

The Effect of Training and Workplace Conditions on Employee Performance with Work Contentment as an Intervening Variable at PT. Florindo Makmur

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ABSTRACT

This study evaluates the impact of training and Workplace Conditions on employee performance in the production division of PT Florindo Makmur, with Work contentment as a mediating variable. The study involved 35 employees as samples, selected through the census technique. Primary data were obtained through a Likert scale questionnaire and analyzed using multiple linear regression with SPSS version 26.00. The analysis procedure included validity, reliability, classical assumption, coefficient of determination, hypothesis testing, and Sobel test for mediation effect. Results show that training and Workplace Conditions positively affect job performance and Work contentment. Work contentment does not mediate the relationship between training and job performance, but acts as a mediator between Workplace Conditions and job performance. The findings provide guidance for management to optimize training and Workplace Conditions for performance improvement.

Keywords: Employee Training, Workplace Setting, Job Outcomes, Work Satisfaction

1. INTRODUCTION

PT. Florindo Makmur, located in Pergulaan Village, Sei Rampah District, Serdang Bedagai Regency, North Sumatra, is engaged in the production of tapioca flour from processed cassava to fulfill market demand. The company is structured into several departments, including Personnel, Finance, and Production. The Production Department is particularly vital, tasked with implementing manufacturing strategies, maintaining machinery, applying quality standards, and enforcing safety procedures.

This department includes subdivisions such as quality control, warehousing, regas operations, spare parts management, field supervision, and procurement. This study focuses on the Production Division, which has encountered issues in meeting consistent production targets. An analysis of production data over the last six months reveals noticeable fluctuations in output, as detailed in the table below :

Table 1. Production data

Month	Production Output (tons)
November 2023	951
December 2023	2094
January 2024	945
February 2024	923
March 2024	880
April 2024	810

The table highlights a declining production trend in early 2024, prompting the need to examine possible influencing factors such as employee training programs, work contentment, and overall Work contentment.

Table 2. Employee Performance Pre-Survey Data of 30 Respondents

No	Statement	Agree	Agree (%)	Don't agree	Don't agree (%)
1	Employees complete their work on time	14	46.7%	16	53.3%
2	Employees achieve predetermined targets	12	40%	18	60%
3	Employees meet established quality standards.	8	26.7%	22	73.3%
	Average	11.3	37.8%	18.7	62.2%

The pre-survey data in table shows that in the first statement, employees complete their work on time, 14 people answered yes and 16 people disagreed. In the second statement, employees achieve the specified target, 12 people answered yes and 18 people disagreed. In the third statement, employees meet the established quality standards, 8 people answered yes and 22 people disagreed. This condition shows that employee performance in the production section is still not optimal, this is supported by the large number of employees who answered no to meeting the established quality standards. Where the fulfillment of the established quality standards determines quality work results. The quality of an employee is greatly influenced by several factors, one of which is mastery of the field of work. Triastuti et al., (2021) stated that employee work mastery is closely related to the training given to employees. Training is held as an effort to improve employee performance in the present or other jobs that are their responsibility in the future.

In a certain description, the potential of employees may have met the administrative requirements for their jobs, but in reality, employees must follow or keep up with developments in the business world according to the tasks they hold or will hold. This is what drives an organization or company to facilitate employee training in order to get good, effective and efficient performance results. In addition, the Workplace Conditions is also something that is no less important in improving employee performance. (Henry, D., Ackerman, M., 2020). The training carried out by PT. Florindo Makmur is only a practical method (on the job training) this method is used to hone employee skills. This method is carried out by directly training employees through the work they will handle for 3 months and after that they are immediately placed as permanent employees in each field that is needed. The recapitulation data for PT. Florindo Makmur's training program in 2023.

Table 3. Recapitulation of 2023 Training Program

No	Training	Information
	Internal	
1	PEST CONTROL	02/02/2023
2	HALAL ASSURANCE SYSTEM	24/06/2023
3	PERSONAL HYGIENE and ENVIRONMENTAL CLEANLINESS	25/05/2023
4	DISCIPLINE AND ORDER	28/08/2023
5	GMP	21/08/2023
	External	
6	HALAL ASSURANCE SYSTEM	25-27/07/2023

It can be seen in table PT. Florindo Makmur conducts the same training for all employees in each field to become permanent employees. This shows that there is a mismatch between training and the field of work provided, especially in the production field.

Not only training affects employee performance, but the Workplace Conditions is also a factor that influences Work contentment. The Workplace Conditions is an important thing that must be considered by the organization. The environment around the workplace will certainly affect employees in carrying out their duties. An unhealthy Workplace Conditions can cause employees to easily become stressed, bored, not enthusiastic about working and coming late, and vice versa if the Workplace Conditions is healthy, employees will certainly be enthusiastic about working, not easily bored, easy to concentrate so that work is completed faster according to target. According to (Bungaran, 2020) The Workplace Conditions can create a binding working relationship between people in the environment. Therefore, it should be endeavored that the Workplace Conditions must be good and conducive because a good and conducive Workplace Conditions makes employees feel at home in the room and feel happy and enthusiastic to carry out their duties so that employee performance will also increase.

Table 4. Workplace Conditions

Work Environment	Information
Noise	1. Soundproofing Devices2. Workspace Construction
Air temperature	1. Air Temperature Control Device
Cleanliness	1. Processing of Production Remainder
Comfort	1. Employee Safety Guarantee2. Safety Equipment

The table above shows the physical Workplace Conditions of PT. Florindo Makmur can be seen from the employee's perspective. Workplace noise, air temperature, cleanliness and work comfort can make employees feel dissatisfied with their Workplace Conditions and have an impact on employees doing work that is not in accordance with the targets set because the Workplace Conditions is less supportive.

Table 5. Pre-Survey Data on Work contentment of 30 Respondents

No	Statement	Respondents' Answers		
		Yes	No	
		Count	%	Count
1	Job placement according to employee abilities	12	40%	18
2	Promotion (job promotion) based on employee performance and work results	8	26.7%	22
	Average	14.5	33.4%	15.5

Based on table shows the aspect of Work contentment, the pre-survey results obtained by most respondents felt dissatisfied with their jobs, this is supported by the factor of inappropriate job placement and promotion (job promotion) based on employee work results. With Work contentment, employees will choose to prioritize their work rather than the wages or rewards they get from the results of the work.

2. RESEARCH METHODS,

This study employed an explanatory research design aimed at clarifying the relationships and positions among the studied variables, as suggested by Gunawan & Monika (2022). Explanatory research focuses on identifying cause-and-effect relationships, enabling predictions of how changes in one variable impact others. This investigation explores the interrelations between training, Workplace Conditions, Work contentment, and employee performance. It replicates the prior study by Prasetyo (2019), which examined similar variables in a different organizational setting with distinct sample characteristics. The research was conducted at PT. Florindo Makmur between January and August 2024. A saturated sampling technique was applied, encompassing all 35 employees from the production department. Saturated sampling, or census sampling, is suitable for relatively small populations where full representation is desirable, as noted by Sugiyono (2022). Primary data were gathered through structured questionnaires distributed directly to respondents. In line with Adriansyah (2023), primary data refers to information collected directly from participants. The questionnaire consisted of closed-ended questions based on a five-point Likert scale, as guided by Prawiyogi et al. (2021). Data analysis was performed using SPSS version 26.00, incorporating several statistical procedures: instrument testing to assess validity and reliability, classical assumption testing to verify model adequacy, multiple regression analysis to evaluate variable relationships, determination coefficient analysis to measure model strength, and the Sobel test to examine the mediating effect of Work contentment.

3. RESULTS AND DISCUSSIONS,

The t-statistic test is also called the individual significance test. This test shows how far the independent variable partially influences the dependent variable. In this study, partial hypothesis testing was carried out on each independent variable, the results of data processing in equation 1 are shown in the table below.

Table 6. T-Test Results of Equation I

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	30.110	4.954	—	4.675	.036
TRAINING	0.202	0.163	0.202	3.948	.002
WORK ENVIRONMENT	0.542	0.243	0.364	2.636	.000

Dependent Variable: JOB SATISFACTION

From Table 6, t-count value of 3.948, exceeding the t-table of 2.03452 ($\alpha = 5\%$, $df = 33$), with a significance of 0.002 (<0.05), it can be concluded that the third hypothesis is accepted, meaning that Training (X1) has an effect on Work contentment (Z). The results of this study are in accordance with the results of research conducted by (Meidita, 2019) entitled The Effect of Training and Competence on Work contentment Through Work Motivation.

Table 7. Results of T-Test of Equation II

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	11.575	4.362	—	2.653	.009
TRAINING	0.331	0.095	0.340	3.468	.001
WORK ENVIRONMENT	0.080	0.112	0.076	2.713	.004
JOB SATISFACTION	0.345	0.105	0.352	3.276	.002

Dependent Variable: EMPLOYEE PERFORMANCE

From Table 7, the t-count value is 3.468, greater than t-table of 2.03452, with a significance of 0.001 (<0.05) it can be concluded that the first hypothesis is accepted, meaning that Training (X1) has an effect on Employee Performance (Y). The results of this study are in accordance with the results of research conducted by (Yeni Setiani, 2023) entitled The Effect of Job Training, Workplace Conditions and Work contentment on Employee Performance at PT Indomarco Prismatama Jakarta.

The basis for decision making in the Sobel test is done by comparing z count > 2.03 , it can be concluded that there is a mediation effect. In this study, there is a mediation that will be tested as follows :

The effect of training (X1) on employee performance (Y) through Work contentment (Z) as an intervening variable in the production section of PT. Florindo.

$$ab = a_1 * b_3$$

$$ab = 0,202 * 0,352$$

$$ab = 0,071$$

$$Sab = \sqrt{[b_3^2 Sa_1^2 + a_1^2 Sb_3^2]}$$

$$Sab = \sqrt{[(0,352)^2(0,163)^2 + (0,202)^2(0,105)^2]}$$

$$Sab = \sqrt{[(0,003292) + (0,000449)]}$$

$$Sab = \sqrt{0,003741}$$

$$Sab = 0,0612$$

$$z = ab / Sab$$

$$z = 0,071 / 0,0612$$

$$z = 1,160$$

Based on the results of the Sobel test on the mediation above, obtained z-count value of 1.160, smaller than the z-critical 2.034, so Work contentment does not mediate the relationship between training and job performance. The influence of the Workplace Conditions (X2) on employee performance (Y) through Work contentment (Z) as an intervening variable in the production department of PT. Florindo Makmur.

$$ab = a_2 * b_3$$

$$ab = 0,542 * 0,352$$

$$ab = 0,1908$$

$$Sab = \sqrt{[b_3^2 Sa_2^2 + a_2^2 Sb_3^2]}$$

$$Sab = \sqrt{[(0,352)^2(0,243)^2 + (0,542)^2(0,105)^2]}$$

$$Sab = \sqrt{[(0,005984)^2 + (0,003003)^2]}$$

$$Sab = \sqrt{0,003000}$$

$$Sab = 0,0547$$

$$z = ab / Sab$$

$$z = 0,1908 / 0,0547$$

$$z = 3,488$$

Based on the results of the Sobel test on the mediation above, the z-calculated value of 3.488, greater than the z-critical 2.034, indicates that Work contentment mediates the relationship between Workplace Conditions and performance. A positive Workplace Conditions increases Work contentment, which in turn encourages better performance. The following results were obtained from hypothesis testing:

H1: Training programs significantly improve employee job performance. The results show a t-calculated value of 3.948, which exceeds the critical t-table value of 2.03452 at the 5% significance level ($\alpha = 0.05$, $df = 33$). The significance value of 0.002 (<0.05) confirms that this hypothesis is accepted. According to respondents, the training organized by PT Florindo Makmur has adequate duration and materials, which support the improvement of employees' technical capabilities and work productivity. H2: A supportive Workplace Conditions contributes to improved job performance. With a t-count value of 2.636, which is greater than the t-table of 2.03452, and a significance value of 0.000 (<0.05), this hypothesis is accepted. Respondents stated that smooth communication and a harmonious working atmosphere in the company encourage better performance, with positive interpersonal relationships being the main supporting factor. H3: Training contributes positively to Work contentment. Although employees observed improvements in confidence and productivity following training, they also expressed that knowledge enhancement was limited, indicating room for improvement in training design. H4: A conducive Workplace Conditions enhances Work contentment. Respondents agreed that Work contentment—including interpersonal relationships, management support, and facilities—play a vital role in employee satisfaction. H5: Work contentment significantly affects employee performance. Satisfied employees felt their roles aligned with their competencies, received fair treatment, and had access to sufficient resources and development opportunities, all of which supported improved performance.

a. Hypothesis 6H6: Work contentment does not mediate the relationship between training and performance. This may be due to training content not aligning well with employee roles, thus limiting its impact on satisfaction-driven performance improvement.

b. Hypothesis 7H7: Work contentment mediates the relationship between Workplace Conditions and job performance. The Sobel test shows a z-count value of 3.488, which exceeds the z-critical 2.034, so this hypothesis is accepted. Work contentment acts as a mediator, with a positive Workplace Conditions increasing employee satisfaction, which in turn encourages better work performance. A supportive work atmosphere and strong support systems are key factors in this relationship.

4. CONCLUSION

Based on the results of this study, several conclusions can be drawn:

Hypothesis 1 is accepted, Employee training significantly improves work performance in the production division.

Hypothesis 2 is accepted, A supportive Workplace Conditions contributes to improved work performance.

Hypothesis 3 is accepted, Training activities also contribute positively to Work contentment.

Hypothesis 4 is accepted, A well-maintained and supportive Workplace Conditions increases Work contentment among employees.

Hypothesis 5 is accepted, Work contentment has a significant positive effect on improving performance.

Hypothesis 6 is rejected, Work contentment does not mediate the relationship between training and performance, indicating a possible mismatch between training content and employee needs.

Hypothesis 7 is accepted, Conversely, Work contentment effectively mediates the relationship between the Workplace Conditions and employee performance, highlighting the importance of creating a positive workplace atmosphere.

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