

Training and Work Environment on Employee Performance: Mediating Effect of Work Motivation in State-Owned Hospital Holdings

Training and Work
Environment on
Employee Performance

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Irawati¹, Asep Saifudin², Deni Gustiawan³, Winaya Purwati⁴
^{1,2,3,4}Department of Management, Institut Bisnis dan Komunikasi Swadaya; Jakarta,
Indonesia

*Corresponding Author E-Mail: irawatiwinarno@gmail.com

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ABSTRACT

The healthcare industry faces increasing challenges in improving service quality, patient safety, and operational efficiency, requiring optimal employee performance. However, issues such as competency gaps, less conducive work environments, and uneven work motivation hinder performance improvement. This study examines the influence of training and work environment on employee performance, with work motivation as a mediating variable. Partial Least Squares Structural Equation Modeling (SEM-PLS) was used as a quantitative explanatory method. Likert-scale questionnaires were used to collect data, and SmartPLS was used for analysis. A total of 222 respondents were chosen by simple random sampling. The results indicate that training and the work environment have significant effects on employee performance. Both training and work environment significantly influence work motivation. Work motivation shows the strongest effect on performance and partially mediates the relationships between training and work environment on performance. The study highlights the critical role of work motivation in enhancing employee performance, supported by effective training and a conducive work environment. These findings provide practical guidance for improving human resource management strategies in healthcare organizations.

Keywords: Employee Performance, Training, Work Environment, Work Motivation.

INTRODUCTION

The healthcare sector is a strategic one that is vital to the development of human resources and the welfare of society. In recent years, this sector has faced increasingly complex challenges, particularly due to rising demands for service quality, patient safety, and operational efficiency. Globally, healthcare organizations are under pressure to improve service outcomes while maintaining workforce productivity in highly dynamic and resource-constrained environments (Wright & McMahan, 2011; Armstrong & Taylor, 2023). Organizations must constantly improve personnel capabilities and performance due to the growing complexity of healthcare systems brought about by technological improvements and changing patient expectations (Noe & Peacock, 2008; Colquitt et al., 2019). Within this context, employee performance has emerged as a key determinant of organizational success, as the quality of human resources directly influences service effectiveness and patient outcomes (Mangkunegara, 2011; Robbins & Judge, 2020).

With the growing demand for healthcare services in Indonesia, hospitals are expected to expand service capacity while maintaining employee productivity. However, the complexity of medical services, shortages of healthcare professionals, and increasing service standards create significant challenges in sustaining consistent employee performance. Previous studies have highlighted that ineffective training systems, unsupportive work environments, and low employee motivation remain major barriers to achieving optimal performance (Aguinis & Kraiger, 2009; Luthans, 2011; Saks, 2019).

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Therefore, effective human resource management practices, particularly those focusing on training and work environment, have become increasingly important in improving both individual and organizational performance outcomes.

PT Pertamina Bina Medika IHC, as a state-owned hospital holding, demonstrates positive organizational growth; however, it continues to face internal human resource challenges. Performance reports indicate disparities in employee performance across units, competency gaps, and training programs that are not fully aligned with job requirements. Inconsistencies in employee performance are often exacerbated by unfavorable working conditions and differing levels of motivation. These conditions highlight the urgency of developing integrated human resource strategies that align competency development with motivational and environmental factors (Wright & McMahan, 2011; Armstrong & Taylor, 2023).

From a theoretical perspective, training and work environment are widely recognized as key determinants of employee performance. Training enhances employees' competencies and job-related skills, while a supportive work environment fosters comfort, engagement, and productivity (Noe & Peacock, 2008; Sedarmayanti, 2017). However, contemporary human resource research emphasizes that structural factors alone are insufficient to explain employee performance outcomes. Psychological factors, particularly work motivation, play a crucial role in determining employee behavior and performance (Deci & Ryan, 2013; Robbins & Judge, 2020). Motivation influences the intensity, direction, and persistence of employees' efforts, making it a critical driver of performance in complex organizational settings.

The literature is expanding, but prior research on the connections between employee performance, work environment, motivation, and training has produced conflicting results. According to certain research, training and the work environment have a major direct and indirect impact on performance through work motivation acting as a mediator (Ayu et al., 2021; Siagian et al., 2023). Other research, however, suggests that motivation's mediating function is not necessarily important or constant in many settings (Saks, 2019; Luthfiani & Rijanti, 2025). These discrepancies point to a study deficit, especially when it comes to comprehending the interactions between organizational and psychological elements in complex healthcare organizations.

Furthermore, human resource challenges in healthcare organizations are not only technical but also systemic. Competency gaps due to non-needs-based training, high employee mobility, and less supportive work environments can reduce work motivation and ultimately affect performance. In this regard, work motivation acts as a key mechanism that links organizational practices to individual outcomes, as it determines how employees respond to workplace conditions and organizational support (Luthans, 2011; Colquitt et al., 2019).

Based on these considerations, this study aims to empirically examine the influence of training and work environment on employee performance, with work motivation as an intervening variable. This study not only addresses the existing research gap but also proposes an integrative human resource management model within the context of a hospital holding organization. The results are anticipated to both practically offer strategic insights for enhancing worker performance in the healthcare industry and conceptually contribute to the growth of human resource management literature.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Effect of Training and Work Environment on Work Motivation

Training plays a vital role not only in developing employees' competencies but also in shaping their psychological conditions, particularly their level of work motivation. Drawing on Self-Determination Theory, training can help fulfill individuals' needs for competence and personal growth, which in turn strengthens intrinsic motivation (Deci & Ryan, 2000; Ryan & Deci, 2020). When employees are consistently provided with relevant and meaningful training opportunities, they tend to feel more confident in their abilities and more appreciated by the organization, leading to greater motivation and

engagement in their work. In addition, training contributes to higher levels of job satisfaction and organizational commitment because it reflects the organization's investment in employee development (Aguinis & Kraiger, 2009). Within healthcare organizations, training programs that are closely aligned with job demands can reinforce employees' sense of purpose and professional identity, which further encourages stronger work motivation (Saks, 2019).

In addition to training, the workplace has a big influence on employee motivation. According to Herzberg's Two-Factor Theory, factors that influence employee motivation and satisfaction include working environment, interpersonal interactions, and the quality of supervision (Herzberg, 1966). Similarly, McClelland's (1987) viewpoint implies that the surrounding work environment is intimately related to the satisfaction of requirements for achievement, affiliation, and power. Empirical evidence consistently shows that employees who operate in supportive and well-structured environments tend to demonstrate higher motivation levels, largely due to lower stress, improved well-being, and increased job satisfaction (Saks, 2006; Robbins & Judge, 2020). More recent studies also emphasize the importance of organizational climate and leadership support in fostering both motivation and engagement (Bakker & Demerouti, 2017; Colquitt et al., 2019). In the context of healthcare, where job demands are often high and pressure is constant, creating a conducive and supportive work environment becomes essential to sustain employee motivation.

H1: Training has a positive and significant effect on work motivation.

H2: Work environment has a positive and significant effect on work motivation.

The Effect of Training and Work Environment on Employee Performance

Enhancing employees' knowledge, abilities, and competencies through training is a methodical procedure that aims to improve employee performance (Noe & Peacock, 2008). In contemporary organizations, training is not only viewed as a skill development mechanism but also as a strategic investment in human capital that enhances organizational competitiveness (Wright & McMahan, 2011). Empirical evidence suggests that effective training programs significantly improve employee performance by increasing job-related capabilities, reducing errors, and enhancing productivity (Aguinis & Kraiger, 2009; Colquitt et al., 2019).

In the healthcare sector, where service quality and accuracy are critical, training plays a vital role in ensuring that employees can adapt to technological advancements and complex clinical procedures. Furthermore, recent studies highlight that continuous and needs-based training contributes to performance improvement by aligning employee competencies with organizational demands (Salas et al., 2012; Saks, 2019). Therefore, training is considered a key driver of employee performance in dynamic and high-risk environments such as healthcare organizations.

The term "work environment" refers to the social, organizational, and physical environments in which employees perform their jobs (Sedarmayanti, 2017). Comfort, safety, and teamwork are fostered in a favorable work environment, all of which are critical for improving worker performance. A supportive work environment serves as a resource that lowers stress and improves employee performance, according to the Job Demands-Resources (JD-R) paradigm (Schaufeli & Bakker, 2004).

Employees who work in favorable surroundings typically exhibit higher levels of engagement, contentment, and performance, according to prior studies (Saks, 2006; Robbins & Judge, 2017). More recent studies also emphasize that work environment factors such as psychological safety, leadership support, and organizational climate significantly influence employee productivity and effectiveness (Luthans, 2011; Bakker & Demerouti, 2017). In healthcare settings, a supportive work environment is particularly important due to high work pressure and emotional demands, making it a critical factor in maintaining employee performance.

H3: Training has a positive and significant effect on employee performance.

H4: Work environment has a positive and significant effect on employee performance.

The Effect of Work Motivation on Employee Performance

Work motivation is widely recognized as a critical determinant of employee performance, as it drives individuals to achieve organizational goals through increased effort, persistence, and commitment. Recent empirical studies consistently demonstrate that higher levels of motivation, both intrinsic and extrinsic, lead to improved productivity, efficiency, and overall job outcomes. For instance, Prasetyo (2021) found that job motivation significantly mediates the relationship between organizational qualities and employee performance, indicating that motivated people are more likely to perform well. Similarly, Baharuddin and Panus (2025) emphasize that employee performance is favorably and considerably impacted by motivation, especially when it is supported by a favorable work environment. These findings reinforce the theoretical assumption that motivated employees tend to exhibit stronger engagement, better task completion, and higher levels of responsibility in their roles.

Furthermore, work motivation not only directly affects performance but also acts as a strategic lever in enhancing organizational competitiveness. Studies such as Sjarifudin and Tambunan (2025) and Rahmanda and Rino (2025) confirm that motivation plays a key role in improving performance outcomes across different sectors, often interacting with variables like leadership style, compensation, and job satisfaction. In addition, Aman and Surwanti (2025) identify motivation as a central theme in employee performance research trends, underscoring its continued relevance in modern management practices. Thus, it can be said that job motivation significantly and favorably affects employee performance based on both theoretical and empirical data.

H5: Work motivation has a positive and significant effect on employee performance.

The Effect of Work Motivation as a Mediating Variable

Work motivation is a significant mediating factor that strengthens the link between training and employee performance. In addition to improving workers' knowledge and abilities, training programs also increase intrinsic motivation, which leads to better performance results. Empirical studies indicate that employees who perceive training as relevant and supportive tend to develop higher motivation to apply learned competencies in their work context (Na-Nan & Sanamthong, 2020). Furthermore, research by Riyanto et al. (2021) confirms that work motivation significantly mediates the effect of training on performance, suggesting that the effectiveness of training is largely dependent on employees' motivational states. This aligns with self-determination theory, which emphasizes that motivation acts as an internal mechanism translating external interventions, such as training, into measurable performance improvements (Deci & Ryan, 2000; Robbins & Judge, 2020).

Similarly, the work environment has been widely recognized as a determinant of employee motivation, which in turn affects performance. A supportive, safe, and resourceful work environment fosters psychological comfort and engagement, thereby enhancing employees' willingness to exert effort toward organizational goals (Luthans, 2011; Saks, 2019). According to recent research, motivation plays a major role in mediating the relationship between employee performance and the work environment, albeit the degree of this mediation may differ based on the industry and organizational structure (Yafi et al., 2021; Siagian & Siregar, 2023). In healthcare settings, where job demands are complex and stressful, a conducive work environment becomes even more critical in sustaining employee motivation and performance. Therefore, examining motivation as an intervening variable provides deeper insight into how organizational factors translate into performance outcomes (Siagian et al., 2023; Luthfiani & Rijanti, 2025).

H6: Work motivation has a mediating effect on the relationship between training and employee performance.
H7: Work motivation has a mediating effect on the relationship between work environment and employee performance.

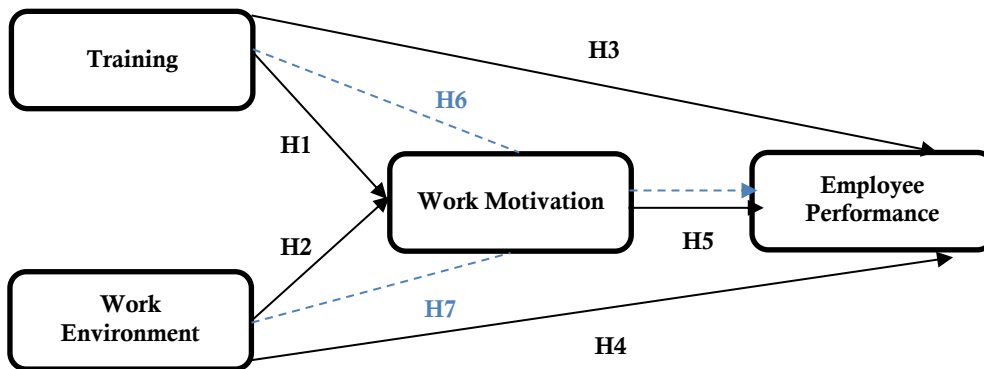


Figure 1. Research Framework

Figure 1 depicts the conceptual framework that illustrates the relationships between training, motivation, work environment, and employee performance. Training and the workplace are hypothesized to have both direct and indirect effects on employee performance through the usage of work motivation as a mediating variable. It is expected that training and workplace improvements will boost employee motivation, which will result in improved performance. Work motivation serves as a crucial mechanism connecting organizational aspects to individual performance.

Additionally, training boosts workers' confidence and capabilities, and a supportive workplace creates the conditions needed for productive and successful work behavior. Higher levels of motivation are fostered when these elements are in balance, and this is demonstrated by increased dedication and perseverance at work. In general, the paradigm highlights the integration of psychological and structural elements as crucial drivers of long-term employee success, especially in healthcare organizations.

RESEARCH METHODS

This study uses a quantitative explanatory technique to experimentally explore the relationships between training, work environment, work motivation, and employee performance. Because of its objectivity and ability to evaluate causal relationships through statistical analysis, the quantitative approach was selected for hypothesis testing and model validation (Saunders et al., 2009; Creswell & Creswell, 2017; Ghazali, 2021). Furthermore, this method allows the researcher to systematically determine the direction and strength of correlations between variables and generalize conclusions based on numerical data.

The study was carried out at PT Pertamina Bina Medika IHC, a state-owned hospital holding that was chosen because of its intricate organizational structure and significance to HRM procedures in the medical field. Being a sizable healthcare firm, it offers an appropriate setting for analyzing how working circumstances and training initiatives affect employee motivation and output. This environment makes it possible to gain a more thorough grasp of how employees behave in dynamic, high-demand work settings.

The population consisted of 500 employees, including both medical and non-medical staff, who had participated in internal training programs. Using the Slovin formula with a 5% margin of error, a sample of 222 respondents was obtained. A simple random sampling technique was applied to ensure equal selection probability and to enhance the representativeness and generalizability of the findings. A five-point Likert scale was used in a structured questionnaire to gather data. Employee performance was the dependent

variable, work motivation was the mediating variable, and training and work environment were the independent variables. The measurement of the variables was based on established indications from earlier studies.

Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS was used to analyze the data. For the analysis of intricate models with latent variables and mediation effects, this approach is frequently advised, especially in predictive research settings (Sarstedt et al., 2021; Hair et al., 2021). Average Variance Extracted (AVE), composite reliability, outer loadings, and other validity and reliability tests were used to assess the measurement model. R-square (R^2), predictive relevance (Q^2), and path coefficients (β) with p-values were used to evaluate the structural model. Hypothesis testing, including mediation effects, was performed using bootstrapping at a 5% significance level, ensuring robust and reliable results.

RESULTS

The measurement model (outer model) and the structural model (inner model) are both evaluated as part of the data analysis for this study. Making sure the indicators appropriately reflect the intended constructs and exhibit sufficient validity and reliability is the goal of the measurement model assessment. With work motivation acting as a mediating variable, the structural model analysis looks at the direction and strength of the links between the primary variables in the study framework, namely the impact of training and the workplace on employee performance. The suggested model will be able to accurately and consistently depict the underlying causal links thanks to this combined technique.

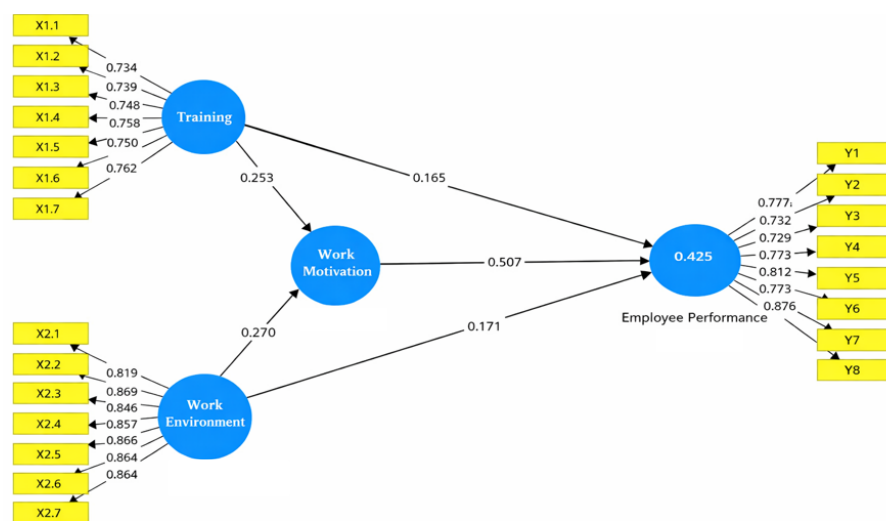


Figure 2. Research Framework

The results of the measurement model evaluation are presented in Figure 2, which displays the factor loadings of each indicator pertaining to training, work environment, work motivation, and employee performance. Every indicator shows outer loading values above the suggested cutoff of 0.70, meaning that each item meets the requirements for convergent validity and makes a substantial contribution to its corresponding latent construct. The outer loadings for the training variable range from 0.734 to 0.762, suggesting that the construct is adequately represented by its indicators. For the work environment variable, the load varies from 0.819 to 0.869, indicating a strong representation of working conditions. The work motivation variable shows loadings ranging from 0.724 to 0.880, reflecting accurate measurement of employees' motivation levels. Meanwhile, the employee performance indicators range from 0.729 to 0.876, confirming that all items consistently capture the intended construct.

Table 1. Reliability and Convergent Validity Test

Variable	Outer Loading	Cronbach's Alpha	rho_a	Composite Reliability (rho_c)	AVE
Training	0.734 - 0.762	0.912	0.915	0.930	0.653
Work Environment	0.819 - 0.869	0.938	0.940	0.949	0.701
Work Motivation	0.724 - 0.880	0.901	0.905	0.923	0.667
Employee Performance	0.729 - 0.876	0.918	0.921	0.934	0.641

A reliability test was conducted to assess the internal consistency of each construct's indicators. Composite dependability and Cronbach's Alpha were the main parameters used to evaluate dependability. Every variable in the research model, training, work environment, work motivation, and employee performance, has Cronbach's Alpha and Composite Reliability values greater than the minimum threshold of 0.70, as shown in Table 1, indicating that each construct has good reliability (Hair et al., 2021).

Table 1 displays the outcomes of the convergent validity and reliability tests for each construct. The measurement model was assessed using outer loading, Cronbach's Alpha, composite reliability (ρ_a and ρ_c), and Average Variance Extracted (AVE). The outer loading values for all variables exceed 0.70, indicating that all indicators are valid and effectively reflect their respective constructs. The training variable exhibits outer loading values of 0.734–0.762, work environment 0.819–0.869, work motivation 0.724–0.880, and employee performance 0.729–0.876. Strong internal consistency between the indicators within each construct is demonstrated by the Cronbach's Alpha values, which range from 0.901 to 0.938 and are above the suggested criterion of 0.70. Furthermore, the composite reliability scores for all variables are greater than 0.90, suggesting that the measurement items are very reliable and consistent. This implies that the study's indicators are reliable and capable of measuring the relevant constructs.

Additionally, every AVE number, which falls between 0.641 and 0.701, is higher than the 0.50 minimum criterion. This shows sufficient convergent validity since each construct accounts for more than half of the variation in its indicators. These results show that the measurement model satisfies the requirements for reliability and convergent validity. The findings offer compelling proof of the validity and reliability of the constructs employed in this investigation, providing a strong basis for additional structural model research.

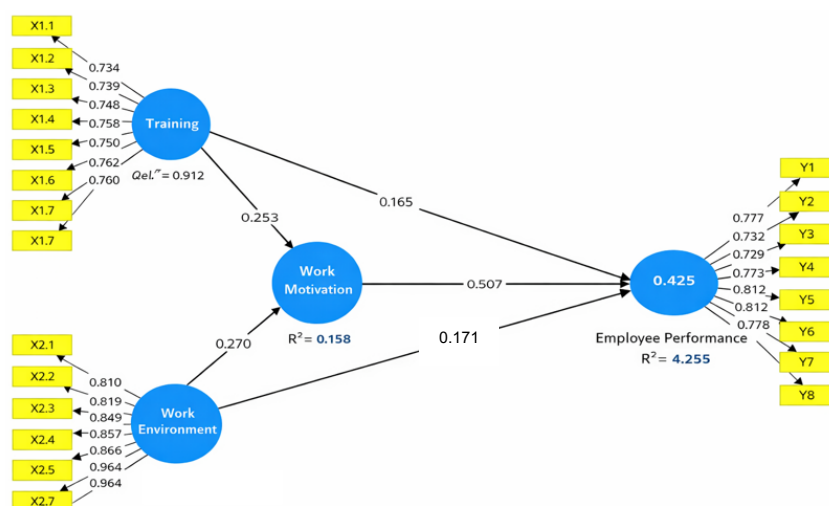


Figure 3. R Square Result

Figure 3 displays the coefficient of determination values for the study model's endogenous variables. The findings indicate that training and work environment account

for 15.8% of the difference in work motivation ($R^2 = 0.158$). In the meantime, training, the work environment, and motivation account for 42.5% of the variation in employee performance ($R^2 = 0.425$). These results show that both organizational and psychological factors influence performance outcomes and that the model has a modest explanatory capacity, especially when it comes to understanding employee performance.

These findings suggest that employees' motivation is significantly impacted by training and the workplace, factors not included in the model may also have an impact. Employee performance is also greatly impacted by training, the workplace, and job motivation, which emphasizes the necessity of combining structural and psychological components to improve organizational performance.

Following SmartPLS structural model analysis, Table 2 presents the hypothesis testing results. Bootstrapping was applied with a 0.05 significance level to examine the direct relationships among training, work environment, work motivation, and employee performance. Hypotheses are accepted when the t-statistic exceeds 1.96, and the p-value is below 0.05, they are rejected.

Table 2. Direct Effect

Variable Relationship	Original Sample (β)	Sample Mean	Std. Dev	t-statistics	p-values
Training → Work Motivation	0.253	0.255	0.087	2.896	0.004
Work Environment → Work Motivation	0.270	0.272	0.076	3.547	0.000
Training → Employee Performance	0.165	0.167	0.066	2.493	0.013
Work Environment → Employee Performance	0.171	0.173	0.067	2.539	0.011
Work Motivation → Employee Performance	0.507	0.509	0.089	5.689	0.000

The structural model and PLS-SEM hypothesis test results are shown in Table 2. According to the results, every direct association is statistically significant because every p-value is less than 0.05. Work motivation is positively and significantly impacted by training ($\beta = 0.253$, $p < 0.01$), suggesting that successful training initiatives boost workers' internal motivation. In a similar vein, work motivation is significantly positively impacted by the work environment ($\beta = 0.270$, $p < 0.001$), indicating that motivating work environment conditions are crucial.

Additionally, the work environment has a substantial impact on employee performance ($\beta = 0.171$, $p < 0.05$), and training has a significant beneficial effect on employee performance ($\beta = 0.165$, $p < 0.05$). These results demonstrate how enhanced performance is directly impacted by both competency development and a favorable working environment. Work motivation has the greatest impact on employee performance ($\beta = 0.507$, $p < 0.001$), highlighting its significance as a major factor in determining employee success.

Table 3. Indirect Effect

Path	Original Sample	Sample Mean	Std. Dev	t-statistics	p-values
Training → Work Motivation → Employee Performance	0.128	0.130	0.062	2.064	0.040
Work Environment → Work Motivation → Employee Performance	0.137	0.139	0.052	2.610	0.009

The indirect effect analysis results are displayed in Table 3. The results show that the connection between training and employee performance is considerably mediated by work motivation ($\beta = 0.128$, $p < 0.05$). This implies that training raises employee motivation, which increases performance both directly and indirectly. Similarly, the association between work environment and employee performance is highly mediated by work motivation ($\beta = 0.137$, $p < 0.01$). This suggests that a favorable work environment

might boost motivation and enhance employee performance. Nonetheless, partial mediation is indicated by the indirect effects' lesser amplitude compared to the direct effects. This indicates that work motivation, training, and the work environment have a direct and indirect impact on employee performance. These results emphasize the significance of motivation as a psychological mechanism that amplifies the effect of organizational factors on worker performance.

DISCUSSION

According to the empirical results, employee performance is significantly impacted by both the work environment and training, with work motivation serving as a crucial mediating factor. These findings are consistent with prior studies by Bakker et al. (2014) and Albrecht et al. (2015), which show that employee performance is shaped by the interaction between structural and psychological factors within organizations. They also align with findings in Indonesian healthcare and service contexts by Handayani et al. (2025), which emphasize the importance of integrating organizational practices with motivational aspects.

Specifically, training shows a significant positive effect on employee performance, both directly and through work motivation. This finding is consistent with Noe and Peacock (2008) and Mangkunegara (2011), who argue that training enhances competencies and job effectiveness. It also aligns with more recent evidence demonstrating that continuous and competency-based training improves adaptability and performance, particularly in complex settings such as healthcare (Grossman & Salas, 2011; Salas et al., 2012). The indirect effect further suggests that training strengthens intrinsic motivation, supporting the view that its effectiveness increases when it addresses both skill development and motivational aspects (Khan et al., 2011).

Similarly, employee performance and work motivation are both greatly enhanced by the work environment. This is in line with Sedarmayanti (2017) and Robbins and Judge (2020), who highlight the role of a conducive environment in enhancing comfort and productivity. It also confirms recent findings that supportive environments characterized by psychological safety and leadership support foster higher engagement and performance (Bakker et al., 2014; Edmondson & Lei, 2014). The presence of an indirect effect through motivation indicates that a supportive workplace not only improves performance directly but also strengthens employees' psychological engagement, consistent with Ayu et al. (2021).

Additionally, the best indicator of employee performance is work motivation. These findings are consistent with motivational theories by Hasibuan (2019) and Robbins and Judge (2020), which emphasize that motivation determines the intensity and persistence of employee behavior. They also align with recent studies by Van den Broeck et al. (2016) and Decuyper and Schaufeli (2021), which identify motivation as a key driver of performance in service-oriented sectors. Highly motivated employees tend to exhibit stronger commitment and effort, which translates into improved performance outcomes.

The effects of training and work environment on performance are partially mediated by work motivation, suggesting that these organizational factors maintain their direct influence while being reinforced by motivational processes. This finding is consistent with prior studies that position motivation as a complementary mechanism in enhancing the effectiveness of human resource practices (Siagian et al., 2023; Handayani et al., 2025). These results highlight the need for integrated strategies that combine training, supportive work environments, and motivation enhancement, in line with recent perspectives on sustainable human resource management.

From a practical perspective, these findings imply that healthcare organizations need to design integrated human resource strategies to improve employee performance. Organizations should focus on enhancing the quality and relevance of training programs to ensure employees develop the required competencies. In addition, creating a supportive and conducive work environment is essential to maintain employee comfort and productivity. Efforts to strengthen employee motivation should also be prioritized, as it

plays a central role in driving performance. By aligning training, work environment, and motivation, organizations can achieve more optimal and sustainable performance outcomes.

CONCLUSION

According to the study's findings, work motivation plays a critical role in improving employee performance by serving as a psychological mechanism that converts organizational elements like training and workplace conditions into better performance results. Higher levels of motivation are typically displayed by workers who receive good training and operate in a supportive atmosphere. This results in increased dedication, productivity, and job effectiveness. Employee performance is significantly impacted by both training and the workplace, which also have indirect effects through job motivation, suggesting a partial mediation function.

According to these results, companies should give integrated human resource management strategies top priority. These strategies combine the creation of a favorable work environment with competency development through needs-based training. To maximize employee performance, it is crucial to strengthen job motivation through supportive leadership, career growth opportunities, and recognition mechanisms. Such integrated approaches are especially crucial in the context of healthcare organizations to guarantee service quality, operational effectiveness, and long-term organizational performance.

However, this study has several limitations. The research environment is limited to a single hospital holding organization, which may limit the findings' generalizability, and the use of cross-sectional data makes it more difficult to determine causal linkages over time. Furthermore, the model did not take into account other potentially important factors, including job satisfaction, corporate culture, and leadership style. Future research is recommended to employ longitudinal designs to better capture dynamic relationships among variables and to include additional factors that may influence employee performance. Investigating moderating or mediating factors, including employee engagement, organizational commitment, and leadership support, may offer a more profound understanding of the dynamics driving performance improvement. The study's generalizability and practical significance might also be improved by broadening its scope to include additional industries and organizational settings.

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