

Training, career development, and environment to improve employee performance with work motivation as a mediating variable



^{1*}Triyanto Dartono, ²Pamuji Gesang Raharjo, ³Ety Nurwati

^{1,2,3}Magister Management, Universitas Asa - Indonesia

^{1*}trixdartono@gmail.com (corresponding author)

²pamujiraharjo@yahoo.com

³etty.nurwati@gmail.com

ABSTRACT

This study aims to examine the influence of training, career development, and the work environment on employee performance, with work motivation serving as a mediating variable. A quantitative research design was employed using survey data collected through structured questionnaires from 215 respondents selected using a saturated sampling technique. The proposed relationships were analyzed using Structural Equation Modeling (SEM). The findings indicate that training, career development, and the work environment each have a positive and significant effect on work motivation. Training also has a direct positive effect on employee performance, whereas career development and the work environment do not directly influence performance. In contrast, work motivation has a positive and significant effect on employee performance and significantly mediates the relationships between training, career development, and the work environment with employee performance. These findings underscore the pivotal role of work motivation in translating human resource development practices and workplace conditions into improved employee performance. The study contributes to the human resource management literature by demonstrating the importance of motivational mechanisms in strengthening the effectiveness of organizational development initiatives and offers practical insights for designing integrated strategies to enhance employee performance.

Keywords: Training; Career Development; Work Environment; Work Motivation; Employee Performance



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INTRODUCTION

The Indonesian hospitality industry faces challenges in 2026 due to declining occupancy rates and purchasing power, which have not yet fully recovered (Indonesia, 2026). However, the hospitality industry still exhibits positive trends, relying on non-governmental markets and local culture. (Indonesia Tourism Outlook, 2025). KRF Hotel is a hospitality company that operates luxury accommodation complexes and related facilities. The success of a firm is determined on the performance of its employees. The organization's capacity to expand will be impacted by low employee performance, which will lead to subpar performance as workers fall short of company goals.

Employee performance is the output of employees' work processes as they carry out their primary duties and functions, and is governed by mutually agreed-upon regulations. According to Sari, (2025), Employee performance is the outcome of individual effort that satisfies predetermined criteria for both quantity and quality. Furthermore, employee performance results from work that aligns with the company's goals and needs (Mahmud et al., 2025). According to Utami et al., (2024), good performance is performance that supports the achievement of goals and meets the standards set by the organization. Work motivation serves as a mediating variable in this study, which examines how training, career growth, and the environment affect employee performance.

Training is a variable that can be used to increase employee work motivation (Suhardi et al., 2023). Through training, employees will experience increased and more positive work motivation. Training positively affects work motivation because effective training improves employee performance. Inayah et al., (2024) claimed that work motivation and job training are related. Employee performance can be impacted by training elements in addition to work motivation (Permana, 2026). Employees who are trained with material tailored to their work needs will be able to improve their abilities and enhance their performance within the company. According to Putri et al. (2025), training variables significantly influence employee performance variables.

Career development can be implemented effectively if there is good cooperation between leaders and subordinates. Career development can influence work motivation by fostering satisfaction, engagement, and hope for a brighter future among employees. (Putra & Husein, 2026). Clarity about career development increases enthusiasm for achieving personal and organisational goals, reduces boredom, and provides a sense of security. According to Purnamasari et al., (2024) Career development has been shown to positively affect employees' work motivation, as employees who are allowed to develop their careers will work hard and effectively to achieve their goals. According to Mardianty & Sari, (2025) Career development influences employee performance.

The work environment influences employee motivation: a clean, comfortable, and safe environment encourages employees to work harder and more productively, while a poor environment can lead to employee laziness. Sinulingga & Kasmiruddin, (2024) states that the work environment influences work motivation. Based on research by Panggalih & Gani, (2025) . Employee performance can be impacted by the workplace since a supportive environment helps employees develop their skills, which enhances performance.

According to Desmalia et al., (2025), training is an activity that teaches employees using training methods aimed at developing the competencies required by the company. Furthermore, according to Kholik et al., (2024) Training is an effective way to improve the capabilities of a company's human resources. Training impacts employee performance because employees trained by professional instructors will develop strong

skills. Without training, employees will not be able to develop according to the company's needs. Khrisna et al., (2024) stated that training significantly impacts employee performance. Furthermore, Putra et al., (2026) stated that training has a significant and positive impact on employee performance.

Programmed career development will impact performance. According to Khrisna et al., (2024), career development is a process of improving skills to achieve predetermined targets through company-organised training. Furthermore, Mardianty & Sari, (2025) state that career development variables significantly influence employee performance. Furthermore, Megawati et al., (2025) state that career development variables influence employee performance. Employee performance is impacted by both the physical and non-physical work environments. Employees will feel more at ease at work and perform better if there is a favorable non-physical and comfortable physical work environment. According to Anggraini et al., (2024) The workplace has a big impact on how well employees perform.

Motivation is the drive to do something to achieve a desired goal. Tyas et al. (2026) assert that employee performance is positively and significantly impacted by work motivation. This study demonstrates that raising employee motivation can enhance worker performance. A mediating factor in training used to enhance worker performance is work motivation. Melati & Satriansyah (2025) claimed that, through job motivation, training had a favorable and substantial impact on raising employee performance. This implies that the relationship between employee performance and training can be mediated by work motivation. Workplace motivation modulates both the impact of career progression and training on employee performance. According to Prasetya & Budiono (2025), career development has a positive and significant effect on employee performance through work motivation as a mediating variable.

Employee performance can be improved by work environment variables, particularly work motivation, because it cannot be improved without stronger motivation. Therefore, improving employee performance in a company can be achieved by improving the work environment and employee motivation (Firdaus et al., 2024). Mahatani et al., (2025) discovered that the relationship between employee performance and the workplace is mediated by job motivation.

Based on the problem and research results, training, career development, and the environment can improve employee performance, with work motivation as a mediating variable. However, based on research results Inayah et al., (2024), career development positively influences work motivation and employee performance, while training positively influences employee performance but has no effect on work motivation. Work motivation plays an important role in improving employee performance and mediates the influence of career development on that performance. Therefore, researchers are interested in determining whether these variables have yet to influence employee motivation and performance.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Training

According to Khrisna et al., (2024), One of the most popular types of human resource development is training, which is usually carried out by businesses. The goal of employee training is to enhance their abilities, knowledge, credentials, and proficiencies. Workers have the chance to learn new concepts or ideas that they intend to use to carry out their jobs and obligations more effectively. Putra et al., (2026) stated that training is a crucial element in human resource development and has a significant impact on individual

remuneration because it can increase income more effectively than investing in physical capital. According to Masyuroh et al., (2023), the training variables in this study are the training program, training materials, training instructors, and time.

Research by Wibowo & Ahmadi, (2025) found that training influences work motivation by motivating employees to perform well. Employees who receive training tailored to their needs will be motivated to perform according to their primary duties and functions. Furthermore, Widihartono & Ahmadi, (2024) stated that training influences employee performance, as company-provided training can improve it. Employees who are trained with the materials needed to improve their performance will be helped to work according to company expectations. This is supported by research findings from Hosen et al., (2024), which found that training significantly influences employee performance. Based on the theoretical framework and empirical findings presented above, training is expected to positively influence employee work motivation and employee performance. Therefore, the following hypotheses are proposed.

H1: Training has a positive effect on work motivation at KRF Hotel & Convention Center Jakarta

H4: Training has a positive effect on employee performance at KRF Hotel & Convention Center Jakarta

Career Development

According to Khrisna et al. (2024), career development is a process that leads to a better career in line with the company's established standards. Putra & Husein (2026) state that career development is a strategic component of human resource management that significantly contributes to organisational growth and long-term success. For companies, career development is not just about training or promotions, but rather a systematic effort to cultivate a competent, competitive, and future-ready workforce. According to Anwar et al. (2024), career development indicators include career paths, career development support, career development opportunities, promotion systems, and development programs.

Pamungkas et al., (2025) state that career development influences employees' work motivation by providing clarity about their future, which can increase their motivation to achieve self-actualisation at work. Furthermore, Mao et al., (2026) state that career development is a variable influencing employees' work motivation. Furthermore, Tarman et al., (2025) found that career development influences employee performance, as employees with clear career development can improve their performance and align with company goals. The findings of previous studies consistently indicate that career development plays an important role in enhancing employees' work motivation and improving employee performance. Accordingly, the following hypotheses are formulated.

H2: Career development has a positive effect on work motivation at KRF Hotel & Convention Center Jakarta

H5: Career development has a positive effect on employee performance at KRF Hotel & Convention Center Jakarta

Work Environment

According to Supriatna & Wahyuningtyas, (2025) The work environment is the physical and non-physical facilities and infrastructure that support work, including facilities that can improve employee performance (Putra et al., 2026): The work environment refers to

all facilities available in a company that support employee work. Work environment indicators, according to Prayuda et al., (2025), include workplace atmosphere, coworker relationships, work facilities and equipment, workplace communication, and a safe, stress-free work environment.

Research by Mahatani et al., (2025) shows that the work environment influences work motivation because companies that have a comfortable and conducive work environment, both physical and non-physical, can increase employee motivation. Furthermore, Susanti et al., (2024) found that the work environment influences employee performance, as employees who are provided with work environment facilities appropriate to their work conditions can improve their performance. Pratama et al. (2026) found that the work environment can influence employee performance. The previous studies consistently demonstrate that a favourable work environment contributes to higher levels of work motivation and better employee performance. Accordingly, the following hypotheses are formulated.

H3: The work environment has a positive effect on work motivation at KRF Hotel & Convention Center Jakarta

H6: The work environment has a positive effect on employee performance at KRF Hotel & Convention Center Jakarta

Work Motivation

Work motivation can stem from intrinsic factors, such as job satisfaction, responsibility, and development opportunities, as well as extrinsic factors, such as recognition, adequate compensation, and a conducive work environment. Highly motivated employees tend to exhibit more productive, innovative, and goal-oriented performance (Wohung et al., 2025). According to Mardianty & Sari (2025), work motivation is a key element determining employee effectiveness and performance within an organisation. Work motivation is the skill of directing employees to perform well, thus creating synergy between individual interests and organisational goals. This shows that motivation is not only related to internal drives but is also influenced by management's role in creating a conducive work environment. Motivation is a conscious effort to influence individual behaviour to focus on achieving organisational goals. Indicators of work motivation, according to Basyid (2024), include being motivated to deliver the best results, being proud to be part of the company, being enthusiastic about achieving work targets, and taking the initiative to solve work problems.

Inayah et al., (2024) stated that employee performance can be influenced by work motivation. Work motivation mediates the effect of training on employee performance, and work motivation mediates the effect of career development on employee performance. Furthermore, Fenia et al., (2026) found that work motivation mediates the effect of the work environment on employee performance. Based on the theoretical arguments and empirical findings presented above, work motivation is expected to play a mediating role in the relationships between training, career development, work environment, and employee performance. Therefore, the following hypotheses are proposed.

H7: Work motivation positively affects employee performance at KRF Hotel & Convention Center Jakarta

H8: Work motivation mediates the effect of training on employee performance at KRF Hotel & Convention Center Jakarta

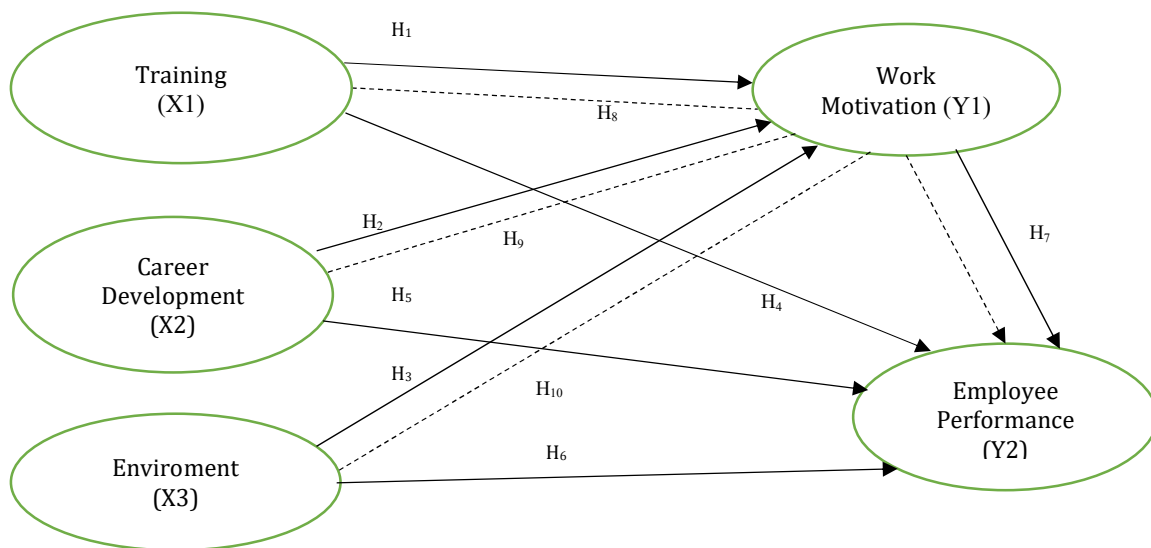
H9: Work motivation mediates the effect of career development on employee performance at KRF Hotel & Convention Center Jakarta

H10: Work motivation mediates the effect of the work environment on employee performance at KRF Hotel & Convention Center Jakarta

Employee Performance

According to Mardianty & Sari, (2025), Performance measures how well an organization's policies, programs, and initiatives are carried out to fulfill the strategic plan's goals, objectives, vision, and mission. Performance shows how well an organization uses its resources to accomplish its objectives. Employee performance is a key indicator of a company's success, thus in order to meet these objectives, workers must perform at their best. Kodija et al., (2026) define employee performance as an important factor in achieving organizational goals. Putra & Husein, (2026) assert that workers' efforts that are in line with the company's vision and mission and that are intended to advance the business are what lead to employee performance. The value derived from a range of employee activities that both favorably and unfavorably contribute to the accomplishment of organizational objectives is known as job performance. Performance is essentially the outcome of each person's efforts to finish tasks, including the caliber, volume, and consistency of the work generated. High-performing individuals are characterized by their ability to produce high-quality work consistently. This concept highlights that the core of performance lies in employees' overall behaviour (Hidayat, 2026). According to Indrayana et al., (2024) Employee performance indicators include completing work within targets and deadlines, meeting quality standards, working efficiently without compromising quality, and demonstrating high levels of discipline and responsibility.

Based on the description, the framework can be described as follows:



Source: Developed by the author based on the literature review, 2026

Figure 1
Research Framework

METHOD

The researcher used a quantitative research method with an explanatory survey design. The population was 215 employees working at KRF Hotel who were involved in Hospitality work. Consisting of 135 permanent employees and 80 temporary employees. The research sample was 215 employees at KRF Hotel. whose positions are Supervisor, assistant manager, staff, and other positions with a work period of 3 years - 35 years, aged between 20 years and more than 50 years, and with a high school / vocational high school education up to S3. Purposive sampling is a non-probability sampling technique in which respondents are selected based on specific characteristics that are relevant to the objectives of the study (Memon et al., 2025) Questionnaires were distributed to respondents from November 5 to 30, 2025, using Google Forms. The sampling method is a saturated sample because the entire population was used as a research sample, with a total of 215.

A questionnaire on a Likert scale from 1 (strongly disagree) to 5 (strongly agree) was utilized as the data collection method. The dependent variable in this study was employee performance; the mediating variable was work motivation; training was the first independent variable; career development was the second independent variable; and the work environment was the third independent variable.

SmartPLS software version 3.0 was used to analyze the data. Because it can analyze simultaneous relationships among latent variables, assess direct and indirect influences in complicated models, and is prediction-oriented, the Structural Equation Modeling method based on Partial Least Squares (SEM-PLS) was selected. (Hair et al., 2022). The measurement (outer) and structural (inner) models were assessed as part of the investigation. Convergent validity was assessed using outer loading values and Average Variance Extracted (AVE); construct reliability was assessed using Cronbach's alpha and Composite Reliability; discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT); and multicollinearity was assessed using the Variance Inflation Factor (VIF). Additionally, the coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), and hypothesis testing utilizing the path coefficient, t-statistic, and p-value are tested in order to evaluate the inner model.

RESULTS AND DISCUSSION

Data Analysis

Respondent characteristics were analyzed to provide an overview of the demographic profile of the sample and to demonstrate that the respondents represented the population under study. As shown in Table 1, the respondents are classified according to age, gender, educational background, job position, and years of service.

Table 1
Respondent Description

Characteristic	Frequency	Percentage (%)
Age:		
20 - 30 Years	55	25.59%
31 - 40 Years	60	27.90%
41 - 50 Years	41	1.06%
Over 50 Years	59	27.45%
Gender:		
Male	125	58.13%
Female	90	41.87%

Education:

SMA/SMK	174	80.93%
D3	21	9.76%
D4/S1	17	7.90%
S2	2	0.93%
S3	1	0.48%
Years of service:		
< 5 Years	120	55.81%
6 - 15 Years	70	32.55%
15 - 25 Years	15	6.9%
25 - 35 Years	10	4.74%
TOTAL :	215	100.0%

Table 1 shows the results of the respondent profile. By age, the most common age group was 31–40 years, with 60 respondents (27.90%). By gender, the respondents were predominantly male, comprising 125 people (58.13%). Judging from their educational background, which was dominated by high school/vocational school education, there were 174 people (80.93%). Then, regarding length of service, most respondents who completed the questionnaire had less than 5 years of work experience, totaling 120 people (55.81%).

Table 2 presents the results of the measurement model evaluation, including the outer loading values of each indicator, Composite Reliability (CR), and Average Variance Extracted (AVE) for all research constructs.

As shown in Table 2, the measurement model was evaluated using outer loading, Composite Reliability (CR), and Average Variance Extracted (AVE) to assess the validity and reliability of the research constructs.

Table 2
Evaluation of Measurement Model

No	Variable	Indicator	Item	Outer loading	Composite Reliability	(AVE)
1	Training	1. Training program	X1.1	0,870	0.943	0.767
		2. Training material	X1.2	0,859		
		3. Training instructor	X1.3	0,881		
		4. Training time	X1.4	0,881		
		5. After training	X1.5	0,889		
(Masyrurroh et al., 2023)						
2	Career evelopment	1. Career Paths	X2.1	0,834	0.937	0.749
		2. Career Development Support	X2.2	0,861		
		3. Career Development Opportunities	X2.3	0,870		
		4. Promotion Systems	X2.4	0,857		
		5. Development Programs	X2.5	0,905		
(Anwar et al., 2024)						

3	Work nvironment	1.	Workplace Atmosphere	X3.1	0,870	0.947	0.783
		2.	Coworker Relationships	X3.2	0,883		
		3.	Work Facilities and Equipment	X3.3	0,885		
		4.	Workplace Communication	X3.4	0,913		
		5.	Safe and Stress-Free Work Environment	X3.5	0,870		
(Prayuda et al., 2025)							
4	Work motivation	1.	Motivated to deliver the best results	Y1.1	0,908	0.946	0.814
		2.	Proud to be part of the company	Y1.2	0,923		
		3.	Passionate about achieving work targets	Y1.3	0,909		
		4.	Takes initiative in solving work problems	Y1.5	0,868		
(Basyid, 2024)							
5	Employee Performance	1.	Complete work according to targets and deadlines	Y2.1	0,882	0.945	0.811
		2.	Work quality meets standards.	Y2.2	0,905		
		3.	Work efficiently without compromising quality.	Y3.3	0,898		
		4.	Demonstrate high discipline and responsibility.	Y4.5	0,915		
(Indrayana et al., 2024)							

In Table 2, the evaluation of the measurement model was carried out in two stages, namely construct reliability testing using Cronbach's Alpha and Composite Reliability (CR) (value ≥ 0.70), as well as construct validity testing through outer loadings, Average Variance Extracted ($AVE \geq 0.50$). In Table 2, the values of all variables are above the provisions. They are declared reliable, and the indicator values are greater than 0.7, so all indicators are considered to have good validity in explaining their latent variables.

After confirming the convergent validity and reliability of the measurement model, discriminant validity was evaluated to determine whether each construct was empirically distinct from the other constructs. This assessment is important to ensure that each latent variable measures a unique concept and does not overlap with other variables in the model.

The results of the discriminant validity assessment using the Fornell-Larcker criterion are presented in Table 3.

Table 3
Discriminant Validity-Fornell Lacker

	Training	Career Development	Work environment	Work motivation	Employee Performance
Training	0.876				
Career Development	0.857	0.866			
Work Environment	0.803	0.806	0.885		
Work Motivation	0.822	0.832	0.831	0.902	
Employee Performance	0.821	0.804	0.787	0.893	0.900

Table 3 shows that the square root of the AVE for each construct exceeds the correlations with other constructs. Therefore, all constructs meet the Fornell-Larcker criterion, indicating satisfactory discriminant validity. was tested using the Fornell & Larcker criteria to ensure that the constructs being tested were significantly different from each other, indicating that the values in the table had a number > 0.5. This indicates that each variable has good discriminant validity, meaning the variables can be distinguished from one another and are not significantly correlated.

After confirming the validity and reliability of the measurement model, a multicollinearity test was conducted to examine whether the predictor constructs were highly correlated with one another. This assessment is important to ensure that multicollinearity does not affect the estimation of the structural model and the subsequent hypothesis testing. Table 4 presents the results of the multicollinearity test based on the Variance Inflation Factor (VIF) values for all predictor constructs.

Table 4
Multicollinearity Test

	Training	Career Development	Work environment	Work motivation	Employee Performance
Training				4,364	4,646
Career Development				4,424	4,866
Work Environment				3,293	3,949
Work Motivation					4,543
Employee Performance					

After confirming the validity and reliability of the measurement model, a multicollinearity test was conducted to determine whether the predictor constructs were highly correlated. The results of the multicollinearity assessment are presented in Table 4. Test assesses correlations among independent variables in a regression model. The multicollinearity test results indicate a good regression model, showing no correlation among the independent variables. The multicollinearity test can be performed using the Variance Inflation Factor (VIF) value. Based on the analysis results in the multicollinearity test table, the VIF values in the research model are as follows. The VIF values for training on work motivation are 4.364, and for employee performance, 4.646. The VIF values for career development on work motivation are 4.424, and for employee performance, 4.866. Furthermore, the VIF values for the work environment on work

motivation are 3.293, and for the work environment on employee performance are 3.949, while the VIF value for work motivation on employee performance is 4.543. These results indicate that most VIF values remain within an acceptable range in the PLS-SEM analysis, especially for work environment variables, which are around 3 to 3.9, thus not indicating a serious multicollinearity problem.

After confirming that the measurement and structural models met the required assumptions, the coefficient of determination (R^2) was evaluated to assess the explanatory power of the structural model. The R^2 value indicates the proportion of variance in each endogenous construct that can be explained by the exogenous variables included in the model. The results of the coefficient of determination (R^2) assessment are presented in Table 5.

Table 5
Determination Coefficient Test (R^2)

	R Square	R Square Adjusted
Work Motivation	0.780	0.777
Employee Performance	0.822	0.818

As shown in Table 5, the R^2 value for Work Motivation is 0.780, indicating that Training, Career Development, and Work Environment explain 78.0% of the variance in Work Motivation, while the remaining 22.0% is explained by other variables outside the research model. Furthermore, the R^2 value for Employee Performance is 0.822, indicating that Training, Career Development, Work Environment, and Work Motivation explain 82.2% of the variance in Employee Performance, whereas the remaining 17.8% is attributable to other factors not included in this study. These findings indicate that the structural model has substantial explanatory power (Hair et al., 2022).

To evaluate the predictive capability of the structural model, predictive relevance (Q^2) was assessed using the blindfolding procedure. Table 6 presents the Q^2 values for the endogenous constructs to determine whether the proposed model has adequate predictive relevance.

Table 6
Prediction Accuracy Test (Q^2)

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Training	174.713	174.713	
Career Development	144.872	144.872	
Work Environment	152.163	152.163	
Work Motivation	128.237	51.618	0.597
Employee Performance	139.161	53.498	0.616

As shown in Table 6, the Q^2 values for Work Motivation and Employee Performance are 0.597 and 0.616, respectively. Since both Q^2 values are greater than zero, the structural model demonstrates satisfactory predictive relevance. These findings indicate that the proposed model has good predictive capability in explaining the endogenous constructs predictive relevance (Q^2) test indicate the model's ability to predict endogenous variables using a blindfolding procedure, with $Q^2 = 1 - (SSE/SSO)$. The model is considered predictive if the Q^2 value is greater than 0 (Chinnaraju, 2025). In Table 6, the Q^2 values for work motivation and employee performance are 0.597 and 0.616, respectively. These values indicate that the model has strong predictive relevance

in explaining both endogenous variables. Meanwhile, the training, career development, and environment variables do not have Q^2 values because they are exogenous in the research model.

To assess the contribution of each exogenous construct to the endogenous constructs, the effect size (f^2) was evaluated. Table 7 presents the effect size (f^2) values to determine the magnitude of the effect of each predictor variable in the structural model. Table 7 presents the effect size (f^2) values for each relationship in the structural model.

Table 7
F Square

	Training	Career Development	Work environment	Work motivation	Employee Performance
Training				0,065	0,060
Career Development				0,100	0,004
Work Environment				0,199	0,002
Work Motivation					
Employee Performance					

As shown in Table 7, the effect size (f^2) values indicate that Training has a small effect on Work Motivation ($f^2 = 0.065$) and Employee Performance ($f^2 = 0.060$). Career Development has a small effect on Work Motivation ($f^2 = 0.100$), but its effect on Employee Performance is negligible ($f^2 = 0.004$). Meanwhile, Work Environment has the largest effect on Work Motivation ($f^2 = 0.199$), indicating an effect close to the medium category, whereas its effect on Employee Performance is negligible ($f^2 = 0.002$). Overall, these findings suggest that Work Environment contributes more substantially to Work Motivation than the other exogenous variables, while the direct effects on Employee Performance are generally small. This is used to assess the magnitude of the influence of an exogenous variable on an endogenous variable in the SEM-PLS model. According to Chinnaraju, (2025), an f^2 value of 0.02 indicates a small effect, 0.15 a medium effect, and 0.35 a large effect. The analysis results show that the f^2 value of training on work motivation is 0.065, indicating a small effect. Meanwhile, training on employee performance is 0.060, so the effect is very weak. The f^2 values for career development on work motivation are 0.100 and for employee performance are 0.004, both of which are in the small effect category. Meanwhile, the work environment has an f^2 value of 0.199 and is in the medium effect category. Next, the work environment on employee performance has an f^2 value of 0.002, indicating a small effect.

To evaluate the proposed hypotheses, path coefficient analysis was conducted to examine the significance and direction of the relationships among the research constructs. Table 8 presents the results of the path coefficient analysis, including the path coefficients, t-statistics, p-values, and hypothesis testing results.

Table 8
Path Coefficient

Variable Correlation	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Training => Work Motivation	0.249	0.236	0.087	2.857	0.004	Accepted
Career Development => Work Motivation	0.312	0.327	0.089	3.506	0.000	Accepted
Work Environment => Work Motivation	0.380	0.376	0.082	4.640	0.000	Accepted
Training => Employee Performance	0.223	0.209	0.083	2.684	0.008	Accepted
Career Development => Employee Performance	0.062	0.084	0.115	0.535	0.593	Rejected
Work Environment => Employee Performance	0.036	0.026	0.074	0.486	0.627	Rejected
Work Motivation => Employee Performance	0.628	0.627	0.079	7.977	0.000	Accepted
Training -> Work Motivation -> Employee Performance	0.156	0.148	0.059	2.652	0.008	Accepted
Career Development -> Work Motivation -> Employee Performance	0.196	0.205	0.063	3.099	0.002	Accepted
Work Environment -> Work Motivation -> Employee Performance	0.239	0.235	0.056	4.242	0.000	Accepted

As shown in Table 8, Training has a significant positive effect on Work Motivation ($\beta = 0.249$, $p = 0.004$) and Employee Performance ($\beta = 0.223$, $p = 0.008$), supporting H1 and H4. Career Development has a significant positive effect on Work Motivation ($\beta = 0.312$, $p < 0.001$), but its direct effect on Employee Performance is not significant ($\beta = 0.062$, $p = 0.593$), supporting H2 but rejecting H5. Similarly, Work Environment has a significant positive effect on Work Motivation ($\beta = 0.380$, $p < 0.001$), whereas its direct effect on Employee Performance is not significant ($\beta = 0.036$, $p = 0.627$), supporting H3 but rejecting H6. Furthermore, Work Motivation has a significant positive effect on Employee Performance ($\beta = 0.628$, $p < 0.001$), supporting H7. The mediation analysis also indicates that Work Motivation significantly mediates the effects of Training ($\beta = 0.156$, $p = 0.008$), Career Development ($\beta = 0.196$, $p = 0.002$), and Work Environment ($\beta = 0.239$, $p < 0.001$) on Employee Performance, supporting H8, H9, and H10. and the p-value is < 0.05 , then the hypothesis can be accepted (Chinnaraju, 2025). Table 8 shows that training has a positive and significant effect on work motivation ($\beta = 0.249$; $p = 0.004$) and on employee performance ($\beta = 0.223$; $p = 0.008$). Next, career development has a positive and significant effect on work motivation ($\beta = 0.312$; $p = 0.000$) but not on employee performance ($\beta = 0.062$; $p = 0.593$). Furthermore, the work environment has a positive and significant effect on work motivation ($\beta = 0.380$; $p = 0.000$) but not on employee performance ($\beta = 0.036$; $p = 0.627$). Then, work motivation has a significant effect on employee performance ($\beta = 0.628$; $p = 0.000$). The results of further tests show that work motivation significantly mediates the effect of training on employee performance ($\beta = 0.156$; $p = 0.008$). The work motivation variable mediates the significant effect of career development on employee performance ($\beta = 0.196$; $p = 0.002$). Finally, work motivation mediates the significant effect of the work environment on employee performance ($\beta = 0.239$; $p = 0.000$).

Discussion

The results of this study demonstrate that training positively influences employees' work motivation. Well-trained employees will have both external and internal motivation to work well. Training that teaches employees how to develop strong work motivation can increase both intrinsic and extrinsic motivation. The results of this study are also supported by research by Khrisna et al. (2024), who found that training implemented by the Company can increase employee work motivation. Researchers have proven that career development implemented by the Company for its employees can increase employee work motivation. Career development can provide opportunities for employees to improve their welfare and status, motivating them to give their best to the company and develop their abilities at work. The results of this study are supported by research from Khrisna et al., (2024), who found that career development variables influence employees' work motivation. Furthermore, according to Kodija et al. (2026), career development can influence employees' work motivation.

Research has shown that work environment variables positively affect employee motivation. A supportive physical environment, along with a comfortable and clean non-physical environment, will motivate employees to work. Conversely, a dirty and messy work environment will discourage employees from performing well. These findings are supported by research by Supriatna & Wahyuningtyas, (2025), which found that work environment variables significantly influence employee motivation.

The research also demonstrates that training variables influence employee performance. Company-provided training will improve employees' performance. Without training, employees will not be able to develop their skills. Therefore, training tailored to the company's needs to advance the company by improving employee competency is crucial. These findings are supported by research by Khrisna et al., (2024), which found that training significantly impacts employee performance.

Research results show that career development has no positive effect on employee performance. This is due to the company's ineffective, poorly implemented career development policies, which lead employees to perceive career development as unattainable. These findings are supported by Martua & Pragiwani, (2025), who found that career development variables have no significant effect on employee performance.

The results show that work environment variables have no positive effect on employee performance. Companies that lack a comfortable, well-equipped work environment but have highly motivated employees will likely have high-performing employees, resulting in a negative impact on overall performance. This finding is supported by research by Putra et al., (2026), which found that the work environment has no significant effect on employee performance.

The results demonstrate that work motivation influences employee performance. This means that employees with high intrinsic and extrinsic motivation will perform well. However, employees with low work motivation will perform poorly. The results of this study are supported by the findings of Putra et al., (2026), which indicates that work motivation significantly influences employee performance.

Research has shown that work motivation plays a mediating role in the improvement of employee performance through training. This means that trained employees will not perform well if they lack adequate motivation at work. Employees will perform well if they receive training and have high work motivation. This research is supported by Megawati et al., (2025), which found that work motivation mediates the effect of training on employee performance. This research is further supported by research by Kusuma et al., (2023), which found that work motivation mediates the effect of training on employee performance.

The research findings demonstrate that work motivation mediates the effect of career development on employee performance. This means that employees who receive career development from a company will not be able to improve their performance if they lack strong work motivation. Therefore, companies must improve employee motivation. This research is consistent with research by Megawati et al., (2025), which found that work motivation mediates the effect of career development on employee performance.

This research demonstrates that work motivation mediates the influence of the work environment on employee performance. This means that employees with strong work motivation who work in companies with good physical and non-physical work environments can improve their performance. The results of this study are supported by research by Wohung et al., (2025). The results of this study are that the work motivation variable mediates the influence of the work environment on employee performance.

Future research is recommended to examine additional variables that may influence employee performance beyond training, career development, work environment, and work motivation. Variables such as leadership style, organizational culture, employee engagement, job satisfaction, compensation, and organizational commitment may be incorporated to provide a more comprehensive explanation of employee performance. These variables are expected to capture other organizational and behavioral factors that were not included in the present study and may improve the explanatory power of the research model. Furthermore, future studies are encouraged to involve respondents from different hotels or hospitality organizations and apply longitudinal research designs to enhance the generalizability of the findings and examine changes in employee behavior over time.

CONCLUSION AND SUGGESTION

The study's findings demonstrate that employees' motivation at work is positively impacted by training, career growth, and the workplace. Employee performance is positively impacted by training; career development has no effect on employee performance; the work environment has no effect on employee performance; work motivation has an impact on employee performance; work motivation mediates the effects of training and career development on employee performance; and work motivation mediates the effects of work environment on employee performance. Because it modulates the effects of training, career development, and work environment on performance at KRF Hotel Jakarta, these findings suggest that work motivation plays a significant role in enhancing employee performance. Based on the research findings, the researcher suggests that companies should develop policies and programs to increase employee motivation, such as awards for high-achieving employees, targeted bonuses, and rewards for employee loyalty. Companies should also have career development programs that include specialised training in soft and hard skills, educational scholarships, career promotions, and mentoring. Companies should also provide welfare for employees, including mental health and financial well-being. Companies should also be able to involve employees in sports, recreation, and brainstorming activities.

Implementing these initiatives is expected to strengthen employees' work motivation, enhance their performance, and contribute to the organization's long-term competitiveness and sustainability.

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