

WORK MOTIVATION, ENVIRONMENT, AND TRAINING TOWARD SUSTAINABLE EMPLOYEE PERFORMANCE IN THE BEAUTY INDUSTRY

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Abstract

This study aims to explore the influence of work motivation, work environment, and training on sustainable employee performance, with job satisfaction acting as a mediating variable. The research was conducted on operational staff in the beauty service industry, particularly at Sozo Skin Clinic, which faces challenges in maintaining consistent employee performance. A quantitative research approach was employed using a survey method, with data collected through questionnaires distributed to purposively selected respondents. The data were analyzed using structural equation modeling to examine the relationships among variables. The findings reveal that work motivation, work environment, and training positively contribute to increasing job satisfaction, which in turn plays a significant role in enhancing sustainable employee performance. These results highlight the importance of strategic human resource management in creating a supportive work environment, delivering relevant training, and establishing long-term motivational systems. The practical value of this research lies in the recommendations that can be implemented by management to improve employee retention and productivity through a job satisfaction-based approach. This study also adds a new perspective to human resource management literature, especially within service sectors that demand high performance and work continuity.

Keywords: Work Motivation, Work Environment, Training, Job Satisfaction, Sustainable Performance

INTRODUCTION

The beauty industry in Indonesia has experienced rapid growth, driven by digital trends and increasing public awareness of self-care. Sozo Skin Clinic, as a new and fast-growing player, faces challenges in maintaining consistent employee performance across its branches. Internal evaluations reveal fluctuating performance influenced by low work motivation, an unsupportive work environment, and ineffective training programs.

This study aims to analyze the influence of work motivation, work environment, and training on sustainable employee performance, with job satisfaction as a mediating variable. A quantitative approach was applied using SEM-PLS with operational staff of Sozo Skin Clinic as respondents.

Theoretically, this research contributes to the development of human resource management (HRM) literature, particularly in service-based sectors. Practically, the findings provide strategic recommendations for improving employee motivation, training effectiveness, and work environment. The novelty of this study lies in the integration of job satisfaction as a mediating variable within the context of the beauty industry, which has been rarely explored comprehensively in prior studies.

The results show that job satisfaction significantly mediates the influence of motivation, work environment, and training on sustainable employee performance. The practical implication is that strategic human capital management plays a critical role in ensuring stable and sustainable employee performance in customer-focused service sectors.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Work motivation is a critical factor that influences employees' effort and persistence in achieving organizational goals. According to Ryan and Deci (2022), Self-Determination Theory classifies motivation into two main types: intrinsic motivation, which stems from internal satisfaction and personal growth, and extrinsic motivation, which is driven by external rewards such as recognition or financial compensation. In service-oriented industries, both forms of motivation play a central role in sustaining employee engagement and long-term performance. Employees who are intrinsically and extrinsically motivated are more likely to deliver consistent and high-quality service.

The Job Demands–Resources (JD-R) model developed by Demerouti and Bakker (2023) posits that the work environment consists of two key components: job demands (e.g., workload, time pressure, emotional strain) and job resources (e.g., supervisor support, autonomy, feedback). While excessive demands can lead to burnout, the availability of adequate resources can foster resilience, well-being, and productivity. A supportive work environment is particularly important in high-interaction service sectors, where employee well-being directly affects service quality.

Training is a strategic investment in human capital development. Hussein (2024) outlines four essential stages for effective training: training needs analysis, program design, implementation, and evaluation of effectiveness. Comprehensive training not only enhances employee competencies but also builds confidence and increases job satisfaction. In rapidly evolving industries like beauty clinics, continuous training ensures that employees stay aligned with customer expectations and technological advancements.

Job satisfaction reflects employees' affective responses to their roles and working conditions. Based on the extended Job Characteristics Model, Zergabachew and Shidega (2023) identify five core dimensions influencing job satisfaction: skill variety, task identity, task significance, autonomy, and feedback. When these elements are present, employees are more likely to experience psychological fulfillment and exhibit higher levels of commitment and performance. Job satisfaction also serves as a potential mediating variable that links work conditions and employee outcomes.

Çalışkan and Köroğlu (2022) define sustainable employee performance as consistent and enduring performance over time, encompassing both task performance (core job duties) and contextual performance (supportive behaviors beyond formal roles). In customer-centered industries, sustainable performance ensures service continuity, employee retention, and long-term organizational competitiveness.

Drawing from the aforementioned theoretical frameworks and empirical studies, the following hypotheses are proposed:

H1: Work motivation has a positive and significant effect on sustainable employee performance. H2: Work environment has a positive and significant effect on sustainable employee performance.

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

H4: Job satisfaction has a positive and significant effect on sustainable employee performance. H5: Work motivation has a positive and significant effect on job satisfaction.

H6: Work environment has a positive and significant effect on job satisfaction. H7: Training has a positive and significant effect on job satisfaction.

H8: Job satisfaction mediates the effect of work motivation on sustainable employee performance.

H9: Job satisfaction mediates the effect of work environment on sustainable employee performance.
H10: Job satisfaction mediates the effect of training on sustainable employee performance.

RESEARCH METHODS

This research employed a quantitative explanatory design aimed at examining the direct and indirect effects of work motivation, work environment, and training on sustainable employee performance, with job satisfaction as a mediating variable. The selection of this approach was based on the objective of analyzing the causal relationships among variables within a structural model framework. Data analysis was conducted using Structural Equation Modeling – Partial Least Squares (SEM-PLS) with the help of SmartPLS version 4.0. This method was chosen due to its suitability for handling complex multivariate models, latent constructs, and data that do not follow a normal distribution.

The population in this study consisted of all operational staff at Sozo Skin Clinic, managed by PT Pohon Biru Jaya, totaling 282 employees. The sample was determined using a purposive sampling technique, targeting employees who had worked for a minimum of six months and were directly involved in clinical operations. Based on these criteria, 165 respondents were selected and included in the analysis.

Data were collected through a structured closed-ended questionnaire, utilizing a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was developed based on theories and constructs from previous research. The work motivation variable included intrinsic and extrinsic motivation, referring to Ryan and Deci (2022). The work environment variable consisted of job demands and job resources as defined by Demerouti and Bakker (2023). The training variable was developed based on four dimensions—training needs analysis, program design, implementation, and effectiveness evaluation—adapted from Hussein (2024). The job satisfaction variable referred to five dimensions: skill variety, task identity, task significance, autonomy, and feedback, based on Zergabachew and Shidega (2023). Lastly, sustainable employee performance was measured through task performance and contextual performance, following the framework of Çalışkan and Köroğlu (2022).

Prior to the main distribution, the instrument underwent expert validation and pilot testing to ensure item clarity and relevance. Reliability was assessed through Cronbach's Alpha and Composite Reliability, while construct validity was tested using outer loading and Average Variance Extracted (AVE) values.

The analysis process included two stages. First, the measurement model (outer model) was evaluated to ensure indicator reliability and construct validity. Second, the structural model (inner model) was analyzed to examine the strength and direction of relationships among variables, indicated by path coefficients, R-square, effect size (f^2), and predictive relevance (Q^2). The significance of both direct and indirect effects was tested using a bootstrapping procedure with 5,000 resamples.

RESULTS AND DISCUSSION

The findings of this study demonstrate that all proposed hypotheses were supported, indicating that work motivation, work environment, and training significantly influence job satisfaction, which in turn significantly affects sustainable employee performance. Furthermore, job satisfaction plays a significant mediating role in the relationships between the independent variables (motivation, environment, and training) and employee performance.

The statistical results show that work motivation has a direct and positive impact on job satisfaction and sustainable performance. This finding confirms the Self-Determination Theory (Ryan & Deci, 2022), which emphasizes the role of intrinsic and extrinsic motivation in sustaining long-term employee engagement. Employees who are internally driven (e.g., by pride or self-

growth) and externally supported (e.g., through recognition or financial incentives) tend to experience higher satisfaction and display consistent performance.

The work environment was also found to have a significant and positive influence on both job satisfaction and sustainable performance. This result is in line with the Job Demands–Resources Model (JD-R) (Demerouti & Bakker, 2023), which states that a supportive work environment—characterized by manageable demands and ample resources—can foster psychological well-being and increase employee effectiveness. In the context of beauty clinics, this could include fair scheduling, supportive leadership, and access to necessary tools and resources.

The training variable, comprising needs analysis, program design, implementation, and evaluation (Hussein, 2024), was found to significantly affect job satisfaction and employee performance. Well-structured and relevant training enables staff to feel more competent and valued, which reinforces their commitment and job effectiveness. This result confirms the notion that training is not merely a technical requirement but a strategic factor in human resource development.

Job satisfaction itself emerged as a critical mediator in this study. The model shows that employees who perceive a variety of tasks, autonomy, feedback, and task significance—as proposed by Zergabachew & Shidega (2023)—tend to feel more satisfied and, consequently, perform more sustainably. This reinforces the relevance of the Job Characteristics Model in explaining motivation and performance outcomes in service settings.

These findings answer the research questions by confirming that each of the three independent variables—motivation, environment, and training—contributes both directly and indirectly (through job satisfaction) to sustainable performance. In terms of theoretical implication, the results confirm existing theories while also reinforcing the importance of integrating them into a service-sector context, particularly in industries requiring emotional labor and high client interaction like beauty clinics.

Moreover, the combination of SDT, JD-R, and Job Characteristics Model within one model offers a theoretical advancement by illustrating how motivation, environmental factors, and individual perceptions interact to shape both satisfaction and long-term performance. The study therefore not only supports existing knowledge structures but also offers a practical synthesis of them, particularly valuable for high-growth, customer-focused service industries.

CONCLUSION

This study concludes that work motivation, work environment, and training have significant effects on job satisfaction, which in turn has a significant effect on sustainable employee performance. Additionally, job satisfaction was found to significantly mediate the relationship between the three independent variables and sustainable performance. These findings emphasize the importance of integrating motivational factors, a supportive work environment, and structured training programs to maintain consistent and high-quality performance in the beauty service industry.

The practical implication of this study is that clinic management should implement human resource strategies that enhance employee satisfaction. This can be achieved through motivation enhancement programs (both intrinsic and extrinsic), maintaining a balance between job demands and job resources, and conducting continuous and targeted employee training. These efforts can support long-term business performance and employee retention in a highly dynamic service sector.

However, this study is not without limitations. First, the study was conducted in a single organization (Sozo Skin Clinic), which may limit the generalizability of the findings to other service-based industries. Second, the use of self-reported questionnaires may be subject to bias due to social desirability or personal interpretation of questions. Third, the research was cross-sectional in nature, preventing the observation of changes over time.

Based on these limitations, several recommendations for future research can be proposed. Future studies should consider expanding the scope to multiple organizations within the beauty or broader service sector to increase generalizability. A longitudinal approach may also provide deeper insights into how job satisfaction and performance evolve over time. In addition, further research could incorporate qualitative methods to enrich the understanding of employee experiences and perceptions beyond numerical data.

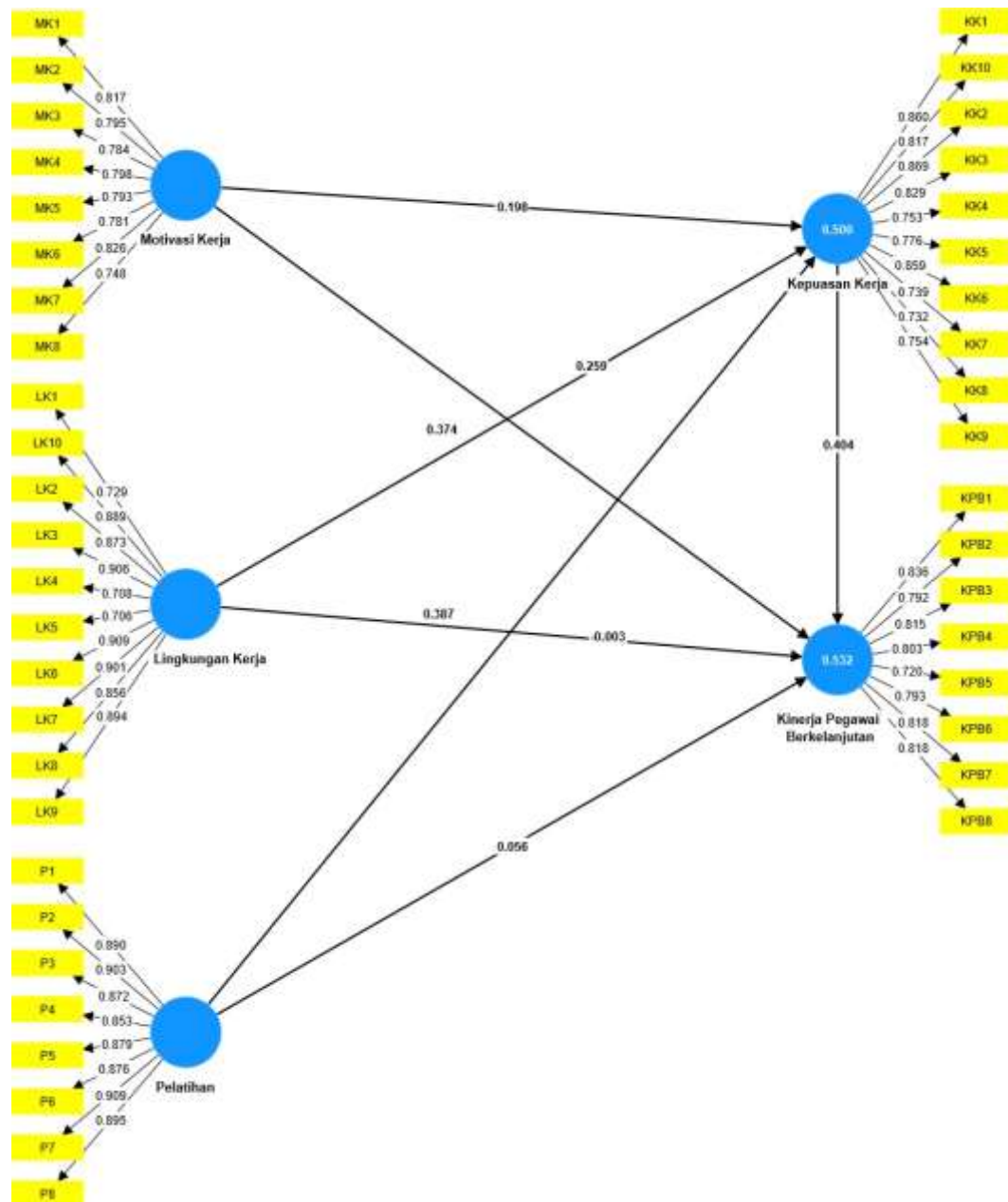


Figure Main Constructs of Structural Model Testing (Inner Model)

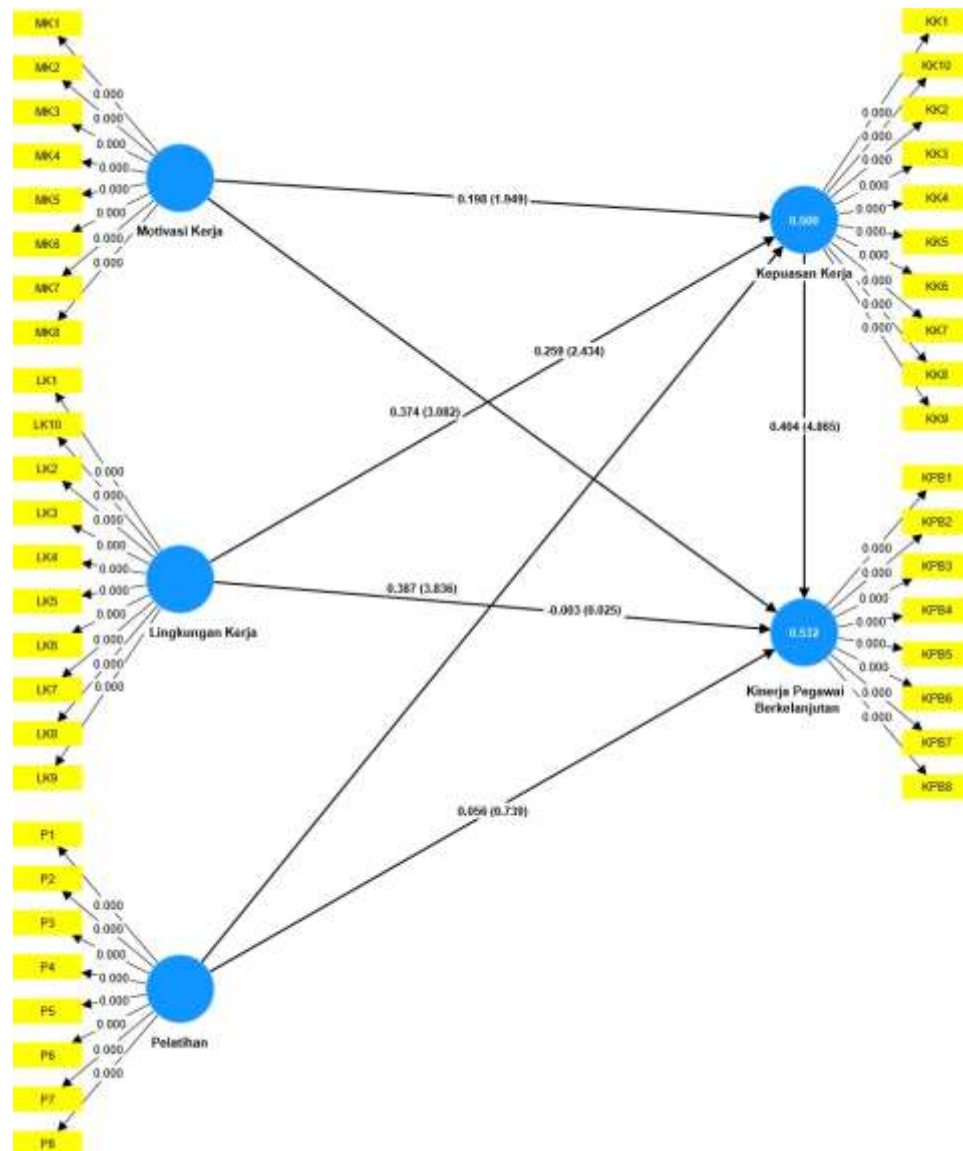


Figure Path Coefficient & P-value Testing Table

Path Coefficients, T-Statistics, and P-Values

Variable	Coefficient	T statistic	P-value	Result
Direct Influence				
Job Satisfaction → Sustainable Employee Performance	0,404	4,865 >1,96	0,000 <0,05	Significantly positive influence
Work Environment → Job Satisfaction	0,259	2,434 >1,96	0,015 <0,05	Significantly positive influence
Work Environment → Sustainable Employee Performance	-0,003	0,025 <1,96	0,980 >0,05	Not influential and not significant
Work Motivation → Job Satisfaction	0,198	1,949 <1,96	0,051 >0,05	Not influential and not significant
Work Motivation → Sustainable Employee Performance	0,380	3,082 >1,96	0,002 <0,05	Significantly positive influence

Training → Job satisfaction	0,387	3,836 >1,96	0,000 <0,05	Significantly positive influence
Training → Sustainable Employee Performance	0,062	0,739 <1,96	0,460 >0,05	Not influential and not significant
Indirect Influence				
Job satisfaction → Sustainable Employee Performance	0,101	2,001 >1,96	0,046 <0,05	Significant Mediation
Work Motivation → Sustainable Employee Performance	0,077	1,768 <1,96	0,078 >0,05	Not influential and not significant
Training → Sustainable Employee Performance	0,151	3,380 >1,96	0,001 <0,05	Significant Mediation

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