THE EFFECT OF TRAINING, WORK ENVIRONMENT, AND WORK FACILITIES ON EMPLOYEE PERFORMANCE AT THE BATANG KUIS COMMUNITY HEALTH CENTER (UPT PUSKESMAS BATANG KUIS)

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Abstract: This study examines the variations in employee performance at the Batang Kuis Community Health Center (UPT Puskesmas Batang Kuis) over the past three years, with a focus on the roles of training, work environment, and work facilities. Using a quantitative approach and saturated sampling, all 73 employees participated as respondents. Data were gathered through questionnaires, observations, interviews, and documentation, and analyzed using multiple linear regression. The findings show that training, work environment, and work facilities each have a positive and significant effect on employee performance, and together they also significantly influence performance. However, the coefficient of determination indicates that these factors explain only part of the variation, while a larger portion is influenced by other elements not included in the model. This highlights the importance of strengthening training, workplace conditions, and facilities, while also addressing factors such as motivation, leadership, workload, and compensation to achieve more comprehensive improvements in employee performance.
*Keywords: Training, Work Environment, Work Facilities*

Abstrak: Penelitian ini menelaah variasi kinerja pegawai di UPT Puskesmas Batang Kuis selama tiga tahun terakhir dengan berfokus pada peran pelatihan, lingkungan kerja, dan fasilitas kerja. Dengan menggunakan pendekatan kuantitatif dan teknik sampling jenuh, seluruh 73 pegawai dilibatkan sebagai responden. Data dikumpulkan melalui kuesioner, observasi, wawancara, serta dokumentasi, kemudian dianalisis menggunakan regresi linier berganda. Hasil penelitian menunjukkan bahwa pelatihan, lingkungan kerja, dan fasilitas kerja masing-masing berpengaruh positif dan signifikan terhadap kinerja pegawai, dan secara simultan juga berpengaruh signifikan terhadap kinerja. Namun, koefisien determinasi mengindikasikan bahwa ketiga faktor tersebut hanya mampu menjelaskan sebagian variasi kinerja, sementara sebagian besar dipengaruhi oleh faktor lain yang tidak termasuk dalam model. Temuan ini menegaskan pentingnya peningkatan pelatihan, kondisi kerja, dan fasilitas, serta perlunya memperhatikan aspek lain seperti motivasi, kepemimpinan, beban kerja, dan kompensasi untuk mencapai peningkatan kinerja pegawai yang lebih komprehensif.
Kata Kunci: Pelatihan, Lingkungan Kerja, Fasilitas Kerja

INTRODUCTION

Human resources (HR) are a strategic asset in every organization, including government agencies in the health sector. HR serves as the driving force in achieving an organization's vision, mission, and goals. Competent employees are expected to provide optimal health services, which ultimately enhance the quality of public services. However, managing HR is not an easy task, as challenges continue to arise alongside dynamic societal needs, rapid technological advances, and emergency situations such as the Covid-19 pandemic, which tested the readiness of the global health sector.

Hanafi (2024) emphasizes that HR management challenges are becoming increasingly complex, both in public and private institutions, as employees must be able to integrate technology with HR strategies to achieve efficiency and productivity. Consequently, employee performance becomes a vital aspect that must be continuously evaluated and improved. Prawirosentono in
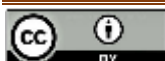
(Budiyanto, 2020) defines performance as the work results achieved by employees in line with their responsibilities and authority, carried out legally, and without violating ethical or legal norms. Thus, employee performance is regarded as a key indicator of organizational success, especially in the health sector, which prioritizes public service.

Several factors influence employee performance, including training, work environment, and work facilities. Training aims to enhance employees' knowledge, skills, and work attitudes to increase productivity Sinambela in (Fadilah, 2022). The work environment, both physical and non-physical, affects employees' comfort and ability to carry out their tasks Nitisemito in (Fadilah, 2022). Meanwhile, adequate facilities play a crucial role in supporting employees to complete their work effectively Siagian in (Pangadilan, 2023). Proper management of these three factors is expected to improve both employee performance and service quality.

The case observed at UPT Puskesmas Batang Kuis shows that employee performance has fluctuated over the past three years. Performance evaluation data indicate unstable scores across clusters. For instance, the management cluster scored 80 in 2022, dropped to 76 in 2023, and rose to 85 in 2024. A similar trend appeared in the maternal and child cluster, while the adult and elderly cluster even recorded a sharp decline in 2024, scoring 74 after reaching 85 in 2023. These fluctuations highlight issues in the factors influencing employee performance.

The causes include ineffective training, as most programs were repetitive and did not significantly improve competencies. The work environment was also less supportive, with physical problems such as poor lighting during night shifts and non-physical issues such as disharmony among staff, especially between nurses and midwives. In addition, work facilities remain limited, including insufficient protective medical equipment, unstable internet connectivity, and one ambulance being out of service, forcing the health center to rely on backup vehicles intended for other purposes.

These conditions demonstrate that although UPT Puskesmas Batang Kuis strives to provide the best services, several obstacles continue to hinder employee performance. Therefore, this research seeks to analyze the influence of training, work environment, and work facilities on employee performance. The findings are expected to provide valuable insights for management and local health authorities in formulating effective strategies to enhance employee performance and improve the quality of health services for the community.

THEORETICAL REVIEW
The Influence of Training on Employee Performance
Wadhwa and Kumar in (Fadillah, 2022) found that training significantly affects employee performance. Training is designed to improve attitudes, thinking, and adaptability, particularly for health sector employees such as those in community health centers, by enhancing their skills and ability to work with medical equipment and specific conditions.

The Influence of Work Environment on Employee Performance
Nahason in (Fadillah, 2022) showed that the work environment has a significant impact on performance. A supportive and comfortable environment creates satisfaction, security, and focus, especially for health workers in community health centers who often work shifts, including night duty.

The Influence of Work Facilities on Employee Performance
Research by Wahet et al., Wailan et al., and Sufiyanti et al. in (Fadillah, 2022) confirmed that work facilities significantly influence performance. Adequate and appropriate facilities, particularly in the health sector, enable employees to achieve maximum results and support the institution in meeting its performance targets.

The Combined Influence of Training, Work Environment, and Work Facilities on Employee Performance
Fadillah (2022) also found that training, work environment, and work facilities together have a positive and significant effect on performance. These three factors are essential for improving the quality and effectiveness of employees, particularly in health institutions such as UPT Puskesmas Batang Kuis.
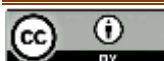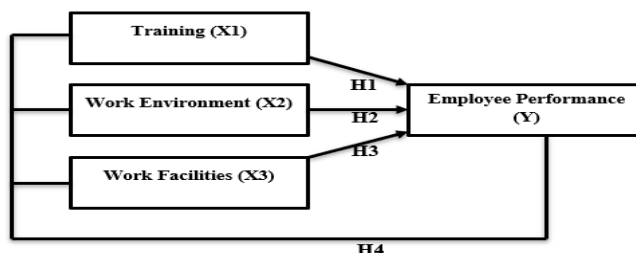
Conceptual Framework

Figure 1. Conceptual Framework

Hypothesis

According to Fatmayati (2024), a hypothesis is a temporary assumption regarding a problem under study. Since it is only provisional, it must be tested using data that is collected and analyzed statistically. If proven true, a hypothesis can develop into a theory. In this research, the hypotheses are formulated as follows:

1. H0: Training has no effect on employee performance at UPT Puskesmas Batang Kuis.
   Ha: Training has an effect on employee performance at UPT Puskesmas Batang Kuis.
2. H0: The work environment has no effect on employee performance at UPT Puskesmas Batang Kuis.
   Ha: The work environment has an effect on employee performance at UPT Puskesmas Batang Kuis.
3. H0: Work facilities have no effect on employee performance at UPT Puskesmas Batang Kuis.
   Ha: Work facilities have an effect on employee performance at UPT Puskesmas Batang Kuis.
4. H0: Training, work environment, and work facilities together have no effect on employee performance at UPT Puskesmas Batang Kuis.
   Ha: Training, work environment, and work facilities together have an effect on employee performance at UPT Puskesmas Batang Kuis.

RESEARCH METHOD

This research, conducted in July 2025 at UPT Puskesmas Batang Kuis, Deli Serdang Regency, applied a quantitative approach with questionnaires as the main instrument. The population consisted of 73 employees, all of whom were included as the sample through saturated sampling. Data were collected from both primary sources (observations, interviews, and questionnaires) and secondary sources (documents and previous studies). Validity and reliability tests were carried out using SPSS 22, with validity determined by r-value > r-table ($p < 0.05$) and reliability confirmed through Cronbach's Alpha > 0.6. The independent variables were training (X_1), work environment (X_2), and work facilities (X_3), while employee performance (Y) served as the dependent variable, measured on a 5-point Likert scale. Data analysis included classical assumption tests (normality, multicollinearity, and heteroscedasticity), followed by multiple linear regression. Hypothesis testing used the t-test for partial effects, the F-test for simultaneous effects, and the coefficient of determination (R^2) to measure the contribution of independent variables to the dependent variable.

RESULTS AND DISCUSSION
Validity Test
Validity Test of Training (X_1)
Table 1. Validity Test Results of Training (X_1)

No	r calculated	r-table	Description
1	0,240	0,230	Valid
2	0,472	0,230	Valid
3	0,472	0,230	Valid
4	0,511	0,230	Valid
5	0,473	0,230	Valid
6	0,442	0,230	Valid
7	0,456	0,230	Valid
8	0,552	0,230	Valid
9	0,505	0,230	Valid
10	0,442	0,230	Valid
11	0,480	0,230	Valid
12	0,323	0,230	Valid

Source: Processed by the researcher using SPSS Version 22, 2025

Referring to Table 1, all statement items under the Training variable are considered valid since the calculated r-values exceed the r-table value of 0.230. The strongest correlation is observed in item 8 with a value of 0.552, while the weakest is in item 1 with a value of 0.240. Therefore, all items within the Training variable are deemed suitable for use as research instruments in the following analysis.

Validity Test of Work Environment (X_2)

Table 2. Validity Test Results of Work Environment (X_2)

No	r calculated	r-table	Description
1	0.852	0.230	Valid
2	0.735	0.230	Valid
3	0.792	0.230	Valid
4	0.804	0.230	Valid

Source: Processed Data by Researcher using SPSS Version 22, 2025

According to Table 2, all statement items of the Work Environment variable are valid, as each r-count value exceeds the r-table value of 0.230. The highest corrected item-total correlation is observed in item 1 (0.852), while the lowest is in item 2 (0.735). Hence, all items for the Work Environment variable are confirmed valid and eligible for use in subsequent research.

Validity Test of Work Facilities (X_3)

Table 3. Validity Test Results of Work Facilities Variable (X_3)

No	r calculated	r-table	Description
1	0,664	0,230	Valid
2	0,683	0,230	Valid
3	0,525	0,230	Valid
4	0,679	0,230	Valid
5	0,586	0,230	Valid
6	0,582	0,230	Valid
7	0,410	0,230	Valid
8	0,480	0,230	Valid

Source: Processed Data by Researcher using SPSS Version 22, 2025

Based on Table 3, all statement items of the Work Facilities variable are valid, as each value is higher than the r-table threshold of 0.230. The highest corrected item-total correlation appears in item 2 (0.683), while the lowest is in item 7 (0.410). Since all items exceed the required value, it can be concluded that the Work Facilities variable items are valid and suitable for further research.

Validity Test of Employee Performance Variable (Y)

Table 4. Results of Validity Test for Employee Performance Variable (Y)

No	r calculated	r-table	Description
1	0,763	0,230	Valid
2	0,732	0,230	Valid
3	0,604	0,230	Valid
4	0,680	0,230	Valid
5	0,727	0,230	Valid
6	0,733	0,230	Valid
7	0,766	0,230	Valid
8	0,674	0,230	Valid

Source: Processed Data by Researcher using SPSS Version 22, 2025

Referring to Table 4, the Employee Performance variable is confirmed valid since all r-count values are above the r-table value (n–2 = 73–2 = 71, r-table = 0.230). Item 1 shows the highest corrected item-total correlation at 0.763, while item 3 records the lowest at 0.604. As every item exceeds the threshold, all statement items for the Employee Performance variable are considered valid and suitable for use in subsequent research.
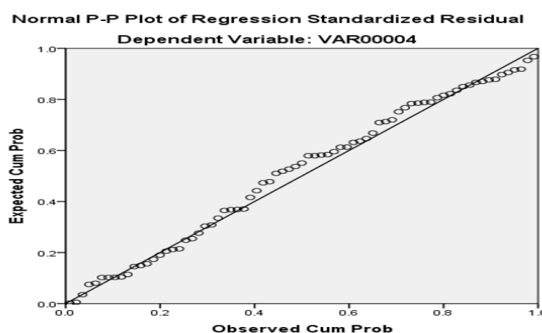
Reliability Test Results

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Alpha Level	Description
Training	0.631	0.60	Reliable
Work Environment	0.806	0.60	Reliable
Work Facilities	0.708	0.60	Reliable
Employee Performance	0.858	0.60	Reliable

Source: Processed Data by Researcher using SPSS Version 22, 2025

Table 5 shows that Cronbach's Alpha values for Training (0.631), Work Environment (0.806), Work Facilities (0.708), and Employee Performance (0.858) all exceed the 0.60 threshold, indicating that the four variables are reliable.

Normality Test Results

Figure 2. Normality Test Results
Source: Processed Data by Researcher using SPSS Version 22, 2025

Figure 2 illustrates that the data points are positioned close to the diagonal line, indicating that the regression data are normally distributed and the normality assumption has been met.

Multicollinearity Test Results

Table 6. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Training	.980	1.020
	Work Environment	.953	1.049
	Work Facilities	.935	1.070
a. Dependent Variable: Employee Performance			

Source: Processed Data by Researcher using SPSS Version 22, 2025

The table shows that the tolerance values for Training, Work Environment, and Work Facilities exceed 0.10, while the VIF values are below 10. This confirms the absence of multicollinearity among the independent variables, indicating that the regression model satisfies the non-multicollinearity assumption.

Heteroscedasticity Test Results

Figure 3. Heteroscedasticity Test Results
Source: Processed Data by Researcher using SPSS Version 22, 2025

The figure illustrates that the scatterplot points are randomly distributed without forming a particular pattern or trend, and they are spread around the zero point. This result indicates that the regression model is free from heteroscedasticity, meaning the variables in this study do not show heteroscedasticity issues.

Multiple Linear Regression Analysis Results

Table 7. Multiple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.521	7.862		.448	.656
	Training	.280	.121	.249	2.308	.024
	Work Environment	.425	.198	.235	2.146	.035
	Work Facilities	.389	.148	.290	2.621	.011
a. Dependent Variable: Employee Performance						

Source: Processed Data by Researcher using SPSS Version 22, 2025

$$Y = 3{,}521 + 0{,}280\ X_1 + 0{,}425\ X_2 + 0{,}389\ X_3 + e$$

The results can be summarized as follows:
1. The regression constant of 3.521 indicates that if all independent variables are assumed to be zero, the Employee Performance would still average 3.521. In other words, without increases in Training, Work Environment, and Work Facilities, Employee Performance remains at 3.521 units.
2. The regression coefficient for Training ($b_1 = 0.280$) implies that a one-unit increase in Training will raise Employee Performance by 0.280 units.
3. The regression coefficient for Work Environment ($b_2 = 0.425$) suggests that a one-unit improvement in the Work Environment will increase Employee Performance by 0.425 units.
4. The regression coefficient for Work Facilities ($b_3 = 0.389$) indicates that a one-unit enhancement in Work Facilities will increase Employee Performance by 0.389 units.

t-Test Results

Table 8. t-Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.521	7.862		.448	.656
	Training	.280	.121	.249	2.308	.024
	Work Environment	.425	.198	.235	2.146	.035
	Work Facilities	.389	.148	.290	2.621	.011
a. Dependent Variable: Employee Performance						

Source: Processed Data by Researcher using SPSS Version 22, 2025

Based on Table 8, the partial t-test results show that Training (sig. 0.024; t = 2.308 > 1.99495), Work Environment (sig. 0.035; t = 2.146 > 1.99495), and Work Facilities (sig. 0.011; t = 2.621 > 1.99495) each have significance values below 0.05 and t-calculated values greater than t-table. These findings indicate that all three independent variables—Training, Work Environment, and Work Facilities—have a significant partial effect on employee performance at the Batang Kuis Community Health Center.
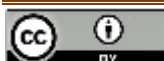
F-Test Results

Table 9. F-Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	276.493	3	92.164	6.109	.001[b]
	Residual	1041.014	69	15.087		
	Total	1317.507	72			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Facilities, Training, Work Environment						

Source: Processed Data by Researcher using SPSS Version 22, 2025

The regression test results show a significance value of 0.001, which is below the 5% level (0.05), with an Fcalculated value of 6.109 exceeding the F_{table} value of 2.74 (df1 = 3, df2 = 69). Therefore, H0 is rejected and Ha is accepted, confirming that Training, Work Environment, and Work Facilities simultaneously have a positive and significant impact on Employee Performance at UPT Puskesmas Batang Kuis.

Coefficient of Determination Results

Table 10. Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.458[a]	.210	.176	3.88422
a. Predictors: (Constant), Work Facilities, Training, Work Environment				
b. Dependent Variable: Employee Performance				

Source: Processed Data by Researcher using SPSS Version 22, 2025

The Adjusted R Square value of 0.176 shows that Training, Work Environment, and Work Facilities explain 17.6% of the variation in Employee Performance at the Batang Kuis Community Health Center, while the remaining 82.4% is attributed to other factors outside the model.

Discussion

The Effect of Training on Employee Performance at UPT Puskesmas Batang Kuis

The results show that training has a significant influence on employee performance. This finding is in line with Mahesa (2024), who also reported that training positively affects performance. Through training, employees gain better knowledge and skills, enabling both medical and non-medical staff to provide more effective healthcare services, including patient management, medical equipment operation, and the use of health information systems.

The Effect of Work Environment on Employee Performance at UPT Puskesmas Batang Kuis

The study also reveals that the work environment positively contributes to employee performance. This supports the findings of Pangadilan (2023), who highlighted that a comfortable and supportive environment improves performance. Elements such as clean and well-ventilated spaces, good communication, harmonious relationships, and leadership support play an important role in enhancing employees' effectiveness at work.

The Effect of Work Facilities on Employee Performance at UPT Puskesmas Batang Kuis

Work facilities are found to significantly enhance employee performance. Adequate facilities, including medical equipment, medicines, computers, internet access, and health information systems, allow employees to work more efficiently and professionally. This is consistent with the views of Maharani Tajuddin (2024) and Hasibuan (2021), who emphasized that proper facilities are essential in supporting employees' tasks.

The Simultaneous Effect of Training, Work Environment, and Work Facilities on Employee Performance

When considered together, training, work environment, and work facilities collectively improve employee performance. This aligns with the findings of Firman & Fadilah (2022), who also reported that these three factors jointly enhance employee outcomes. Similarly, Robbins (2021) explained that competencies, workplace conditions, facilities, and motivation are key determinants of performance.

CONCLUSION

The findings of this study show that Training, Work Environment, and Work Facilities each play an important role in improving Employee Performance at UPT Puskesmas Batang Kuis. Moreover, when combined, these three factors have a significant positive impact, suggesting that enhancing training, creating supportive workplace conditions, and providing adequate facilities together help strengthen overall employee performance.

Suggestions

For UPT Puskesmas Batang Kuis, it is suggested to improve the intensity and quality of training programs for both medical and non-medical employees, ensure a supportive work environment by maintaining cleanliness, proper lighting, good ventilation, and harmonious relationships, as well as provide and maintain adequate facilities such as medical equipment,

medicines, and information technology to enhance employee effectiveness and professionalism. Future researchers are also encouraged to broaden this study by examining other variables, including motivation, work discipline, and career promotion, which may further explain employee performance beyond the factors analyzed in this research.

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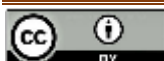
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