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## Enhancing Employee Performance with E-Training and Work Environment Through Work Motivation

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#### Abstract

Employee performance studies are becoming more common as new behaviors emerge in Industry 4.0. The purpose of this study is to investigate how E-Training and the Work Environment influence Employee Performance, with Work Motivation acting as a mediator. The research was carried out in the banking industry in Yogyakarta, Indonesia. The data collection approach employs a survey method, with questionnaires distributed to bank staff. Data was acquired using a simple random sampling technique. Using the Smart PLS 4.0 computer application, data analysis was performed to test the given hypothesis. The research results show that just two of the five hypotheses given are supported, namely that the work environment has a substantial effect on work motivation and employee performance. Meanwhile, work motivation does not affect employee performance, and e-training does not affect work motivation and employee performance.

#### Introduction

Many aspects of life have changed as a result of today's rapidly expanding technology. The fourth industrial revolution is characterized by the use of technology to increase the productivity of human endeavors. Industry 4.0 which replaces labor-intensive production processes with automated technology, offers effectiveness and efficiency in business operations. Technology advancements are helping businesses function better than before (Chondough, S. M., & Chondough, J. T., 2022). Within the company itself, high and low levels of employee performance can be caused by several factors. It is known that employee performance appraisal is the most important part of the company's work process, so employees will need these factors to encourage and support increased employee performance within the company.

Currently, many companies are required to be able to maximize better employee performance because, in the industrial era 4.0, many companies in Indonesia continue to experience very tight competition, so companies must further improve their companies, especially in the Human Resources section to face increasing competition very tight. Problems in human resources are a very important concern for companies to survive (Atatsi, E. A., et. al, 2019). Where companies are required to develop quality human resources. To improve employee performance, companies need to take various methods, for example through training, providing motivation, providing appropriate compensation, and creating a conducive performance environment.

Therefore, human resources are assets that must be improved effectively and efficiently so that optimal employee performance will be realized. To achieve organizational goals, the company must be able to create situations and conditions that encourage and enable employees to develop abilities and skills optimally, especially in performance matters. To improve employee skills, management generally thinks simply, namely by training in skills courses or other education. This is not wrong, but a person's ability to do something can be obtained from anywhere, for example from peers who always interact with him, talent, and even from his work environment. Thus, management can take many things to improve employee performance capabilities.

Human resources are an important role for an organization that experiences failure in achieving its goals. Therefore, human resources need to receive training and work motivation to be able to improve employee performance so that good performance is achieved (Chien, G.C.L. et. al., 2020). All of these human resource potentials influence the organization's efforts to achieve its goals. One of these provisions or preparations can be obtained from employee training. Training means giving new or existing employees the skills they need to do their jobs. Training is also a process for an employee to achieve certain target criteria, where these criteria have been determined by the company and will later be used to achieve the company's main goals. Apart from training, the level of employee performance can also be influenced by the work environment within the company itself. Both directly and indirectly, the environment in which employees work will determine whether an employee feels comfortable and can do their job well.

E-training is a term used to represent a learning or training environment delivered through technology. It is also referred to as a training process through technology such as using the internet from the trainer to the user/employee/learner or trainee (Mohsin & Sulaiman, 2013). In training, an environment is created where employees can acquire or learn specific attitudes, abilities, skills, knowledge, and behaviors related to their work. E-training usually focuses on imparting specific skills to employees that can be directly applied to their job performance and helps them to improve their performance and also correct weaknesses in their performance, in today's era with the help of technological devices.

Motivation is one of the things that influences human behavior. Motivation is

also called a driver, desire, supporter, or need that can make someone enthusiastic and motivated to reduce and fulfill their impulses so that they can act and act in certain ways that will lead to the optimal direction (Coscioni, V., 2023). Motivation is the urge a person has to do something, while motive is a need, desire, urge, or impulse. Motivation is an urge that an individual has that can stimulate him to carry out actions or something that becomes the basis or reason for someone to behave or do something. Work motivation can be interpreted as the drive that exists within a person so that he is encouraged to carry out an activity related to a job.

Motivation is formed from employee attitudes in facing work situations in the company (situation). Motivation is a condition or energy that moves employees who are directed or directed toward achieving the company's organizational goals. Work motivation is an impulse or drive from within a person to change a situation into a motive, thereby giving rise to enthusiasm and encouragement to try to carry out activities to fulfill the goal of success (Hassan, A., Hassan, J., & Yen, T. A., 2020). In principle, work motivation provides an opportunity for someone to stay in touch by communicating with colleagues to achieve goals, recognizes employee involvement in their business allows employees to make decisions about the work they do, and provides the attention that employees want. Every individual must have the driving force to want to change within himself, this driving force is called motivation. Work motivation is formed from the employee's attitude in facing work situations in the company, in which the employee's attitude can create or find something different from before.

The work environment is a very important component when employees carry out work activities. Paying attention to a good work environment or creating working conditions that can motivate to work, will influence employee enthusiasm or enthusiasm for work. Even though the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. The work environment is the atmosphere where employees carry out activities every day. A conducive work environment provides a sense of security and allows employees to work optimally. If an employee likes the work environment where he works, then the employee will feel at home at work, carrying out his activities so that working time is used effectively. On the other hand, an inadequate work environment can reduce employee performance.

The work environment is something that exists in the workers' environment that can influence them in carrying out their duties, such as temperature, humidity, ventilation, lighting, cleanliness of the workplace, and adequate work equipment at least. Based on the background presented, this study investigates the influence of e-training, work motivation, and work environment on employee performance. Based on the idea of research gaps regarding factors that influence employee performance, it is important to investigate e-training which is one of the determinants of success in improving employee performance in the current era of digitalization. Apart from that, the work environment and work motivation are also important variables in improving employee performance.

## Literature Review and Hypothesis

### The Effect of E-Training on Employee Performance

Kamal et al. (2016) concluded that there is a positive and significant relationship between e-training and employee performance, the correlation coefficient value is 0.358, while the simple regression coefficient reveals that the efficiency of e-training affects job performance by 25.3%. It shows that e-training, e-leadership, work-life balance, and work motivation have a positive effect on employee performance (Wolor, et al., 2020). The findings show that companies must pay attention to e-training, e-leadership, and work-life balance factors so that employees remain motivated and maintain optimal employee performance. According to (Sharma & Taneja, 2018) states that effective training is a wise intervention designed to achieve the learning needed to improve employee performance.

The research confirms that training has a positive impact on employee performance. According to (Okumu et al., 2018), training resources have a significant relationship with employee performance and are ranked as the third highest predictor of employee performance. Training design, training needs assessment, training delivery style, and training evaluation have a significant positive influence on employee performance (Yimam, 2022). The E-training method influences employee performance (Selase & Avenorgbo, 2021). This indicates that the various methods used in the E-training program have a significant relationship to employee performance. Therefore, if trainers use interactive platforms with trainees at E-training institutions, it will improve the E-training program which will influence employee performance. In addition, methods such as the use of electronically coordinated approaches also improve the training and learning process.

Moreover, because all dimensions of E-training have a significant effect on employee performance, E-training in general has a significant positive effect on employee performance in various SMEs. According to (Yasmin & Younes, 2021), their research shows that statistically there is a significant positive influence of E-learning with all its sub-variables (E-training, E-workshop, E-seminars, and presentations, E-work Applications) on the development of employee performance throughout its sub-variables (work knowledge, work skills, work competence, workability) in Jordanian commercial banks. The researcher recommends that the Jordanian commercial bank administration establish a periodic schedule as part of its human resource investment policy to ensure employees learn by using E-learning components with different electronic techniques and to provide employees opportunities to participate actively to gain benefits. new knowledge, skills, and ideas to meet the requirements and challenges of finance jobs. The implementation of E-training is a good initiative among employees in the manufacturing industry (Ismail et al., 2022). This is good because it can help employees face new technological challenges and increase their level of knowledge regarding work and environmental needs (Qamari, I. N., et al, 2018). Organizations should consider having a variety of platforms to use to implement E-training among employees. Other aspects such as choosing the appropriate type of online training are also very important in achieving E-training goals. To implement E-

training, it is very necessary to know the training needs of employees in order to get effective results and returns.

Every interactive E-training session is very necessary to get good results. Several initiatives in creating interactive training include providing modules and several activities during training sessions using the trainer's creativity so that positive interactions occur between the two parties. Online training in banks has become a great thing as many people have attempted to draw a strong connection between the effective elements of online training and employee self-efficacy (Mingyue et al., 2020). Online training discourse on the role of managers, for example bank managers, has been widely carried out in banking but none has touched on the role of its effectiveness on employee performance.

H1. E-Training has a positive effect on employee performance

### **The Influence of the Work Environment on Employee Performance**

Zhenjing et al., (2022), stated that a positive work environment can improve employee performance in the organizational circuit. More specifically, the workplace environment can improve employee performance, and employees are more likely to bounce back in difficult situations. Likewise, a positive work environment provides a nurturing and enjoyable work environment that encourages employee commitment and employees tend to be loyal to their organization. There is a need for greater flexibility regarding the choice of work environment location (Haynes et al., 2019; Rizqi, A. H., & Qamari, I. N., 2022). Apart from that, it is necessary to align the office environment with the activities of office workers. Roskams & Haynes, (2020) explain that more separate work spaces tend to be preferred by employees who are more susceptible to distractions and are more closed off. This also confirms that men tend to choose more separate work spaces. This reflects that woman more effectively use social support to support recovery from stress than men and need a workplace where interpersonal contact is more easily established. Organizations must maintain a better physical environment to increase employee productivity because employee performance has a direct relationship with the workplace environment and employee productivity and the physical environment and behavior are linked through employee health. Improving physical and behavioral factors will improve employee health and healthy employees can be more productive; they can carry out their duties more effectively and efficiently thereby improving employee performance. This explanation is the basis for developing the following hypothesis.

H2. Work environment has a positive effect on employee performance

### **The Influence of Work Motivation on Employee Performance**

Chien et al., (2020) explains work motivation has a positive effect on employee performance. According to Azeem et al., (2019), motivation is an important element that influences employee creativity. The organizational environment is changing very rapidly, and therefore the need for motivated employees ensures the survival of the organization which is possible by increasing productivity creatively. According to

(Nor et al., 2023), the higher the creative work motivation provided, the more positive impact it will have which will provide higher employee performance. Based on the description of research results regarding the factors and influence of motivation on creative performance, to motivate employees, managers must research and learn about the work environment, job characteristics, salaries, bonuses and welfare.

Fahriana & Sopiah, (2022) explain that having a positive attitude and great motivation, as well as being more open will make it easier to become a great employee with good performance. Mainly because of how effectively a person controls his motivation, which relates it to work drive that comes from intrinsic motivation and extrinsic motivation, as well as from both sources simultaneously (Byantara, R. A, et al, 2023). A person must also be open to new experiences because it shows that he is trying to find encouragement or motivation both intrinsically and extrinsically. Motivation is very influential on workers in facing all events, whether pressure at work or being in a foreign place. So, to improve a person's performance, motivation must be given, especially extrinsic motivation that comes from the institution where a person works. This shows that the more motivated a person is, the more productive and successful their performance will be.

Work motivation has a positive relationship with employee performance, the more motivated an employee is in doing their work, the better the employee's performance will be (Badrut Tamam, 2022). Liga Febrina et al., (2021) also stated that work motivation has a positive and significant effect on employee performance. According to (Muogbo, 2013) there is a relationship between extrinsic motivation and employee performance. Extrinsic motivation given to workers in an organization has a significant influence on employee performance. The explanation above is the basis for developing the following hypothesis.

H3. Work motivation has a positive effect on employee performance

### **The Effect of E-Training on Work Motivation**

A study conducted by Haryono et al., (2020), shows that training has been proven to have a positive and significant effect on work motivation and employee performance. Important dimensions of employee training are materials, methods and evaluation of training results. Significant training indicators are clarity in determining training objectives, suitability or practical benefits of training materials, suitability of the composition of the material provided and the amount of material offered. Important indicators of training methods are the accuracy and variety of training methods, mastery of material and effective communication techniques. E-training and development; and motivation does have a significant impact on academic performance. Employee performance is closely related to the training and development carried out by the employee organization (Hassan et al., 2020).

Motivation as a consequence of the training and development received has a significant influence on employee work performance, so that it can improve the quality of work, especially intellectual abilities. Therefore, it is recommended for future work to focus more on e-training on application tools and motivation with e-

reward systems by organizations which can be a window to develop new e-training technologies for professional people. A training approach is important to ensure that employees in higher education institutions acquire the necessary competencies and skills (Altwijri & Aldosemani, 2022). Providing e-training opportunities increases the spirit of cooperation between employees. Employees can also collaborate on training with colleagues, share skills and knowledge, and thereby train each other. In addition, employees can collaborate in creating job evaluation competency content and e-training tools thereby increasing their sense of responsibility. It is important to diversify e-training capital and approaches to include self-paced and lifelong learning opportunities. This explanation is the basis for developing the following hypothesis.

H4. E-training has a positive effect on work motivation

### The Effect of Work Environment on Work Motivation

Haynes et al., (2019) in their study showed the need for greater flexibility regarding the choice of work environment location. Apart from that, it is necessary to align the office environment with the activities of office workers. Roskams & Haynes, (2020) explain that more separate work spaces tend to be preferred by employees who are more susceptible to distractions and are more closed off. This study also confirms that men tend to prefer more separate work spaces. This reflects that woman are more effective in using social support to deal with work problems than men, and need a workplace where interpersonal contact is more easily established. From the above explanation the following hypothesis is developed.

H5. The work environment has a positive effect on work motivation

### Conceptual Framework

The conceptual framework described above can be illustrated with Figure 1. The proposed hypotheses are denoted by H1, H2, H3, H4, and H5. The postulate that explains the positive relationship is symbolized by the arrow line. H1 explains the positive relationship that e-training influences employee performance. Likewise, H2 explains how the work environment has a positive impact on employee performance. Then H3 explains the influence of work motivation on employee performance. Hypothesis 4 and Hypothesis 5 explain the mediating role of work motivation, where the exogenous variables are e-training and work environment on the endogenous variable (employee performance).

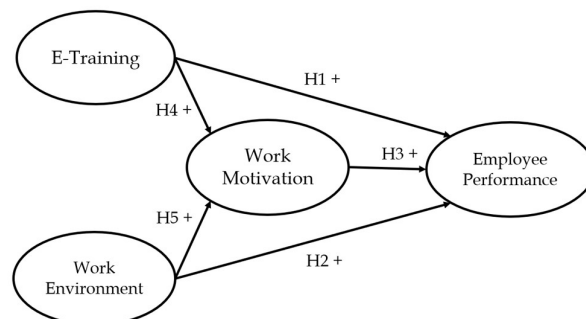


Figure 1. Conceptual Model

## Research Method

The object of this research is a Bank owned by the Indonesian government, as a State-Owned Enterprise located in the city of Yogyakarta. The research subjects were bank employees. Quantitative data is used in this study, namely data that can be calculated directly as numerical variables. The type of data used is primary data, namely research data obtained directly from original sources or not through intermediaries, which in this research comes from respondents' answers through distributing questionnaires. The saturated sample approach was employed for sampling (Sugiono, 2012), which meant that all 106 bank workers were given the opportunity to become respondents. So that all sample members of the population complete the distributed questionnaire. The response rate is 100% since all data is returned.

E-Training is the word used when training involves the use of technology to educate, whether face-to-face, over a medium distance, or entirely online. E-training is assessed using 25 question items (Kamal et al., 2016). Work motivation is a condition or motive that moves employees to be focused or directed to achieve the company's organizational goals. A pro and positive employee mental attitude towards work motivation. By adopting 6 statement items from Kuvaas (2009), work motivation was measured. The work environment is everything that is around the employee and can influence him in carrying out the tasks given to him, for example by having air conditioning, sufficient lighting and so on. Measurement of the work environment by adopting and modifying a study conducted by Haynes., et al (2019) with 15 statement items. Employee performance is the activities and work results carried out by employees that are in accordance with organizational goals. Employee performance is carried out to achieve certain personal goals and achieve the organization's vision and mission. In this study, employee performance was measured by adopting Zhenjing et al., (2022) with 8 statement items.

Each respondent is asked for his opinion regarding a statement, with a rating scale of 1 to 7. The Likert scale is designed to test how strongly the subject agrees or disagrees with a statement of 7 point scale, 1= Strongly Disagree, 7 = Strongly Agree. All questionnaires are filled in completely, then the data is entered. The next stage is to analyze the data using the Smart PLS 4.0 program application.

## Results

Descriptive data in Table 1 shows that 65 respondents were male (61.3%) and 41 female respondents (38.7%) participated in this study. Most of the respondents fell into the age group 26-36 years was 45 respondents (42.4%). Judging from his educational background, a as many as 79 respondents (83.1%) had a bachelor's degree.

Table 1. Profile of Respondents

Respondent	Category	Frequency	Percentage
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Information		(%)	
Gender	Male	65	61,3
	Female	41	38,7
Age	26 - < 26	45	42,4
	36 - < 46	35	33,0
	46 - < 56	26	24,6
Education	D3/D4	17	16,0
	Bachelor	79	83,1
	Master/Magister	1	0,9
Length of work (years)	2 - < 5	35	33,0
	5 - < 10	45	42,4
	10 - < 15	26	24,6
Position	Teller	1	0,9
	Customer	2	1,9
	Service		
	Supervisor	1	0,9
	Employee	102	96,3

The relationship between variables is depicted with a path diagram. The path diagram in this research was carried out on latent variables, namely e-training (eT), work environment (WE), work motivation (WM), and employee performance (EP).

Tabel 2. AVE Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
EP	0,796	0,839	0,862	0,565
WE	0,932	0,940	0,941	0,537
WM	0,837	0,867	0,884	0,607
eT	0,982	0,993	0,984	0,741

The research results of the AVE value explain that the employee performance variable has an AVE value of 0.565. The work environment variable has an AVE value of 0.537. The work motivation variable has an AVE value of 0.607. The e-training variable has an AVE value of 0.741. Based on the description above, it shows that the AVE value of each variable is  $> 0.5$ . These results state that the four latent variables used have met the requirements. Discriminant validity can also be seen from the correlation values between variables.

The composite reliability results explain that the employee performance variable has a value of 0.839. The work environment variable has a composite reliability of 0.940. The work motivation variable has a composite reliability of 0.867. The e-training variable has a composite reliability of 0.993. Based on the description above, it shows that the composite reliability value of all latent variables is greater than 0.7. These results indicate that all latent variables have good composite reliability and one variable has poor composite reliability. Reliability can also be shown from the Cronbach alpha value.

The results of data processing on the Cronbach alpha value explain that the employee performance variable has a value of 0.796. The work environment variable has a composite reliability of 0.932. The work motivation variable has a composite reliability of 0.837. The e-training variable has a composite reliability of 0.982. Based on the description above, it shows that the Cronbach alpha value for all latent variables is greater than 0.7 so that all latent variables are said to be reliable.

Results of structural model analysis (Inner Model).

Table 3 explains the results of Fornell Larcker's discriminant validity where if the square root value of the average variance extracted (AVE) of the latent variable is greater than the correlation value with all other latent variables then it is said to have good discriminant validity.

Tabel 3. Discriminant validity (Fornel Larcker's Criterion)

	EP	WE	WM	eT
EP	0,751			
WE	0,834	0,733		
WM	0,539	0,624	0,779	
eT	0,677	0,748	0,558	0,861

Tabel 3 above presents the results of the square root of AVE 0.751 for employee performance, 0.733 for work environment, 0.779 for work motivation, and 0.861 for e-training. The results of the description above show that for all variables the average variance extracted (AVE) square root value of the latent variable is greater than 0.7 and greater than the correlation value with all other latent variables, so it is said to have good discriminant validity. Reliability testing in PLS can use two methods, namely Cronbach's alpha and Composite reliability. Composite reliability is the reliability for measuring latent variables (Hair et al. 2010). This reliability uses the reliability coefficient to explain the measurement model being tested. A group of indicators that measure a variable has good composite reliability if it has a composite reliability  $\geq 0.7$  even though it is not an absolute standard.

In this study, the R-square value was tested which was used to measure the level of variation in changes in the independent variable towards the dependent variable. the influence of certain exogenous latent variables on endogenous latent variables. The higher the R2 value, the better the model is at predicting research objects.

Table 4. R Square Value

	R-Square
Employee Performance	0,702
Work Motivation	0,409

The influence of e-training, work environment, work motivation on employee performance and the influence of e-training & work environment on work motivation

have an R Square value of 0.702 for employee performance and 0.409 for work motivation. If the R2 value is 0.75, it shows that the model built is substantial or strong, if 0.5 shows the model built is moderate and 0.25 shows the model is weak (Ghozali 2016). From the results of data processing in this research, the R2 value obtained is shown in the Table 4.

The R-square test results for the employee performance variable (EP) are equal to 0.702, meaning that the relationship model built is moderate and for the work motivation variable (WM) it is equal to 0.409, meaning that the relationship model built is moderate. Obtaining this value explains that the percentage of employee performance can be explained by e-training, work environment and work motivation.

#### Test the path coefficient hypothesis

This hypothesis test is a causality analysis carried out to determine the relationship between variables. Causality analysis can be used to determine the influence that occurs between exogenous variables and endogenous variables. Exogenous variables are declared to have a significant effect on endogenous variables if the p value (probability) is  $\leq 0.05$ . The results of the hypothesis test are presented in Table 5.

Table 5. Hypothesis Testing Results

Relationship	Original Sample	Sample mean	Standard deviation	t statistics	P value	Declaration
E-Tr → EP	0,206	0,056	0,273	0,755	0,450	Rejected
WE → WM	0,744	0,682	0,105	7,069	0,000	<b>Accepted</b>
WM → EP	0,012	-0,029	0,090	0,138	0,890	Rejected
E-Tr → WM	0,120	-0,035	0,256	0,479	0,639	Rejected
WE → EP	0,470	0,411	0,134	3,508	0,000	<b>Accepted</b>

Hypothesis testing is intended to test the influence of an independent variable on a dependent variable or the influence of a dependent variable on other dependent variables. In other words, we want to test the significance of the influence of a variable that influences another variable that is influenced. In the table results of this research, the level of significance used is 5%. The hypotheses that can be described based on the results in Table 5 are: First Hypothesis (H1), the relationship e-training and employee performance shows that the value obtained is 0.450, which means that e-training has no significant effect on employee performance. The original sample value of 0.206 is positive, meaning that e-training has no significant effect on employee performance.

Second Hypothesis (H2) shows that the value obtained is 0.000, which means the work environment has a significant effect on employee performance with the original sample value of 0.744 being positive, meaning the work environment has a positive and significant effect on employee performance. Third Hypothesis (H3) shows that the value obtained is 0.890, which means work motivation has no significant effect on employee performance. The original sample value of 0.012 is positive, meaning work motivation has no significant effect on employee performance. Fourth Hypothesis (H4) shows that the value obtained is 0.639, which

means that e-training has no significant effect on work motivation. The original sample value of 0.120 is positive, meaning that e-training has no significant effect on work motivation. Fifth Hypothesis (H5) shows that the value obtained is 0.000, which means the work environment has a significant effect on work motivation with the original sample value of 0.470 being positive, meaning the work environment has a positive and significant effect on work motivation.

## **Discussion**

This study tests the relationship between four variables, namely e-training, work environment, work motivation, and employee performance by proposing five hypotheses. From testing the five hypotheses proposed, the results showed that 3 hypotheses were rejected, and only two hypotheses were supported from the results of this study. E-training does not have a positive and significant effect on employee performance. Based on the results of the answers from respondents, it was explained that when the infrastructure supports running e-training programs, time and cost efficiency when running e-training programs, and current e-training methods do not have a positive and significant effect on employee performance. This is not in line with previous research by (Kamal et al., 2016) which concluded that there is a positive and significant relationship between e-training and employee performance value. the correlation coefficient is 0.358 while the regression coefficient imply reveals that the efficiency of e-training affects job performance by 25.3%. Previous research by (Wolor et al., 2020) shows that e-training, eleadership, work-life balance, and work motivation influence positive impact on employee performance. The findings show that Companies must pay attention to the factors of e-training, e-leadership, and work-life balance so that employees remain motivated and to maintain optimal employee performance. And previous research by (Sharma & Taneja, 2018) states that training is effective is a thoughtful intervention designed to achieve learning is needed to improve employee performance. The research confirms that training has an impact positive impact on employee performance.

Work environment has a positive effect and significant impact on employee performance. Based on the results of the answers of respondents explained that when the work environment has a fun, relaxed, and competitive atmosphere positively and significantly influences performance employee. This is in line with previous research by (Zhenjing et al., 2022) which states that a positive work environment can improve employee performance in the organizational circuit. More Specifically, the workplace environment can improve performance strive for employee abilities, and employees tend to rise back in a difficult situation. Likewise, a positive work environment provide work that is nurturing and enjoyable an environment that encourages employee and employee commitment tend to be loyal to their organization.

Work motivation has no positive effect and significant to employee performance. Based on the results The answers from respondents explained that when the basic salary is adequate, support from supervisors, task interdependence, and good work culture and managerial responsibilities are not has a positive and significant effect on performance employee. This is not in line with previous research

by Chien et al., (2020) states that creative work motivation has a positive effect on employee performance. Previous research by Azeem et al., (2019) revealing motivation is an important element influence employee creativity. Organizational environment is changing very quickly, and is therefore necessary Motivated employees ensure survival organization that is possible by increasing productivity creatively. Previous research by Nor et al. (2023) stated that actually the higher the work motivation The creativity provided will have a positive impact provide higher employee performance. Based on explanation of research results regarding factors and influences motivation on creative performance, then to motivate employees, managers must research and learn about the work environment, job characteristics, salary, bonuses, and welfare. Previous research by (Kuvaas, 2009) shows that work autonomy, superior support for competence, development and autonomy, and interdependence task, has a positive effect on intrinsic motivation. This result shows that the social environment influences motivation intrinsic through its impact on need satisfaction or perceptions of autonomy, competence and relatedness.

E-training has no positive effect and significant to work motivation. Based on the results of the answers from The respondent explained that when the instructor or trainer proficient in carrying out e-training methods, e-training implementation time more efficient, contemporary e-training methods, benefits from training using e-training programs has no effect positive and significant towards increasing work motivation. This is not in line with previous research by (Haryono et al., 2020) stated that training has been proven to have a positive effect and significant impact on work motivation and employee performance. Which significant dimensions of practical employee training are material, methods and evaluation of training results. Significant training indicators are clarity in determining training objectives, suitability or practical usefulness of training materials, appropriateness the composition of the material provided and the amount of material provided offered. A significant indicator of training methods is accuracy and variety of training methods, mastery of material and effective communication techniques.

Work environment has a positive influence and significant to work motivation. Based on the results of the answers from Respondents explained that when the air quality is naturally good or good quality products supported by ventilation adequate air and supported by still internal noise conducive to influencing positively and significantly towards increased work motivation. This is in line with previous research by Haynes et al. (2019) indicates the need for greater flexibility in connection with the choice of work environment location. Also there the need to better align the office environment with office worker activities. Previous research by Roskams & Haynes (2020) explains that work spaces are more separate tends to be favored by employees who are more susceptible to distraction and more closed. Also confirms that men tend to choose a more separate work space. This reflects that women use support more effectively social to support recovery from stress than men and need a workplace where interpersonal contact is more easy to do.

## **Conclusion**

This study has tested the relationship of four variables, with five hypotheses. The results are 1) E-Training does not affect employee performance. 2) The work environment has a positive and significant effect on work motivation. 3) Work motivation does not affect employee performance. 4) E-Training does not affect work motivation, and 5) The work environment has a positive and significant effect on employee performance. These results show that only two hypotheses can be proven, which means that E-training has not provided significant evidence in improving performance. This study proves that an important thing in improving performance is a good work environment. This research is limited to only using three variables (E-training, Work Environment, and Work Motivation) in testing to improve employee performance and the research object is limited to the banking environment. Future studies can add testing with other variables, for example mastery of technology, leadership support, self-confidence, readiness to change and so on. It can also be tested in other service industries, such as hotels, health services, tourism, retail and supply chains.

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