors, such as salary and working conditions, prevent dissatisfaction. Additionally, the Self-Determination Theory (Deci & Ryan, 2000) explains that intrinsic motivation arises from the needs for autonomy, competence, and social relationships.

Several factors influencing motivation include job satisfaction, which according to Locke (1976) is directly related to individual motivation; managerial support, which is explained by Yukl (2013) as an essential element in creating a supportive environment for employee motivation; and social environment, where Kahn (1990) shows that positive interactions with coworkers can enhance motivation.

Various studies, such as those conducted by Sari and Rakhmawati (2021), show that both intrinsic and extrinsic motivation have a significant effect on employee performance at PT XYZ. Additionally, Pramudito and Wibowo (2022) found that work motivation positively affects productivity in retail companies in Surabaya, while Setiawan et al. (2020) show that managerial support can enhance employee motivation, impacting performance in oil and gas companies.

### **3. Work Environment**

The work environment includes the overall physical and social conditions at the workplace that can determine the effect on employee behavior and performance. According to Sundstrom et al. (2019), a positive work environment can enhance performance, satisfaction, and employee well-being. The work environment encompasses not only physical conditions such as lighting and noise but also social aspects such as interaction among employees.

A good environment can create a conducive work atmosphere, support collaboration, and enhance employees' commitment to the organization. The Work Environment Design Theory states that physical elements can determine the effect on employees' comfort and productivity, while the Job Demands-Resources (JD-R) Model (2020) shows that a good work environment provides the resources needed to cope with work demands, impacting performance. The Work Experience Theory (Schneider, 2000) also explains that positive experiences in the workplace, including social support, can enhance employee satisfaction and performance.

Several factors influencing the work environment include workspace design, which according to Higgins et al. (2005) can support collaboration and interaction among employees; company policies, where Kossek et al. (2011) highlight the importance of policies supporting work-life balance; and organizational culture, which Schein (2010) describes as an important aspect affecting employee performance.

In this regard, Wahyuni and Susanto (2020) found that a socially supportive work environment contributes to improved employee performance at ABC University. Meanwhile, Husna et al. (2021) showed that physical environmental factors significantly determine the effect on employee performance in technology companies in Jakarta. Rahman and Sari (2022) also found that a positive work atmosphere can enhance employee motivation and performance in educational institutions.

### **4. Training and Development**

Training and development is a systematic process designed to enhance employees' skills, knowledge, and competencies. Noe (2020) emphasizes that effective training can contribute to improving employee performance and achieving organizational goals. Training is an important tool for organizations to ensure that employees have the necessary skills to

perform their tasks effectively. Meanwhile, development focuses on the long-term growth of employees and preparing them for larger roles in the future.

The theories underlying the understanding of training and development include Learning Theory (Dewey, 1938), which states that relevant learning experiences can enhance employees' skills and knowledge. The Training Transfer Model describes how good training can be applied in work performance, emphasizing the importance of the work context in skill transfer. The Engagement Theory (Kahn, 1990) also explains that engagement in training can enhance employees' motivation and ability to apply new skills.

Factors influencing training and development include training quality, where Salas et al. (2012) show that training quality is directly related to performance outcomes; managerial support, which Baldwin and Ford (1988) describe as an essential element in the successful transfer of skills from training to the workplace; and employee needs, where Blume et al. (2019) show that the relevance of training to individual needs enhances motivation to participate.

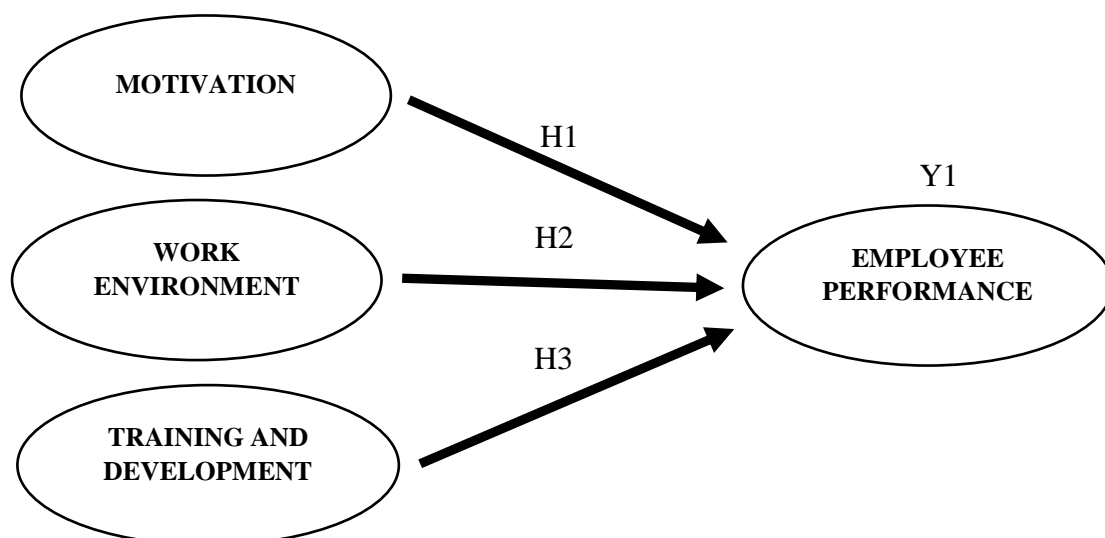
Various studies show significant results, such as Hidayati and Anwar (2020), who found that effective training significantly contributes to improving employee performance in manufacturing companies. Kusuma et al. (2021) found that skill development through training positively impacts work productivity in service companies, and Budi and Lestari (2022) show that ongoing training can enhance employees' confidence and performance in the banking sector.

Based on the theoretical review and the relationships between variables, the model or conceptual framework of this article in constructing hypotheses is as follows:

1. The Determine the effect of Motivation on Performance  
Based on research results: (Azuzazah, A., & Kuwara Sari, R. 2023), (Simbolon, S. 2019), (Oktarendah, F., & Putri, M. A. 2023)
2. The Determine the effect of Work Environment on Performance  
Based on research results: (Senen, S., Sihite, F. B., & Suryani, L. 2023), (Nursiti, & Angriani, Y. 2022), (Wahyuni, R., Gani, A., & Syahnur, M. H. 2023)
3. The Determine the effect of Training and Development on Performance  
Based on research results: (Lumban Tobing, L., Nugroho, E. S., & Solehudin. 2021), (Febrianty, M. 2022), (Rindaningsih, I., & Khalilurrahman, M. F. 2023)

From the formulation of the problems in this article and the literature study review from relevant books and articles, a framework of thinking has been obtained as illustrated below:

**Figure 1. Framework of Thinking**



## METHOD

This research is a literature study, which includes a series of activities related to data collection methods from library sources. The research object is obtained through various available information found in books, encyclopedias, scientific journals, newspapers, magazines, and other documents (Arikunto, 2014). Library research, or literature review, is a study that critically reviews knowledge, ideas, or findings found in academic literature. This research aims to formulate theoretical and methodological contributions to a specific topic (Hapzi Ali, Nandan Limakrisna, 2013). The main focus of library research is to discover various theories, laws, principles, or ideas that can be used in the analysis and resolution of the formulated research questions. The nature of this research is descriptive analysis, which involves a systematic description of the data obtained, which is then explained so that it can be well understood by the readers.

## RESULTS AND DISCUSSION

Motivation is an important factor influencing individual performance within an organization. In the work context, motivation can be defined as the drive that motivates employees to perform tasks and achieve established goals. According to Ryan and Deci (2020), motivation can be distinguished into two types: intrinsic motivation and extrinsic motivation. Intrinsic motivation comes from within the individual, while extrinsic motivation arises from external factors, such as rewards or recognition.

Research by Zhang et al. (2021) shows that high motivation positively impacts employee performance. Motivated employees tend to be more productive, creative, and capable of completing tasks effectively. This aligns with findings from Robinson & Judge (2022), which state that motivation is directly related to job satisfaction, which in turn determines the effect s performance.

Factors that can enhance work motivation include recognition of achievements, career development, and a supportive work environment. Employees who feel valued and recognized will be more motivated to give their best in their work (Smith & Jones, 2023). Additionally, opportunities to develop skills and knowledge also play a crucial role in enhancing motivation.

High employee performance depends not only on individual ability but also on the motivation they possess. Research indicates that the higher the employee motivation, the better the performance produced (Novia Cahyani & Ardana, 2013). Therefore, it is essential for organizations to create a supportive environment and provide appropriate incentives to keep employees motivated.

The work environment relates to the availability of facilities and infrastructure as well as social aspects supporting workers in performing their tasks. Members of the organization or employees involved in the same work, sharing tasks together, or facing similar work need an environment that can support their collaboration.

As stated by Evans in Shalahuddin (2016), the work environment encompasses all opportunities that allow employees to contribute to working more productively, safely, and pleasantly. Research conducted by Novia Cahyani & Ardana (2013) and Nguyen et al. (2020) shows that proper space arrangement in the workplace determines the effect s employee performance.

This space arrangement must be supported by adequate light distribution, appropriate wall color selection, air circulation, and temperature suitable for the room (Riyanto et al., 2017). Insufficient light distribution in each employee's room will hinder employees from working quickly and accurately. Moreover, a peaceful working environment is necessary for every employee to perform their jobs (Purba et al., 2017).



Training and development are critical elements in enhancing employees' competencies in an organization. This process aims not only to improve technical skills but also to develop the attitudes and behaviors necessary to perform tasks. According to Noe (2017), effective training can enhance individual and group performance within organizations.

Research by Sari & Agustina (2020) shows that structured training can increase employees' confidence in performing their tasks, positively impacting their performance. Additionally, career development through mentoring and coaching programs also contributes to enhancing work motivation and employees' commitment to the organization (Huang et al., 2021).

Training relevant to job tasks and organizational needs will yield better outputs. This aligns with Kusumawati et al. (2019), who state that employees receiving training suited to their needs tend to show significant performance improvement.

Based on research results: (Azuzazah, A., & Kuwara Sari, R. 2023), (Simbolon, S. 2019), (Oktarendah, F., & Putri, M. A. 2023), there is a significant determine the effect of motivation on employee performance. Based on research results: (Senen, S., Sihite, F. B., & Suryani, L. 2023), (Nursiti, & Angriani, Y. 2022), (Wahyuni, R., Gani, A., & Syahnur, M. H. 2023), there is a significant determine the effect of the work environment on employee performance. Based on research results: (Lumban Tobing, L., Nugroho, E. S., & Solehudin. 2021), (Febrianty, M. 2022), (Rindaningsih, I., & Khalilurrahman, M. F. 2023), there is a significant determine the effect of training and development on employee performance.

## CONCLUSION

This research analyzes the determine the effect of motivation, work environment, and training and development on employee performance using a literature review method. Based on the findings of this research, it can be concluded that these three variables significantly impact improving employee performance.

Motivation serves as the main driver guiding employees' work behaviors. Both intrinsic motivation (such as the spirit to achieve accomplishments) and extrinsic motivation (such as rewards or recognition) have been proven to increase productivity and work effectiveness. Organizations need to focus on strategies to optimize this motivation through approaches that meet employees' needs.

A supportive work environment, both physically and socially, helps employees work more effectively and productively. Elements such as workspace design, social support, and work-life balance policies have been proven to positively impact work comfort and employee performance.

Training and development provide meaningful contributions to enhancing employees' skills and knowledge. Relevant training programs and long-term development programs, such as mentoring, can increase employees' confidence, work efficiency, and readiness to face future organizational challenges.

This research offers important insights in the field of management, particularly in human resource management for increasing organizational productivity and efficiency. Improvements that can be made include designing training programs based on individual and organizational needs, rearranging the work environment to create a more supportive atmosphere for productivity, and developing incentive systems that can continuously motivate employees.

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