

TRAINING AND WORK ENVIRONMENT ENHANCE EMPLOYEE PERFORMANCE (CASE STUDY: COAL MINING COMPANY IN EAST KALIMANTAN)

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Abstract

The success of a business greatly depends on the presence of human resources with high competency and technical skills, supported by optimal performance. To achieve the goals planned by the company, all necessary requirements and infrastructure must be prepared to support the achievement of its targets and planned efforts. Competent human resources and a supportive and conducive work environment significantly contribute to the performance achievements of a company. This study employs a quantitative approach, with questionnaires as the primary tool for collecting data from respondents. The study focuses on mechanics working for contractor companies in the coal mining sector, located in East Kalimantan. The research was conducted using the random sampling method, involving a total of 115 respondents from coal mining contractor companies. Data analysis was carried out using multiple linear regression techniques, assisted by SPSS version 27 software. In 2024, the performance of coal mining contractor projects was recorded to be lower compared to other contractor locations. This situation serves as the background and primary reason for conducting this research on coal mining contractor companies. The results of the study indicate that training has a positive and significant effect on performance achievement, with additional support from the work environment. These findings underline the critical role of employee training and a supportive work environment in driving performance improvements, as observed in coal mining contractor companies in Kalimantan.

Keywords: Training, Work Environment, Employee Performance, Mining

Abstrak

Keberhasilan suatu bisnis sangat bergantung pada keberadaan sumber daya manusia dengan kompetensi dan keterampilan teknis yang tinggi, didukung oleh kinerja yang optimal. Untuk mencapai tujuan yang direncanakan oleh perusahaan, semua persyaratan dan infrastruktur yang diperlukan harus disiapkan untuk mendukung pencapaian target dan upaya yang direncanakan. Sumber daya manusia yang kompeten dan lingkungan kerja yang mendukung dan kondusif sangat berkontribusi pada pencapaian kinerja perusahaan. Studi ini menggunakan pendekatan kuantitatif, dengan kuesioner sebagai alat utama untuk mengumpulkan data dari responden. Studi ini berfokus pada mekanik yang bekerja untuk perusahaan kontraktor di sektor pertambangan batubara, yang berlokasi di Kalimantan Timur. Penelitian ini dilakukan dengan menggunakan metode pengambilan sampel acak, melibatkan total 115 responden dari perusahaan kontraktor pertambangan batubara. Analisis data dilakukan menggunakan teknik regresi linier berganda, dibantu oleh perangkat lunak SPSS versi 27. Pada tahun 2024, kinerja proyek kontraktor pertambangan batubara tercatat lebih rendah dibandingkan dengan lokasi kontraktor lainnya. Situasi ini menjadi latar belakang dan alasan utama dilakukannya penelitian ini pada perusahaan kontraktor pertambangan batubara. Hasil penelitian menunjukkan bahwa pelatihan memiliki pengaruh positif dan signifikan terhadap pencapaian kinerja, dengan dukungan tambahan dari lingkungan kerja. Temuan ini menggarisbawahi peran penting pelatihan karyawan dan lingkungan kerja yang mendukung dalam mendorong peningkatan kinerja, seperti yang diamati pada perusahaan kontraktor pertambangan batubara di Kalimantan.

Kata Kunci: Pelatihan, Lingkungan Kerja, Kinerja Karyawan, Pertambangan



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INTRODUCTION

Competent human resources with excellent performance are expected to support business success. Human resources refer to every individual, group, and all parties associated with the company.^{1,2,3} Human resource management possesses distinct characteristics in its administration. While individual competencies may be similar, their development requires tailored approaches that align with the specific needs of each employee.⁴

Human resources are the most complex and unpredictable aspects of a business, as behaviors and desires may change abruptly based on circumstances at a given time.⁵ Management, on the other hand, is a process or framework implemented by a group of people to achieve predefined organizational goals. The management process includes planning, organizing, directing, and controlling.⁶

Management is the process of planning, organizing, directing, and supervising the efforts of organizational members and utilizing organizational resources to achieve established organizational goals". Management falls under the domain of social sciences, as its implementation depends on the situations and conditions where management functions are applied. Effective management practices enable individuals to perform optimally, ensuring the achievement of organizational objectives.^{7,8}

According to Nitisemito, the work environment comprises several indicators: 1) Work atmosphere, 2) Availability of facilities for employees, and 3) Relationships with coworkers. Harmonious and familial relationships are among the factors that influence an individual's

¹ Machmed Tun Ganyang, "Manajemen Sumber Daya Manusia Konsep Dan Realita," in *In Media*, preprint, 2018.

² Muhammad Busro, "Manajemen SDM - Teori-Teori," in *Teori-Teori Manajemen Sumber Daya Manusia*, preprint, 2018.

³ Prof Arief Subyantoro, *SDM Pelatihan Dan Pengembangan Sumber Daya Manusia*, ed. Faizin, vol. 19, no. 5 (ZAHIR PUBLISHING, 2020).

⁴ Dr. Marniati, Prof. Adjunct, *Manajemen Sumber Daya Manusia - Training*, 2020, 2.

⁵ Daniel Adi Setya Rahardjo Dr, "Manajemen Sumber Daya Manusia - Pelatihan," *Bandung: CV Mandar Maju*, 2022, 229–82.

⁶ W. Dr Rumawas, *Manajemen Sumber Daya Manusia - Kinerja*, in *Pengaruh Work-Life Balance Terhadap Kepuasan Kerja Karyawan Pada Hotel Sintesa* (2018).

⁷ Widyaningrum Dr Enny, *MSDM - Peran Semangat Kerja Karyawan Untuk Merubah Lingkungan Kerja Dan Kepemimpinan Transformasional*, in *Indomedia Pustaka*, ed. MM. Dr. Muslichah Erma Widiana (Sidoharjo, 2020).

⁸ Ahmad Rusdiana, *Manajemen Sumber Daya Manusia Pendidikan*, 2018, 316.

performance. Nitisemito stated that a conducive work environment enables employees to focus better on their tasks and complete assigned responsibilities.^{9,10,11}

Performance data revealed that a mining contractor company exhibited the lowest performance compared to other contractors, prompting this research to be conducted on the underperforming contractor.¹² This study examines the concept of job training, Basri & Rusdiana¹³, Daniel Adi Setya Rahardjo Dr¹⁴, Aribowo & Wijonarko¹⁵, Zulkifli¹⁶, Muhammad Ramdhan¹⁷, Marniati¹⁸. The work environment, W. D. Enny¹⁹, M. D. Enny²⁰ and employee performance, Rumawas²¹, Poltak²², along with the subcategories and indicators of each variable, which are explained in detail based on references from previous experts and researchers.

Job Training

Through training programs, it is expected that all potential possessed by employees can be enhanced to meet the needs and expectations of the company, or at least approximate what the

⁹ Mahmudah Dr Enny, *Manajemen Sumber Daya Manusia - Lingkungan Kerja*, Juli 2019, ed. M.M. Dr. Muslichah Erma W., SE. (UBHARA Manajemen Press, 2019).

¹⁰ Pavol Belany et al., *Well-Being And Productivity : A Measurement Study*, 6, no. 1 (2024): 277–88, <https://doi.org/10.2478/czoto-2024-0030>.

¹¹ Donald L. Kirkpatrick, “Seven Keys to Unlock the Four Levels of Evaluation,” *Performance Improvement* 45, no. 7 (2006): 5–8, <https://doi.org/10.1002/pfi.2006.4930450702>.

¹² Edy Sutrisno, “Meningkatkan Kinerja Manajemen Sumber Daya Manusia,” in *Kencana Prenada Media Group*, preprint, 2021.

¹³ Hasan Dr Basri and Rusdiana, “Manajemen Pendidikan Dan Pelatihan,” in *Pustaka Setia*, no. 1, preprint, 2015.

¹⁴ Daniel Adi Setya Rahardjo Dr, “Manajemen Sumber Daya Manusia - Pelatihan.”

¹⁵ Handy Dr Aribowo and Gugus Wijonarko, *Manajemen Sumber Daya Manusia - Pelatihan* (2024).

¹⁶ Rusby Dr Zulkifli, “Manajemen Sumber Daya Manusia - Pengembangan,” *Angewandte Chemie International Edition*, 6(11), 951–952. 4 (2019): 763–73.

¹⁷ Dr Muhammad Ramdhan, *Manajemen Sumber Daya Manusia - Training*, in *Science Signaling*, vol. 11, no. 551 (2023).

¹⁸ Marniati, Prof. Adjunct, *Manajemen Sumber Daya Manusia - Training*.

¹⁹ Enny, *MSDM - Peran Semangat Kerja Karyawan Untuk Merubah Lingkungan Kerja Dan Kepemimpinan Transformasional*.

²⁰ Enny, *Manajemen Sumber Daya Manusia - Lingkungan Kerja*.

²¹ Rumawas, *Manajemen Sumber Daya Manusia - Kinerja*.

²² Lijan Prof. Poltak, *Manajemen Sumber Daya Manusia - Kinerja*, in *PT Bumi Aksara*, April 2016, ed. Suryani dan Restu Damayanti, vol. 44, no. 8 (PT Bumi Aksara, 2016), <https://doi.org/10.1088/1751-8113/44/8/085201>.

company envisions. Training helps employees develop various specific skills that enable them to excel in their current roles and advance in their future careers.^{23,24,25,26,27}

The indicators in training programs were developed by Donald L. Kirkpatrick in 1959. Kirkpatrick's model uses four levels for training evaluation: Reaction, Learning, Behavior, and Results. Training programs are expected to run more smoothly and successfully when new employees have already mastered basic competencies from previous learning experiences.^{28,29,30,31,32} To accelerate competence and work capabilities, it is advantageous for prospective employees to possess foundational knowledge in their field of work.

Training can be conducted in three ways based on the training location: On-the-Job Training (OJT), Off-Site, and Off-the-Job Training. On-the-Job Training typically takes place during work hours and is supervised by a manager or supervisor. Employees learn by observing

²³ Poltak, *Manajemen Sumber Daya Manusia - Kinerja*.

²⁴ Shilpa Wadhwa, *A Study to Understand the Effectiveness of Online v / s Offline Training Mode on Employee Performance*, III, no. 1 (2024): 1–14.

²⁵ Muhammad Erfan, *Advances in Human Resource Management Research The Impact of Cross-Cultural Management on Global Collaboration and Performance*, 2, no. 2 (2024): 102–12.

²⁶ Saeed Hameed Aldulaimi, "The Evaluation of Virtual Training and Employee Effectiveness : A Case Study from Babco," *Global Scientific Journal* 10, no. 5 (2022): 2309–24.

²⁷ Saiful Anuar Alias et al., *The Role of Training Design Factors in Influencing Training Effectiveness among Public Service Employees The Role of Training Design Factors in Influencing Training Effectiveness among Public Service Employees*, 9, no. 5 (2019): 898–913, <https://doi.org/10.6007/IJARBSS/v9-i5/6016>.

²⁸ Muhammad Ramdhan, *Manajemen Sumber Daya Manusia - Training*.

²⁹ Alina Trifu et al., *Advantages and Disadvantages of the Online Training System in the Field of Occupational Safety and Health*, 00048 (2024).

³⁰ Sani Mustapha Kura and Supreet Kaur, *Effect of Training Needs Assessment on Employee Performance : A Review Perspective Effect of Training Needs Assessment on Employee Performance : A Review Perspective*, no. August (2022).

³¹ Arniati Arniati and Muryani Aarsal, *The Influence of Leadership , Training , Competence on Lecturer Performance in Higher Education*, 9, no. 3 (2023): 1769–79, <https://doi.org/10.29210/0202313061>.

³² Basri and Rusdiana, "Manajemen Pendidikan Dan Pelatihan."

experienced workers at their jobs.^{33,34,35,36} Education and training are two crucial factors that determine the quality and quantity of how a company produces efficiently and effectively.^{37,38,39,40}

Employees who must adapt to numerous organizational changes need continuous training to maintain and update their skills.^{41,42,43} Training is positively correlated with performance. Employee performance, and in turn organizational performance, is significantly influenced by the training provided to employees. Therefore, training is a crucial aspect of performance within an organization.^{44,45,46,47}

³³ Sri Indrastuti, *Manajemen Sumberdaya Manusia Strategik*, in UR Press Pekanbaru, Juli 2012, ed. Rusli Tanjung (Pekanbaru, 2020).

³⁴ Sabeeh ud Din Khan et al., “Effectiveness of Training on Employee Motivation and Job Satisfaction with Mediating Role of E-Learning in Branchless Micro Finance Banking,” *Bulletin of Business and Economics (BBE)* 12, no. 4 (2023): 54–64, <https://doi.org/10.61506/01.00082>.

³⁵ Indira Singh et al., *Employee Training and Development Enhancing Employee Performance – A Study*, no. April 2025 (2023).

³⁶ Hien Thi et al., “Journal of Open Innovation : Technology , Market , and Complexity The Influence of Knowledge Management , Green Transformational Leadership , Green Organizational Culture on Green Innovation and Sustainable Performance : The Case of Vietnam,” *Journal of Open Innovation: Technology, Market, and Complexity* 10, no. 4 (2024): 100436, <https://doi.org/10.1016/j.joitmc.2024.100436>.

³⁷ Fachrurazi et al., *Manajemen Sumber Daya Manusia (Teori Dan Konsep)*, ed. Putra Harahap (Yayasan Cendikia Muslim Mandiri, 2021).

³⁸ Aham Edward Kanuto, *Examining the Impact of Employee Training and Development Programs on Their Job Satisfaction and Performance*, 40, no. 1 (2024): 63–79, <https://doi.org/10.58970/IJSB.2444>.

³⁹ Esha, “A Study on Effectiveness of Training and Development Programs,” *International Journal of Business, Economics & Management* 2 (2019): 11–17, <https://doi.org/10.31295/ijbem.v2n1.62>.

⁴⁰ Julius Chacha Wambura, *A Literature Review on the Influence of Training on Improving Employee Performance*, 6, no. 2024 (2025): 554–59.

⁴¹ Daniel Adi Setya Rahardjo Dr, “Manajemen Sumber Daya Manusia - Pelatihan.”

⁴² Dareen Khaled Mekdad et al., *Impact of Training and Development on Employee Performance : Insights for Sustainable Capacity Building of Employees in Telecommunication Organization in Qatar*, 2025, 578–93, <https://doi.org/10.1201/9781003496724-58>.

⁴³ Prof Trilok and Kumar Jain, *Impact of Training and Development on Employee Performance in Retail Sector : A Review Paper*, n.d., 1–12.

⁴⁴ Hamid Indrawati, *MSDM - Konsep Pendidikan-Pelatihan Dan Budaya Organisasi*, November 2, ed. M.Si. Dr. Umar Nain, S.Sos. (Mitra Ilmu, Jl. Kesatuan 3 No. 11 Kelurahan Maccini Parang Kecamatan Makassar Kota Makassar, Website : www.mitrailmumakassar.com. Anggota IKAPI Nomor: 041/SSL/2022, 2023).

⁴⁵ Jassem Ibrahim Al-omar, *Importance of Employees Soft Skills Training for Organizational Performance*, 24, no. 6 (2022): 54–59, <https://doi.org/10.9790/487X-2406045459>.

⁴⁶ Eny Dwi et al., *International Journal of Social Science and Human Research The Effect of Training and Work Motivation on Employee Performance through Job Satisfaction*, 07, no. 01 (2024): 809–15, <https://doi.org/10.47191/ijsshr/v7-i01-105>.

⁴⁷ Thi et al., “Journal of Open Innovation : Technology , Market , and Complexity The Influence of Knowledge Management , Green Transformational Leadership , Green Organizational Culture on Green Innovation and Sustainable Performance : The Case of Vietnam.”

Training opportunities are considered useful in making employees feel valued and cared for regarding their well-being, especially in providing opportunities for growth.^{48,49,50,51,52,53,54,55,56,57,58,59,60,61,62,63,64,65,66,67,68,69,70,71,72,73,74,75,76,77,78,79}

⁴⁸ Maria Chovarda and School, *The Impact of Training & Development on Work Engagement : A Study in the Banking Sector*, 11, no. 1 (2021): 374–88, <https://doi.org/10.5296/ijhrs.v11i1.18343>.

⁴⁹ Victor Gekara et al., *Productivity Benefits of Employer-Sponsored Training A Study of the Australia Transport And*, 60, no. 9 (2018): 1009–25, <https://doi.org/10.1108/ET-02-2017-0029>.

⁵⁰ Wambura, *A Literature Review on the Influence of Training on Improving Employee Performance*.

⁵¹ Teresa Kupczyk et al., *Training Employees in Sustainability and Assessing Their Ability to Implement Bottom-up Changes in Companies for the Green Revolution – A Comparative Analysis in Poland and India*, XXVI, no. 1 (2023): 94–107.

⁵² Fredrick Muyia Nafukho et al., “Training Design in Mediating the Relationship of Participants’ Motivation, Work Environment, and Transfer of Learning,” *European Journal of Training and Development* 47, no. 10 (2022): 112–32, <https://doi.org/10.1108/EJTD-06-2022-0070>.

⁵³ Alias et al., *The Role of Training Design Factors in Influencing Training Effectiveness among Public Service Employees The Role of Training Design Factors in Influencing Training Effectiveness among Public Service Employees*.

⁵⁴ Prof Nigel et al., *The Impact of Training and Development on Employee Engagement Components in the Service Industry of Goa The Impact of Training and Development on Employee Engagement Components in the Service Industry of Goa*, no. January 2022 (2024).

⁵⁵ Chovarda and School, *The Impact of Training & Development on Work Engagement : A Study in the Banking Sector*.

⁵⁶ Annie Wong et al., *The Impact of Soft Skills Training on the Behavior of Multinational Technology Company Employees*, 7, no. 2 (2024): 183–98, <https://doi.org/10.32535/apjme.v7i2.3278>.

⁵⁷ Usamah Aldehaim et al., “The Impact Of Effective Training Programs On Organizational Performance In The Dubai’s Public Sector,” *International Journal of Management Trends: Key Concepts and Research* 3, no. 2 (2025): 47–57, <https://doi.org/10.58898/ijmt.v3i2.47-57>.

⁵⁸ Aldulaimi, “The Evaluation of Virtual Training and Employee Effectiveness : A Case Study from Babco.”

⁵⁹ Kosovare Mustafa-sadiku, *The Effects of Training on Improving Employee Performance*, 15, no. 2 (2025): 1–10, <https://doi.org/10.29322/IJSRP.15.02.2025.p15802>.

⁶⁰ Rosli Ibrahim and Ali Boerhannoeddin, *The Effect of Soft Skills and Training Methodology on Employee Performance*, 41, no. 4 (2017): 388–406, <https://doi.org/10.1108/EJTD-08-2016-0066>.

⁶¹ John Agmada Bawa, “The Effect of Indoor Environmental Quality on the Productivity of Factory Workers: A Case of Pharmaceutical Factories in Southwest Nigeria,” *International Journal of Advances in Social and Economics* 4, no. 1 (2022): 1–5, <https://doi.org/10.33122/ijase.v4i1.211>.

⁶² Azlina Shamsudin et al., *SME Performance : Examining the Relationship Between Training and Development , Employee Performance Evaluation and Rewards SME Performance : Examining the Relationship Between Training and Development , Employee Performance Evaluation and Rewards*, 13, no. 4 (2023): 347–56, <https://doi.org/10.6007/IJARBS/v13-i4/16531>.

⁶³ Arief Subyantoro, *SDM Pelatihan Dan Pengembangan Sumber Daya Manusia*, vol. 19.

⁶⁴ Lilik Supriyadi, “Pengaruh Pendidikan Dan Pelatihan, Kepemimpinan Dan Motivasi Kerja Terhadap Kerja Karyawan Di PT Jasa Konstruksi,” *JEBI | Jurnal Ekonomi Bisnis Indonesia* 14, no. 01 (2019): 1–9, <https://doi.org/10.36310/jebi.v14i01.111>.

⁶⁵ Khasbulloh Huda and Rachmad Sholeh, “Pengaruh Pelatihan, Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Sumber Rukun Mandiri Mojokerto,” *INOBIS: Jurnal Inovasi Bisnis Dan Manajemen Indonesia* 2, no. 3 (2019): 369–81, <https://doi.org/10.31842/jurnal-inobis.v2i3.97>.

⁶⁶ Titin Maidarti et al., “Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. SARAKA MANDIRI SEMESTA BOGOR,” *Derivatif: Jurnal Manajemen* 16, no. 1 (2022): 127–45.

⁶⁷ Wasito, “Pengaruh Kepemimpinan, Pelatihan Dan Motivasi Kerja Terhadap Kinerja Karyawan PT Nusa Konstruksi Enjiniring TBK” (ITD ASIA MALANG, 2023).

⁶⁸ George M. Alliger and Elizabeth A. Janak, “Kirkpatrick’s Levels Of Training Criteria: Thirty Years Later,” *Personnel Psychology* 42, no. 2 (1989): 331–42, <https://doi.org/10.1111/j.1744-6570.1989.tb00661.x>.

⁶⁹ Al-omar, *Importance of Employees Soft Skills Training for Organizational Performance*.

Work Environment

According to Nitisemito, the indicators of the work environment include: 1) Work atmosphere, 2) Relationships with colleagues, 3) Relationships between subordinates and leaders, and 4) Availability of work facilities. A comfortable and conducive work environment helps maintain employee morale and productivity, making it essential to ensure safety and sustained productivity.^{80,81,82,83,84}

The work environment refers to the conditions surrounding employees, which are utilized to enhance individual performance in completing tasks and ultimately contribute to organizational success.^{85,86,87} It encompasses all elements surrounding employees in their workplace, ensuring they

⁷⁰ Trilok and Jain, *Impact of Training and Development on Employee Performance in Retail Sector : A Review Paper*.

⁷¹ Mekdad et al., *Impact of Training and Development on Employee Performance : Insights for Sustainable Capacity Building of Employees in Telecommunication Organization in Qatar*.

⁷² Kanuto, *Examining the Impact of Employee Training and Development Programs on Their Job Satisfaction and Performance*.

⁷³ John W. Newstrom, "Evaluating Training Programs: The Four Levels, by Donald L. Kirkpatrick. (1994). San Francisco: Berrett-Koehler. 229 Pp., \$32.95 Cloth.," *Human Resource Development Quarterly* 6, no. 3 (1995): 317–20, <https://doi.org/10.1002/hrdq.3920060310>.

⁷⁴ Singh et al., *Employee Training and Development Enhancing Employee Performance – A Study*.

⁷⁵ Kura and Kaur, *Effect of Training Needs Assessment on Employee Performance : A Review Perspective*.

⁷⁶ Wadhwa, *A Study to Understand the Effectiveness of Online v / s Offline Training Mode on Employee Performance*.

⁷⁷ Esha, "A Study on Effectiveness of Training and Development Programs."

⁷⁸ Killa Gananth, *A Study On Effect Of Workplace Flexibility And Factors Influencing Of Employers Performance Towards*, 8, no. 5 (2023): 704–8.

⁷⁹ Wambura, *A Literature Review on the Influence of Training on Improving Employee Performance*.

⁸⁰ Sulistya DJoko, "MSDM Strong Point Kinerja Karyawan.Pdf," preprint, Nizamia Learning Center, 2021.

⁸¹ Gananth, *A Study On Effect Of Workplace Flexibility And Factors Influencing Of Employers Performance Towards*.

⁸² Silvester Adi et al., *Acta Psychology Impact of Training and Development Programs on Employee Performance in the Manufacturing Sector*, 3, no. 3 (2024): 140–51.

⁸³ Kassu Jilcha, *Ergonomics Effect On Employee ' S Productivity And Performance Of Manufacturing Industries*, no. August (2024).

⁸⁴ James Bond, *Impact of Workplace Environment on Employee Performance*, n.d., 1.

⁸⁵ Enny, *MSDM - Peran Semangat Kerja Karyawan Untuk Merubah Lingkungan Kerja Dan Kepemimpinan Transformasional*.

⁸⁶ Mansyur Dr Ramly, *Management Science Letters*, 9 (2019): 877–86, <https://doi.org/10.5267/j.msl.2019.3.001>.

⁸⁷ M Lance Frazier and Ryan L Klinger, *Psychological Safety : A Meta - Analytic Review and Extension*, 70 (2017): 113–65, <https://doi.org/10.1111/peps.12183>.

feel secure, comfortable, and positively influenced in executing and completing their responsibilities.^{88,89,90}

By fostering a supportive work environment, it is expected to boost employee morale. When employees' enthusiasm for work increases, their productivity is likely to improve as well. If this process runs smoothly, the achievement of the company's goals will proceed effectively and efficiently.^{91,92,93,94,95,96}

A work environment is considered favorable when employees can perform their tasks optimally, healthily, safely, and comfortably. Therefore, establishing and maintaining a good work environment can contribute to achieving organizational goals. Conversely, a poor work environment

⁸⁸ Erislan, *Manajemen Kinerja Karyawan*, in *Mitra Ilmu*, Desember 2, ed. Romansyah Sahabuddin, vol. 11, no. 1 (Mitra Ilmu, 2019).

⁸⁹ Rieke Meilinda, *The Influence of the Work Environment and Work Stress on Employee Turnover Intention*, 2, no. 2 (2024): 75–86, <https://doi.org/10.59890/ijist.v2i2.14261426>.

⁹⁰ Nining Yuningsih et al., “Motivasi, Disiplin Dan Lingkungan Kerja Dalam Mempengaruhi Kinerja Pegawai,” *Jurnal Pengembangan Wiraswasta* 23, no. 3 (2021): 193, <https://doi.org/10.33370/jpw.v23i3.679>.

⁹¹ Enny, *Manajemen Sumber Daya Manusia - Lingkungan Kerja*.

⁹² Didin Sjarifudin et al., *The Influence of Work Environment , Work Culture and Job Satisfaction on Employee Loyalty*, 5, no. 3 (2024): 2033–42.

⁹³ Meilinda, *The Influence of the Work Environment and Work Stress on Employee Turnover Intention*.

⁹⁴ Vebina Desi Ekawati et al., *The Influence of Organizational Culture and Work Environment on Employee Performance with Job Satisfaction as Mediation (Case Study on West Jakarta Mayor ' s Office Employees)*, 6, no. 4 (2021): 383–87.

⁹⁵ Marga Persero Tbk et al., *The Influence Of Organizational Culture , Work Environment And Work Motivation On Employee Discipline In PT Jasa*, 2, no. 5 (2019): 37–45.

⁹⁶ Hope Economic Journal et al., *The Influence Of Organizational Culture , Work Environment , Work Discipline On Performance Of Pt . Employees . Jasa Marga (Persero) . Tbk*, 2, no. 2 (n.d.): 188–99.

may decrease motivation and morale, ultimately leading to a decline in employee performance.^{97,98,99,100,101,102,103,104,105,106,107,108,109}

Performance

According to Mangkunegara, performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Performance refers to the outcomes and work behaviors of individuals that align with organizational goals within a specified timeframe, both in terms of quality and quantity.^{110,111,112,113,114}

⁹⁷ Enny, *MSDM - Peran Semangat Kerja Karyawan Untuk Merubah Lingkungan Kerja Dan Kepemimpinan Transformasional*.

⁹⁸ Bawa, "The Effect of Indoor Environmental Quality on the Productivity of Factory Workers: A Case of Pharmaceutical Factories in Southwest Nigeria."

⁹⁹ Em Yusuf Iis et al., *The Effect Of Career Development And Work Environment On Employee Performance With Work Motivation As Intervening Variable At The Office Of Agriculture*, n.d., 227–36.

¹⁰⁰ Ananda Putri Dini and Lily Deviastri, *Research of Business and Management The Influence of Organizational Culture , Work Environment , Knowledge Sharing and Motivation on Employee Performance*, 1, no. 1 (2023): 41–52.

¹⁰¹ Muhammad Awaluddin, "Pengaruh Motivasi Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Bank Rakyat Indonesia (Persero) Tbk. Kantor Cabang Sangatta," *Jurnal STIMI Samarinda*, 2020, 1–11.

¹⁰² Yusnaldi et al., "Pengaruh Lingkungan Kerja Dan Stres Kerja Terhadap Kinerja Karyawan PT Sandin Indonesia," *Jurnal Ilmiah Manajemen SURYA PASCA SCIENTIA* 13, no. 2 (2024), <https://doi.org/10.35968/jimspc.v13i2.1301>.

¹⁰³ Iqra Hafeez et al., *Impact of Workplace Environment on Employee Performance : Mediating Role of Employee Health Impact Of Workplace Environment On Employee Performance : Mediating Role Of Employee Health*, no. December (2019), <https://doi.org/10.3846/bme.2019.10379>.

¹⁰⁴ Bond, *Impact of Workplace Environment on Employee Performance*.

¹⁰⁵ Gu Zhenjing et al., *Impact of Employees ' Workplace Environment on Employees ' Performance : A Multi-Mediation Model*, 10, no. May (2022), <https://doi.org/10.3389/fpubh.2022.890400>.

¹⁰⁶ Kerry Benzen Hossain et al., *Human Resource Influence Of Working Conditions On Employee Job Performance In Private Firms In Toronto.*, no. 2 (2023): 1–12.

¹⁰⁷ Naveed Saif et al., "Heliyon Influence of Transformational Leadership on Innovative Work Behavior and Task Performance of Individuals : The Mediating Role of Knowledge Sharing," *Heliyon* 10, no. 11 (2024): e32280, <https://doi.org/10.1016/j.heliyon.2024.e32280>.

¹⁰⁸ Mohammad Dulloh et al., *Analyze the Work Environment to Improve Employee Performance*, 1, no. August 2023 (2024): 127–34.

¹⁰⁹ Gananth, *A Study On Effect Of Workplace Flexibility And Factors Influencing Of Employers Performance Towards*.

¹¹⁰ Soelistyo Djoko, *MSDM - Spirit Kinerja Karyawan*, April 2023, ed. M. Rifki Hadi Syahputra and Tata (Nizamia Learning Center Ruko, 2023).

¹¹¹ S Lorena and Muhammad Bilawal, *Employee Performance under Transformational Leadership and Organizational Citizenship Behavior : A Mediated Model*, 8, no. January (2022), <https://doi.org/10.1016/j.heliyon.2022.e11374>.

¹¹² Tu Thanh Hoai et al., "Heliyon The Impact of Internal Control Systems on the Intensity of Innovation and Organizational Performance of Public Sector Organizations in Vietnam : The Moderating Role of Transformational Leadership," *Heliyon* 8, no. January (2022): e08954, <https://doi.org/10.1016/j.heliyon.2022.e08954>.

¹¹³ Maidarti et al., "Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. SARAKA MANDIRI SEMESTA BOGOR."

¹¹⁴ Nguyen Phuc et al., "ScienceDirect Does Transformational Leadership in Fl Uence Organisational Culture and Organisational Performance : Empirical Evidence from an Emerging Country," *IIMB Management Review* 35, no. 4 (2023): 382–92, <https://doi.org/10.1016/j.iimb.2023.10.001>.

Employee performance is defined as the ability of employees to perform specific skills, as it determines the extent to which they are capable of fulfilling their assigned tasks.^{115,116,117,118,119} Employee performance represents the results achieved by workers in fulfilling their duties and responsibilities according to their expertise and roles entrusted to them.^{120,121,122,123,124} Employee performance is critical for a company as it serves as a metric to evaluate the success of business operations.

¹¹⁵ Poltak, *Manajemen Sumber Daya Manusia - Kinerja*.

¹¹⁶ Chun-chang Lee et al., "The Relationships between Leader Emotional Intelligence, Transformational Leadership, and Transactional Leadership and Job Performance: A Mediator Model of Trust," *Heliyon* 9, no. 8 (2023): e18007, <https://doi.org/10.1016/j.heliyon.2023.e18007>.

¹¹⁷ Hossain et al., *Human Resource Influence Of Working Conditions On Employee Job Performance In Private Firms In Toronto*.

¹¹⁸ Awaluddin, "Pengaruh Motivasi Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Bank Rakyat Indonesia (Persero) Tbk. Kantor Cabang Sangatta."

¹¹⁹ Lee et al., "The Relationships between Leader Emotional Intelligence, Transformational Leadership, and Transactional Leadership and Job Performance: A Mediator Model of Trust."

¹²⁰ Erislan, *Manajemen Kinerja Karyawan*.

¹²¹ Ogun State, *Hybrid Work Systems And Employee Performance Of Selected Fast Moving Consumer Goods Companies In Lagos*, 20, no. 4 (2025): 127–46, <https://doi.org/10.5281/zenodo.15236>.

¹²² Huda and Sholeh, "Pengaruh Pelatihan, Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Sumber Rukun Mandiri Mojokerto."

¹²³ Azzam Abou-Moghli, "The Role of Organizational Support in Improving Employees Performance," *International Business Research* 8, no. 2 (2015): 198–203, <https://doi.org/10.5539/ibr.v8n2p198>.

¹²⁴ Aldehaim et al., "The Impact Of Effective Training Programs On Organiza-Tional Performance In The Dubai's Public Sector."

Higher employee performance contributes to increased organizational value.^{125,126,127,128,129}
Deal Kennedy as cited in Ritchie's "Organizational Culture Model," organizational culture significantly influences employee performance.^{130,131,132,133,134}

Successful performance fosters confidence, recognition, and self-efficacy, ultimately driving further improvements in performance levels.^{135,136,137,138,139,140,141,142,143,144,145,146}

¹²⁵ Enny, *MSDM - Peran Semangat Kerja Karyawan Untuk Merubah Lingkungan Kerja Dan Kepemimpinan Transformasional*.

¹²⁶ Hokgy Wicaksono S, "PT Kharisma Gunamakmur Hubungan Antar Konsep Dan Hipotesa Penelitian," *Agora* 7, no. 2 (2019).

¹²⁷ Shamsudin et al., *SME Performance: Examining the Relationship Between Training and Development, Employee Performance Evaluation and Rewards SME Performance: Examining the Relationship Between Training and Development, Employee Performance Evaluation and Rewards*.

¹²⁸ Thao P T Pham et al., "Journal of Open Innovation: Technology, Market, and Complexity The Pathways to Innovative Work Behavior and Job Performance: Exploring the Role of Public Service Motivation, Transformational Leadership, and Person-Organization Fit in Vietnam's Pub," *Journal of Open Innovation: Technology, Market, and Complexity* 10, no. 3 (2024): 100315, <https://doi.org/10.1016/j.joitmc.2024.100315>.

¹²⁹ Dini and Deviastri, *Research of Business and Management The Influence of Organizational Culture, Work Environment, Knowledge Sharing and Motivation on Employee Performance*.

¹³⁰ Zhenjing et al., *Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model*.

¹³¹ Thi et al., "Journal of Open Innovation: Technology, Market, and Complexity The Influence of Knowledge Management, Green Transformational Leadership, Green Organizational Culture on Green Innovation and Sustainable Performance: The Case of Vietnam."

¹³² Trifu et al., *Advantages and Disadvantages of the Online Training System in the Field of Occupational Safety and Health*.

¹³³ Sedarmayanti, *Sumber Daya Manusia Dan Produktivitas Kerja* (CV Mandar Maju, 2009).

¹³⁴ Arikunto, *Prosedur Penelitian Suatu Pendekatan Praktik* (PT.Rekena Cipta., 2013).

¹³⁵ Ni Nyoman Yulianthin Rimba Ana, Fila Agustina, Fridayana Yudiaatmaja, "Pengaruh Pelatihan, Motivasi Dan Kompensasi Terhadap Produktivitas Kerja Tenaga Pemasaran (Konsultan Pendidikan) Pt. Mentari Indonesia Jakarta," *Pengaruh Kompensasi Dan Lingkungan Kerja Terhadap Produktivitas Kerja* 4, no. 1 (2023): 17–27.

¹³⁶ Saif et al., "Heliyon Influence of Transformational Leadership on Innovative Work Behavior and Task Performance of Individuals: The Mediating Role of Knowledge Sharing."

¹³⁷ Belany et al., *Well-Being And Productivity: A Measurement Study*.

¹³⁸ Learning I N Organizations, "Thriving and Sustainable Employee Performance," *Development and Learning in Organizations: An International Journal* 26, no. 4 (2012): 27–30, <https://doi.org/10.1108/14777281211249941>.

¹³⁹ Hendra Cipta, *The Role of Work Facilities, Employee Engagement, and Work Ethic in Enhancing Employee Performance with Job Satisfaction as an Intervening Factor at CV. Anugerah Tirta Persada Pangkalan Bun*, 6, no. 2 (2024): 615–29.

¹⁴⁰ Abou-Moghli, "The Role of Organizational Support in Improving Employees Performance."

¹⁴¹ Journal et al., *The Influence Of Organizational Culture, Work Environment, Work Discipline On Performance Of Pt. Employees. Jasa Marga (Persero). Tbk.*

¹⁴² Mahmoud Elsayy, *The Effect of Sustainable Human Resource Management on Achieving Sustainable Employee Performance: An Empirical Study*, 15, no. 5 (2022): 10–20, <https://doi.org/10.5539/ibr.v15n5p10>.

¹⁴³ Kirkpatrick, "Seven Keys to Unlock the Four Levels of Evaluation."

¹⁴⁴ Phuc et al., "ScienceDirect Does Transformational Leadership in Influence Organisational Culture and Organisational Performance: Empirical Evidence from an Emerging Country."

¹⁴⁵ Frazier and Klinger, *Psychological Safety: A Meta-Analytic Review and Extension*.

¹⁴⁶ Pham et al., "Journal of Open Innovation: Technology, Market, and Complexity The Pathways to Innovative Work Behavior and Job Performance: Exploring the Role of Public Service Motivation, Transformational Leadership, and Person-Organization Fit in Vietnam's Pub."

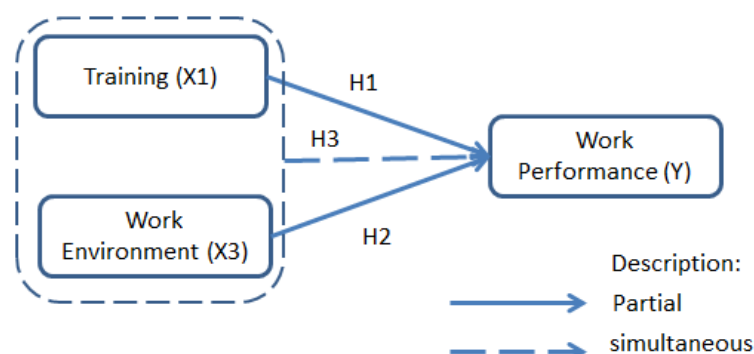
Specific and challenging performance goals can enhance individual motivation and performance. Setting performance goals is not just about outlining what needs to be achieved but also about establishing a direction that inspires and motivates employees.^{147,148,149,150,151,152,153,154,155,156,157,158,159,160,161}

Conceptual Framework and Hypotheses

This conceptual framework illustrates the influence of independent variables, namely job training and the work environment, on employee performance as the dependent variable. The primary criterion for a convincing conceptual framework is the logical flow of reasoning in constructing a thought process that leads to hypotheses as conclusions.

To provide a clear direction for the research, the conceptual framework is structured with job training and the work environment as independent variables (X1 and X3) and employee performance as the dependent variable (Y). This is depicted in the following table:

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- ¹⁴⁷ Leuhery Dr Ferdy, *Manajemen Sumber Daya Manusia (Teori Dan Praktek)* (MEDAN, 2024).
- ¹⁴⁸ Thi et al., "Journal of Open Innovation : Technology , Market , and Complexity The Influence of Knowledge Management , Green Transformational Leadership , Green Organizational Culture on Green Innovation and Sustainable Performance : The Case of Vietnam."
- ¹⁴⁹ P Suresh, *International Journal of Research Publication and Reviews The Impact of Workplace Flexibility on Employee Satisfaction in Modern Organization*, 6, no. 4 (2025): 12860–65, <https://doi.org/10.55248/gengpi.6.0425.1603>.
- ¹⁵⁰ State, *Hybrid Work Systems And Employee Performance Of Selected Fast Moving Consumer Goods Companies In Lagos*.
- ¹⁵¹ Hossain et al., *Human Resource Influence Of Working Conditions On Employee Job Performance In Private Firms In Toronto*.
- ¹⁵² Hoai et al., "Heliyon The Impact of Internal Control Systems on the Intensity of Innovation and Organizational Performance of Public Sector Organizations in Vietnam: The Moderating Role of Transformational Leadership."
- ¹⁵³ Saif et al., "Heliyon Influence of Transformational Leadership on Innovative Work Behavior and Task Performance of Individuals : The Mediating Role of Knowledge Sharing."
- ¹⁵⁴ Lorena and Bilawal, *Employee Performance under Transformational Leadership and Organizational Citizenship Behavior : A Mediated Model*.
- ¹⁵⁵ Nor Azma Rahlin, *Exploring The Impact Of Coaching On Employee Performance And Exploring The Impact Of Coaching On Employee Performance And Organization Effectiveness : A Conceptual Study*, no. December 2024 (2025), <https://doi.org/10.51200/jberd.v10i1>.
- ¹⁵⁶ Jilcha, *Ergonomics Effect On Employee ' S Productivity And Performance Of Manufacturing Industries*.
- ¹⁵⁷ Nurul Nur Aeni et al., "Determinants of Millennial Investment Decision-Making in the Sharia Capital Market: A Comprehensive Review," *Jurnal Ekonomi Dan Bisnis Airlangga* 34, no. 1 (2024): 1–19, <https://doi.org/10.20473/jeba.v34i12024.1-19>.
- ¹⁵⁸ Ellen Ernst et al., "Desperately Seeking Sustainable Careers : Redesigning Professional Jobs for the Collaborative Crafting of Reduced-Load Work," *Journal of Vocational Behavior* 117, no. May 2019 (2020): 103315, <https://doi.org/10.1016/j.jvb.2019.06.003>.
- ¹⁵⁹ Daniel Lukito et al., "Asia Paci Fi c Management Review Determinants of Sustainable Employee Performance : A Study of Family Businesses in Indonesia," *Asia Pacific Management Review* 30, no. 2 (2025): 100340, <https://doi.org/10.1016/j.apmr.2024.12.004>.
- ¹⁶⁰ Dulloh et al., *Analyze the Work Environment to Improve Employee Performance*.
- ¹⁶¹ Trifu et al., *Advantages and Disadvantages of the Online Training System in the Field of Occupational Safety and Health*.



Hypotheses

Based on the problem formulation, research objectives, theoretical framework, and conceptual model discussed above, the hypotheses of this study are stated as follows:

1. Hypothesis 1: Job training is hypothesized to have a significant effect on the performance of coal mining contractor employees in Kalimantan.
2. Hypothesis 2: The work environment is hypothesized to have a significant effect on the performance of coal mining contractor employees in Kalimantan.
3. Hypothesis 3: Job training, work motivation, and the work environment are hypothesized to simultaneously have a significant effect on the performance of coal mining contractor employees in Kalimantan.

RESEARCH METHODS

The selection of an appropriate research method is a crucial step to ensure that the study produces results with high validity and reliability. The chosen method must be aligned with the type of questions being addressed, the research objectives, and the type of data required. Sugiyono defines a population as a general area encompassing objects or subjects that possess specific qualities and characteristics determined by the researcher for study, from which conclusions are subsequently drawn.¹⁶²

A structured research methodology and meticulous analysis, whether through quantitative or qualitative approaches, play a significant role in providing valid and reliable empirical evidence.¹⁶³

Research methodology refers to a systematically organized framework designed to assist in the planning, implementation, and evaluation of a study in order to answer research questions or test hypotheses. This can involve quantitative, qualitative, or a combination of both methods,

¹⁶² Sugiyono, *Penelitian Kuantitatif, Kualitatif Dan R&D* (Alpha Beta, 2018).

¹⁶³ John W Creswell, "Research Design Qualitative, Quantitative, and Mixed-Methods Research," *Microbe Magazine* 4, no. 11 (2009): 485–485, <https://doi.org/10.1128/microbe.4.485.1>.

depending on the nature and needs of the study, Techniques such as interviews, observations, surveys, or experiments are used to gather relevant data, Specific strategies are employed to analyze the collected data in alignment with the study's objectives.

Research Approach

This study employs a quantitative research method. Quantitative research is an approach that focuses on utilizing a specific population or sample as the primary subject, supported by specialized instruments for data collection. Data analysis is conducted quantitatively to evaluate and test the hypotheses formulated earlier. The research was carried out within a mining contractor company in East Kalimantan. The study was conducted from April to May 2025.

Population and Sample

According to Sugiyono, a population is defined as a generalized area encompassing objects or subjects with specific qualities and characteristics determined by researchers for further study and as the basis for drawing conclusions. In this study, the population of interest consists of coal mining contractor companies in East Kalimantan, with the respondents specifically focused on the group of mechanics. The sampling technique employed is random sampling.¹⁶⁴

Data Collection Method

The population for this research includes employees of coal mining contractor companies, totaling 115 respondents, particularly technical staff referred to as mechanics. Data were collected using a Google Form distributed to the study respondents.¹⁶⁵

Operational Definition of Variables

Theoretically, variables can be defined as attributes, properties, or values of individuals, objects, or activities that exhibit specific variations and are determined by researchers for analysis and conclusion.¹⁶⁶

Job Training Variable (X1)

Training is a systematic process conducted by company management to modify behavior, enhance competencies, and build the capabilities and capacities of employees to achieve objectives at coal mining contractor companies in East Kalimantan.

¹⁶⁴ Sugiyono, *Penelitian Kuantitatif, Kualitatif Dan R&D*.

¹⁶⁵ Sugiyono, *Penelitian Kuantitatif, Kualitatif Dan R&D*.

¹⁶⁶ Sugiyono, *Penelitian Kuantitatif, Kualitatif Dan R&D*.

The job training variable is measured using Kirkpatrick's model, which evaluates training through four levels (Reaction) The response of participants to the training, (Learning) The knowledge and skills acquired during the training, (Behavior) The application of what was learned in the workplace. (Results) The outcomes or impact of the training on organizational performance.

Work Environment Variable (X3)

The work environment refers to respondents' perceptions of their surroundings in the workplace, which can influence their ability to perform tasks at PT. Pamapersada Nusantara, Berau site, East Kalimantan. The measured aspects of the work environment variable include Work atmosphere, Relationships with colleagues, Relationships between subordinates and supervisors.

Data Analysis Techniques

The data analysis technique employed in this research is quantitative. This method is commonly used in studies involving measurable or numerical data, which can be processed using statistical and computational techniques. Quantitative data analysis provides more objective results.

Data Quality Testing

To assess the quality of the primary data, the researcher conducted validity and reliability tests.

Questionnaire Validity Test

The validity test determines whether the items in the questionnaire are appropriate and capable of measuring the intended variables. A questionnaire is considered valid if its questions effectively reveal the aspects it aims to measure. The test is conducted using a two-tailed test at a significance level of 0.05, comparing the calculated r-value (r-count) with the critical r-value (r-table). If the r-count exceeds the r-table ($r\text{-count} > r\text{-table}$), the indicator is deemed valid.

Questionnaire Reliability Test

The reliability test evaluates whether the variables used in measurement are free from error and produce consistent results even when tested multiple times.

Classical Assumption Testing

Classical assumption tests are conducted to determine whether the regression model can serve as a reliable predictive tool. The tests include Multicollinearity test, Heteroscedasticity test, Normality test, Autocorrelation test.

Multiple Linear Regression Analysis

According to Sugiyono, multiple linear regression analysis involves one dependent variable and two or more independent variables. This method is used to evaluate the influence of independent variables on the dependent variable.

Hypothesis Testing

T-Test (Partial Test)

The t-test determines whether the value of the calculated t-statistic (t-count) indicates a significant influence of variable X on variable Y. Significance is assessed by comparing the t-count with the critical t-value (t-table). If $t\text{-count} > t\text{-table}$, the variable has a significant effect, if $t\text{-count} < t\text{-table}$, the effect is not significant.

F-Test (Simultaneous Test)

According to Ghozali, the F-test evaluates whether all independent variables included in the model have a simultaneous effect on the dependent variable. The null hypothesis (H_0) tested is whether all parameters in the model are equal to zero. If the F-statistic exceeds a value of 4 at a 5% confidence level, H_0 can be rejected. This implies acceptance of the alternative hypothesis, which states that all independent variables collectively and significantly influence the dependent variable.

RESULTS AND DISCUSSION

Data Analysis Results

The study involved 115 respondents, all of whom were mechanics employed by coal mining contractor companies in Kalimantan. Data were collected through a Google Forms link. Based on the data, 100% of the respondents were male, representing a total of 115 individuals.

Age Distribution:

1. The majority of respondents were aged 21–30 years, totaling 93 individuals (81%).
2. Respondents under 20 years accounted for 15 individuals (13%).
3. Respondents aged 31–40 years numbered 7 individuals (6%).

The respondents were predominantly employees with less than two years of work experience. This trend is attributed to a significant increase in production volume, leading to a concurrent large-scale recruitment of mechanics.

Educational Background:

1. The majority of respondents were graduates of vocational high schools (SMK or equivalent), accounting for 99.1% (114 individuals).

2. Respondents with a diploma-level education (D3) comprised 0.9% (1 individual).
3. None of the respondents held a bachelor's degree (S1).

From this data, it can be concluded that the respondents in this study were predominantly employees with a vocational high school (SMK or equivalent) educational background.

Data Quality Testing Results

The quality of data obtained from research instruments can be assessed through validity and reliability tests. A validity test evaluates how well an instrument accurately measures the intended concept in the study. Reliability testing is conducted by examining the Cronbach's Alpha coefficient, which indicates the reliability of each research instrument. The validity test determines how effectively an instrument measures the intended concept, using the criteria:

1. If $r_{count} < r_{table}$, the item is invalid.
2. If $r_{count} > r_{table}$, the item is valid.

Validity Test

Validity Test for Training Variable (X1)

The validity test for the Training variable (X1) demonstrates that all questionnaire items for this variable have r_{count} values greater than r_{table} , with significance levels below 0.05 (5%) or negative. This indicates that the items in the Training variable (X1) are appropriate and valid for use in data collection.

Validity Test for Work Environment Variable (X3)

For the Work Environment variable (X3), all questionnaire items are valid as r_{count} exceeds r_{table} . No questionnaire item is deemed invalid, as $r_{count} > 0.183$.

Validity Test for Employee Performance Variable (Y)

Similarly, for the Employee Performance variable (Y), all questionnaire items are valid as r_{count} exceeds r_{table} . No item is deemed invalid, as $r_{count} > 0.183$.

Reliability Test

The reliability test can be conducted collectively on the questionnaire items. According to (FX Pudjo Wibowo), an instrument is considered reliable if the Cronbach's Alpha value exceeds 0.70. Reliability test variable Training X1, Work Environment X3, Work Performance Y.

Results of the Reliability Test for Training (X1), Work Environment (X3), and Employee Performance (Y):

1. For the Training Variable (X1): The Cronbach's Alpha value is greater than 0.70, indicating that the instrument is reliable.
2. For the Work Environment Variable (X3): The Cronbach's Alpha value also exceeds 0.70, confirming the reliability of the instrument.
3. For the Employee Performance Variable (Y): Similarly, the Cronbach's Alpha value surpasses 0.70, verifying the instrument's reliability.

Thus, the instruments used for the variables Training (X1), Work Environment (X3), and Employee Performance (Y) are reliable and consistent for data collection.

Summary table Reliability Data

Reliability Test		
Variable	Cronchbach Apha	Description
Training X1	0,984	Reliable
Environtment X3	0,978	Reliable
Performance Y	0,979	Reliable

Interpretation of Reliability Test Results

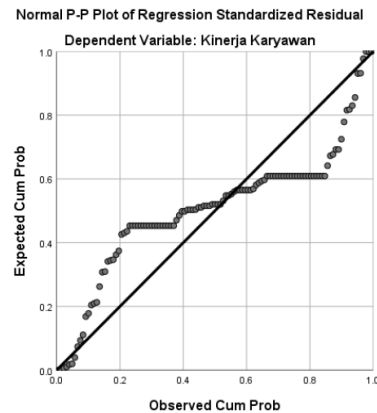
Based on the table above, the reliability of each variable job training, work motivation, work environment, and performance has Cronbach's Alpha values exceeding 0.70. This indicates that all questionnaire items are reliable. The results demonstrate that if the questions were repeated, they would yield consistent outcomes. This consistency confirms the reliability of the instruments used for measuring the variables in this study.

Results of Classical Assumption Testing

Classical assumption testing in this study is an absolute requirement for proceeding to the multiple linear regression analysis. The classical assumption tests conducted in this study include the Normality Test, Multicollinearity Test, Heteroscedasticity Test, and Autocorrelation Test.

a. Normalitas Data test P-P Plot.

Normality Data Testing P-P Plot



The normality test, observe the histogram and the normal probability plot. These indicate that the regression model satisfies the normality assumption, meaning the residuals of the model can be considered normally distributed.

Normality Data Testing One-Sample Kolmogorov-Smirnov Test.

One-sample Kolmogorov-Sminov Test				
N		Pelatihan X1	Lingkungan X3	Kinerja Y
		115	115	115
Normal Parameters ^{a,b}				
Mean		106.46	30.5	39.05
Std. Deviation		12.409	4.227	4.536
Most Extreme Differences				
Absolute		0.253	0.283	0.306
Positive		0.253	0.283	0.306
Negative		-0.161	-0.208	-0.201
Test Statistic		0.253	0.283	0.306
Asymp. Sig. (2-tailed)		0.000 ^c	0.000 ^c	0.000 ^c

a. Test Distrubution is normal
b. Calculate from data
c. Liliefors Significance Correction

Based on the results of the analysis from the One-Sample Kolmogorov-Smirnov Test table, the significance values obtained are as follows: the test statistic significance for Training (X1) is 0.253, for Work Environment (X3) is 0.283, and for Performance (Y) is 0.306. Since all significance values are greater than 0.05, it can be concluded that the research data is normally distributed.

b. Multikolinieritas Testing

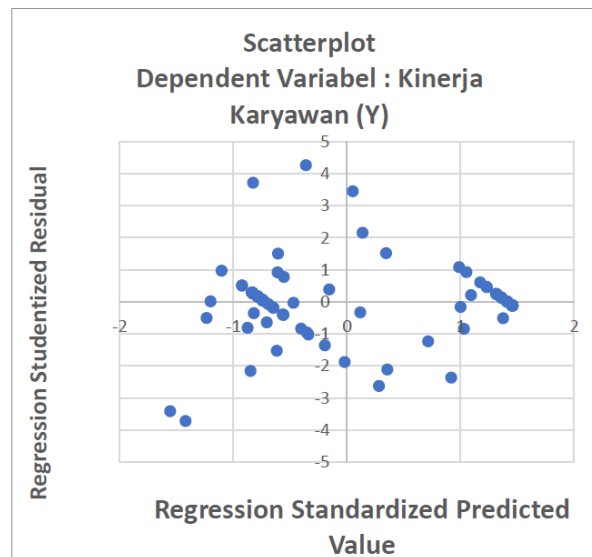
Coefficient ^a			
		Collinearity statistics	
MODEL		Tolerance	VIF
1	Pelatihan X1	0.175	5707
	Lingkungan X3	0.180	5560

a. Dependent Variable: Kinerja Karyawan

From the table above, there is no indication of multicollinearity in the regression model, as all Tolerance coefficient values for the independent variables (X1, X3) are greater than 0.100, and all Variance Inflation Factor (VIF) values for the independent variables (X1, X3) are less than 10.00

c. Heteroskedastisitas Testing

Scatterplot Diagram



The data indicates that the points are randomly dispersed and do not form any specific pattern or trend line. This suggests that the data is distributed above and below zero, indicating that the model is free from heteroscedasticity issues..

e. Correlation Coefficient (R) and Coefficient of Determination (R²)

Coefficient Correlation Table

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.930 ^a	0.865	0.862	1.686
a. Predictors: (Constant), Environment X3, Training X1,				
b. Dependent Variable: Performance Y				

Based on the table above, the correlation coefficient (R) is 0.930, indicating a very strong relationship between the independent variables and the dependent variable, as it falls within the 0.93 coefficient interval. The regression coefficient (R-square) value is 0.865, which means that approximately 86.5% of the total influence on the dependent variable is explained by the independent variables. The remaining 13.5% is influenced by other factors not included in this study, apart from job training, work motivation, and the work environment.

Multiple Linear Regression Analysis

Coefficients ^a						
Model				Standardized Coefficients	t	Sig.
				Beta		
1	(Constant)	3.492	1.371		2.547	0.012
	Training X1	0.190	0.030	0.521	6.264	0.000
	Environment X3	0.175	0.088	0.163	1.985	0.050
a. Dependent Variable: Performance Y						

Hasil uji regresi linear berganda pada tabel di atas, diperoleh nilai konstanta (*a*) sebesar 3,492, artinya variabel kinerja karyawan telah memiliki nilai sebesar 3,492 ketika variabel pelatihan kerja, motivasi kerja dan lingkungan kerja masih bernilai konstan. Kemudian ketika variabel pelatihan kerja meningkat satu poin akan membawa perubahan pada peningkatan variabel kinerja karyawan sebesar nilai koefisien regresi (*b*₁) yaitu 0,190 poin. Ketika variabel motivasi kerja meningkat satu poin akan membawa perubahan peningkatan variabel kinerja karyawan sebesar nilai koefisien regresi (*b*₂) yaitu 0,211 poin. Ketika variabel lingkungan kerja meningkat satu poin akan membawa perubahan peningkatan variabel kinerja karyawan sebesar nilai koefisien regresi (*b*₃) yaitu 0,175 poin. Selengkapnya dapat dijelaskan dalam persamaan berikut. $Y = a \text{ (konstanta)} + b_1 X_1 + b_3 X_3 + e$ $Y = 3,492 + 0,190 X_1 + 0,175 X_3 + e$

The results of the multiple linear regression test in the table above show a constant value (*a*) of 3.492. This means that the employee performance variable has a value of 3.492 when the job training, work motivation, and work environment variables remain constant.

Furthermore:

1. When the job training variable increases by one point, it will lead to an increase in the employee performance variable by the regression coefficient value (*b*₁), which is 0.190 points.
2. When the work motivation variable increases by one point, it will result in an increase in the employee performance variable by the regression coefficient value (*b*₂), which is 0.211 points.
3. When the work environment variable increases by one point, it will lead to an increase in the employee performance variable by the regression coefficient value (*b*₃), which is 0.175 points.

This can be expressed in the following equation:

$$Y = a(\text{constant}) + b_1X_1 + b_3X_3 + eY$$

$$Y = 3.492 + 0.190X_1 + 0.175X_3 + eY$$

Tabel Descriptive Statistics

Descriptive Statistics			
Variable	Mean	Std Deviation	N
Training X1	0,984	Reliable	115
Work Environment X3	0,978	Reliable	115
Performance Y	0,979	Reliable	115

The average (mean) employee performance, based on 115 data points, is 39.05 with a standard deviation of 4.536. The average (mean) for job training, based on 115 data points, is 106.46 with a standard deviation of 12.409. The average (mean) for the work environment, based on 115 data points, is 30.50 with a standard deviation of 4.227.

Tabel Correlations

		Pearson Correlation		
		Performance Y	Training X1	Work Environment X3
Person Correction	Performance Y	1.000	0.913	0.865
	Training X1	0.913	1.000	0.870
	Work Environment	0.865	0.870	1.000
	N	115	115	115
Sig. (1-tailed)		Performance Y	Training X1	Work Environment X3
	Performance Y	.	0	0
	Training X1	0	.	0
	Work Environment	0	0	.
	N	115	115	115

The correlation between employee performance and job training, as measured by the correlation coefficient, is 0.913, while the correlation between employee performance and the work environment is 0.865. Theoretically, the stronger correlation between employee performance, job training, and the work environment suggests that both training and the work environment significantly influence employee performance.

The significance level of the correlation coefficient, as indicated by the probability level in the output, is 0.000, which is below 0.05. This indicates that the correlation between job training and the work environment with employee performance is highly significant.

Hypothesis F Testing (Signifikansi Simultan Statistics)

Tabel Anova

ANNOVA ^a						
MODEL		Sum of Square	df	Mean Square	F	Sig.
1	Regression	2030.148	3	676.716	238.055	.000 ^b
	Residual	315.539	111	2.843		
	Total	2345.687	114			
a. Dependent Variable Performance Y						
b. Predictors: (Constant), Work Environment X3, Training X1						

The F-test result shows an F-calculated value of 238.055, which is significantly higher than the F-table value of 2.70, with a significance level of 0.000. Since the significance value (α /alpha) is less than 0.05 and the F-calculated value exceeds the F-table value, the null hypothesis (H_0H_0) is rejected, and the alternative hypothesis (H_aH_a) is accepted.

This means that job training (X1) and the work environment (X3) have a significant simultaneous effect on employee performance (Y).

Hypothesis Testing (t-Test):

The partial hypothesis testing in regression analysis aims to evaluate the significance of each regression coefficient. This is conducted to determine whether specific independent variables have a significant effect on the dependent variable. The t-test is used to assess the relationship between each independent variable job training (X1) and the work environment (X3) and the dependent variable, employee performance (Y), individually or in isolation. This test provides insight into the unique contribution of each independent variable to the dependent variable.

Coeffisients

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(CONSTANTA)	3.492	1.371		2.55	0.01		
	Training X1	0.19	0.03	0.521	6.26	0	0.175	5.71
	Environment X3	0.175	0.088	0.163	1.99	0.05	0.18	5.56

a. Dependent Variable: Employee Performance

Regression Equation

The regression equation can be derived from the Unstandardized Coefficients (B) column. The regression equation is:

$$Y=3.492+0.190X1+0.175X3Y = 3.492 + 0.190X1 + 0.175X3Y=3.492+0.190X1+0.175X3$$

1. The constant value of 3.492 indicates that if Job Training (X1) and Work Environment (X3) are held constant, influenced only by variables outside the model, the estimated Employee Performance (Y) will increase by 3.492.
2. The regression coefficient for Job Training (X1) is 0.190, meaning that for every one-unit increase in Job Training, Employee Performance will increase by 0.190 units, assuming other variables remain constant.
3. The regression coefficient for Work Environment (X3) is 0.175, meaning that for every one-unit increase in Work Environment, Employee Performance will increase by 0.175 units, assuming other variables remain constant.

Key Findings:

1. Job Training (X1):
Job Training has a positive and significant effect on Employee Performance (Y). For every one-unit increase in Job Training, Employee Performance increases by 0.190 units, assuming other variables remain constant.
2. Work Environment (X3):
Work Environment has a positive and significant effect on Employee Performance (Y). For every one-unit increase in Work Environment, Employee Performance increases by 0.175 units, assuming other variables remain constant.

Overall, Job Training (X1), Work Environment (X3), and Employee Performance (Y) are interrelated. Both independent variables, Job Training (X1) and Work Environment (X3), have a positive and significant impact on the dependent variable, Employee Performance (Y). Among these, Job Training exerts the greatest influence, followed by Work Environment. Thus, improvements in job training and the work environment, even independently, will enhance employee performance.

CONCLUSION

Based on the research findings and analysis conducted on the influence of job training and the work environment on employee performance at coal mining contractor companies, the following conclusions can be drawn:

1. Job training has a positive and significant effect on the performance of employees in coal mining contractor companies in Kalimantan. The findings indicate that the more intensive the employee training, the higher the employee performance.

2. The work environment has a positive and significant effect on the performance of employees in coal mining contractor companies in Kalimantan. The results suggest that the better and more conducive the work environment, the higher the employee performance.
3. Job training and the work environment simultaneously have a positive and significant effect on the performance of employees in coal mining contractor companies in Kalimantan. The findings indicate that improvements in job training, work motivation, and the work environment collectively lead to higher employee performance.

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