The Effect of Work Training and Physical Work Environment on the Performance of Millennial Generation Employees (Case Study of BPJS Ketenagakerjaan, Regional Office of Sumbagut)

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Abstract

Employee performance is important in an effort to realize the goals as well as the success and achievement of a company. Companies must pay attention to the level and performance of their employees, especially the millennial generation. The performance of the millennial generation is very influential on the achievement and success of a company in realizing its goals, considering that the company's leaders will soon be replaced by the millennial generation. One of the things that can affect the performance of the millennial generation is by providing training and paying attention to the needs of the Millennial generation's physical work environment. This study aims to examine and analyze the effect of training and physical work environment on the performance of Millennial generation employees.

The population in this study were BPJS Employment employees at the Sumbagut Regional Office with all millennial generation employees as respondents. By using non-probability sampling, 183 respondents were selected by purposive sampling. The type of research used is descriptive quantitative. Data was collected by means of questionnaires and documentation studies.

Data analysis with the Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) was used to analyze the data to get clearer and more detailed results regarding the effect of career development and physical work environment on millennial generation job satisfaction at BPJS Employment at the Sumbagut Regional Office.

Keywords
Work Training, Physical Work Environment, Work Performace and Millennial Generation.

1. Introduction
According to Bukit et al. (2017) An organization/company will always try as much as possible to achieve its goals. One of the factors that influence success in an organization is the aspect of human resources. Human resources have an important and dominant role in all innovations that will be realized to realize the company's goals, so it is important to maintain and develop capabilities towards quality. Based on data on the percentage of Indonesian population from BPS by generation in 2020, the millennial generation born in 1981-1996 is the majority group in Indonesia's demographic structure where the millennial generation population amounts to 25.87% of the total population of Indonesia. From this data, it can be concluded that the millennial generation will later have an important role in an organization for the demographic bonus period in Indonesia in the period 2025-2030 (Badan Pusat Statistik (BPS) 2021). Even so, according to the IDN Research Institute report, only 1 in 10 millennials said they wanted to work more than 10 years in a company, and only 3 out of 10 millennials said they wanted to work 2-3 years in a company (IDN Research Institute 2021).

Based on the IDN Research Institute report, 3 main causes of millennial junior employees (26-32 years old) leaving their jobs, namely: self-development, facilities and work environment. Meanwhile, the 3 main reasons for leaving millennial senior employees (33-41 years) from their jobs are caused by: self-development, facilities, and salary (IDN

Research Institute 2021). From this data, it can be seen the challenges that will be faced by the company and the generation itself, so it is recommended that companies pay more attention to the factors above and implement the right strategy in dealing with the millennial generation because of the millennial generation. generation has different characteristics from the previous generation. BPJS Employment the Sumbagut Regional Office is in Medan with a working area covering the Provinces of North Sumatra and Aceh Provinces. BPJS Employment is a company engaged in services that provides services in the form of insurance for workers in Indonesia. BPJS Employment's vision is to improve the quality of life and welfare of Indonesian workers (BPJS Ketenagakerjaan 2021).

Based on the vision of BPJS Ketenagakerjaan, it is proper that the workers in the company themselves also feel welfare. In the research of Rempowatu et al. (2020) concluded that welfare has a correlation and can greatly affect employee performance. Based on the performance results of millennial generation employees (26-41 years) at BPJS Employment, the Sumbagut Regional Office from 2018 to 2020 continues to decline (BPJS Ketenagakerjaan 2021). The factors that can affect performance according to Moon & Maryati (Sudaryo et al. 2018) are skills, knowledge, resources, quality and management style and motivation. In maintaining and improving skills and knowledge, it is necessary to provide training provided by the company to its employees. Training is a learning process to improve skills, knowledge and performance productivity according to company needs (Sudaryo et al. 2018).

The intent and purpose of the training itself is to develop skills and knowledge, increase performance productivity, quality, work attitude/morale to work morale (Sudaryo et al. 2018). Based on the data obtained, the training provided by BPJS Employment from the Sumbagut Regional Office to the Millennial generation from 2018 to 2020 is also small and continues to decrease. As stated by Widyaningrum (2019) that the factors that affect performance include ability, knowledge, and work environment. In addition to training, in improving its performance the company is also advised to pay attention to the work environment in the form of work facilities that support employees in completing their work. One of the factors that affect the work environment is the physical work environment, including work facilities or infrastructure (Widyaningrum 2019). In a survey conducted by Delloitte (2019), it is stated that a pleasant work environment is the reason the second millennial generation feels at home to continue working in a company. Parengkuan and Tumewu (2020) argue that getting self-development through training and having a good and fun work environment can motivate millennials in their spirit and performance.

1.1 Objectives
Departing from the phenomena described above, this research will answer the following questions:

1. How does job training affect the performance of the millennial generation employees of BPJS Employment at the Sumbagut Regional Office?
2. How does the physical work environment affect the performance of millennial employees of BPJS Employment at the Sumbagut Regional Office?
3. How is the effect of job training and physical work environment on the performance of millennial generation employees at BPJS Employment at the Sumbagut Regional Office?
4. How much influence does job training and physical work environment have on the performance of millennial employees of BPJS Employment at the Sumbagut Regional Office?

2. Literature Review

2.1 Human Resource Management
Bukit et al. (2017) argues that human resource management (HRM) is a science for managing relationships, establishing approaches, and managing human resources which are related to organizational values and culture so that they can be utilized optimally by organizations/companies. According to Sudaryo et al. (2018) HR has a big role in the success of a company, including all coordination that can affect its human resources, equipped with adequate and sufficient facilities to fulfill their work with the aim of making employees in a company work effectively, motivated, and high performing. Hasibuan (2015) says that HRM has 11 functions, including organizing, planning, controlling, directing, developing, procuring, integrating, compensating, disciplined, dismissing, and maintaining.

2.2 Employee performance
Sourced on Silaen et al. (2021) Human resources/employees within the company are the most important elements in determining the success of a company. In an effort to achieve its goals, the company requires appropriate and qualified

human resources/employees to complete the work. Every company will always improve the performance of its employees with the aim of realizing the company's goals well. Sudaryo et al. (2018) in his book says the ability of employees can be seen from their performance because good performance is maximum performance. The results of research conducted by Pudyastuti (2022) also prove that paying attention to knowledge such as providing appropriate and appropriate training and paying attention to the work environment so that helping employees do their work can help and improve employee performance.

2.3 Work training

Based on the opinion of Sudaryo et al. (2018) training is a short-term education that focuses on practice with the aim of improving performance and reducing errors that employees may make at work. The training carried out is specific and related to the current job/position. Mangkunegara (2013) said that there are 9 (nine) main objectives of training broadly, namely: Increasing the appreciation of ideology and soul, improving performance, improving work quality, increasing the provisions of human resource preparation, increasing work spirit and moral attitude, increasing encouragement to employees manifest optimally, improve occupational safety and health, increase orthodoxy and enhance employee skill development. Wibowo and Cahyanti (2022) in their journal also argue that training is a way to develop employee skills which will have a positive impact if employees implement their knowledge later on to the company.

2.4 Physical Work Environment

Broadly speaking, according to Widyaningrum (2019) the work environment is divided into 2 types, namely the physical and non-physical work environment. The physical work environment is everything that is around the workplace and can affect employees directly or indirectly. For Sudaryo et al. (2018) the physical work environment is related to the conditions of the place/room that can affect employees at work. Based on research conducted by Rosyidah (2022) it shows that partially the physical work environment affects employee performance.

3. Methods

This research uses a quantitative approach, and the paradigm of this research is the positivism paradigm. According to Darwin et al. (2021) quantitative research is research based on the positivism paradigm. The positivism paradigm is a way of looking at a phenomenon based on observable facts, the phenomenon has a causal relationship and has variable phenomena that are different from one another. Hardani et al. (2020) said quantitative research uses numbers for data collection in the interpretation of results which can be in the form of images, tables, graphs, or other displays so that it can make it easier for readers to absorb the information generated. Based on its objectives, this research method uses quantitative descriptive methods because it analyzes data systematically based on percentages and trends of survey data so that the conclusions obtained are not general (Hardani et al. 2020). Based on the type of research in this study, namely the type of causal research. Suparmun and Susilo (2020) said causal research is research that is used to find certain causes or results obtained.

The involvement of researchers in this study did not intervene in the data, where this research was carried out at a minimum (Indrawati 2015). This research according to the field of science is included in social science research. Where humans and social symptoms/symptoms become the object (Raihan 2017). Based on the time of the cross-sectional research, which was only observed once, then the data obtained were analyzed and conclusions were drawn (Raihan 2017). The units analyzed in this study are millennial generation individuals aged 26-41 years at the Regional Office of BPJS Employment in Sumbagut. According to Digdowiseiso (2017) based on the source, research data is divided into 2 types, namely primary data and secondary data. The primary data of this study were sourced from observational data held by BPJS Ketenagakerjaan Regional Office of Sumbagut, while secondary data from this study were sourced from books, previous research journals, and the internet. Based on data received by researchers from the BPJS Employment of the Sumbagut Regional Office, the number of employees of the millennial generation as the research population is 337 people.

The non-probability sampling technique was chosen by purposive sampling. According to Raihan (2017) purposive sampling is sampling based on the information possessed and the sample criteria determined by the researcher in accordance with the research objectives. The population of this research is 337 employees, so the sample that will be used is at least 183 employees. Data analysis in this study was carried out using a Structural Equation Model (SEM) approach based on Partial Least Square (PLS). According to research by Robianto et al. (2020) Partial Least Square (PLS) is one type of SEM which is still relatively new, but its development is quite significant. SEM-PLS can analyze

reflective, formative, and latent models with one indicator without identification problems. In this study, researchers used the SmartPLS 3.0 software in the measurement model. Techniques Data analysis techniques with SEM - PLS in this study will be carried out in three stages, namely: Testing the measurement model, testing the structural model and testing the hypothesis. Where in the special hypothesis testing simultaneous test (F) using IBM SPSS.

4. Data Collection
Respondents in this study were all employees of the BPJS Employment of the Sumbagut Regional Office as many as 417 employees where the focus of this study was the Millennial generation population as many as 337 employees with a target sample of 183 employees. A total of 256 employees of BPJS Employment participated in this questionnaire and of the 256 employees who participated, 213 employees of the Millennial generation participated in the questionnaire. Respondents were divided based on several characteristics, namely: Age and length of work.
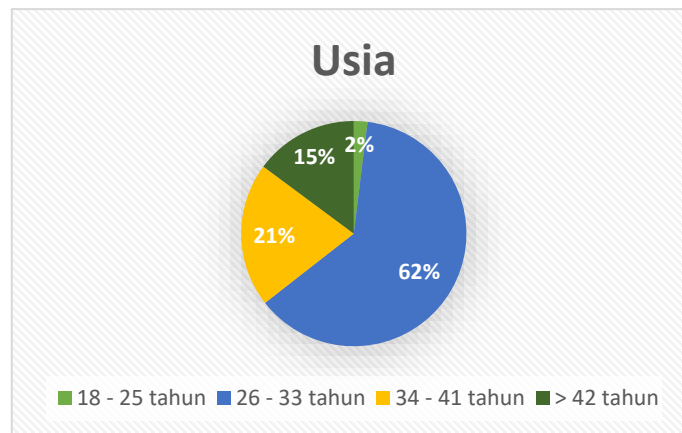

Figure 1. Characteristics of Respondents Based on Age

Based on the age characteristics in the Figure 1 above, the respondents in this study consisted of 2% (5 employees) aged 18-25 years, 62% (160 employees) aged 26-33 years, 21% (53 employees) aged 34- 41 years old and 15% (38 employees) are over 42 years old. The age range of the Millennial generation in Indonesia is 26-41 years, where in the results of this research respondents, 83% (213 employees) at the Employment BPJS of the Sumbagut Regional Office are Millennials.
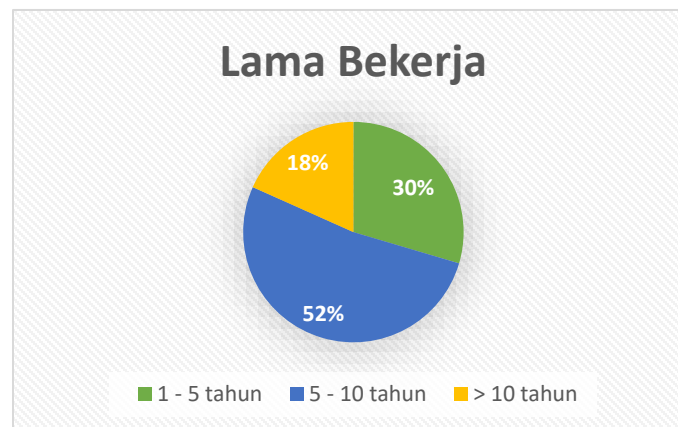

Figure 2. Characteristics of Respondents Based on Length of Work

Based on the age characteristics in the Figure 2 above, it can be seen from the 213 Millennial generation respondents who participated in this research questionnaire, there were 30% (63 employees) who had worked for 1-5 years, as

many as 52% (111 employees) had worked for 5 years. -10 years and as many as 18% (39 employees) of the Millennial generation have worked for more than 10 years at BPJS Employment at the Sumbagut Regional Office.

5. Results and Discussion

5.1 Numerical Results
Descriptive analysis of the results of the questionnaire explains how the results of the respondents' assessment of each indicator. The indicators used are about 3 variables, namely job training (X1), physical work environment (X2) and employee performance (Y).

5.1.1 Job Training (X1)
Based on the results of data processing, the average percentage for the job training variable (X1) is 77.95% rounded up to 78% which means that the implementation of the training variable at the Employment BPJS for the Sumbagut Regional Office is good (55%-78%). The position of the average percentage of training variables (X1) on the continuum line, can be seen in Figure 3.
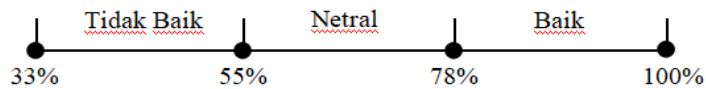

Figure 3. Percentage of the Continuous Line of Job Training Variables (X1)

5.1.2 Physical Work Environment (X2)
According to the results obtained, the average value of the percentage of the physical work environment variable is 89.84% rounded to 90% which can be interpreted if the condition of the physical work environment variable at the Employment BPJS Kanwil Sumbagut is considered good. The position of the average percentage value of respondents' perceptions of the physical work environment variable is depicted in a continuum line which can be seen in Figure 4.
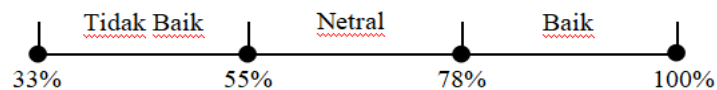

Figure 4. Percentage of Continuum Line of Physical Work Environment Vvariables (X2)

5.1.3 Physical Work Environment (X2)
Based on the results obtained, the average value of the percentage of performance variables is 89.85% rounded up to 90% where the performance variable at the Employment BPJS Kanwil Sumbagut is considered good. The position of the average percentage value of respondents' perceptions of performance variables is depicted in a continuum line which can be seen in Figure 5.
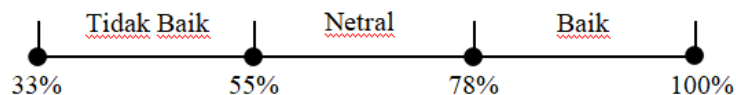

Figure 5. Percentage of Continum Line of Pperformance Variabels (Y)

5.2 Graphical Results
Data analysis in this study used a Structural Equation Model (SEM) approach based on Partial Least Square (PLS) with the help of SmartPLS 3.0 software. SEM-PLS-based research uses 3 (three) data analysis techniques, namely the outer model, which is also called the measurement model, the inner model or commonly called the structural model and hypothesis testing. According to Hussein (2015) and Ghozali (2014), the analysis of the outer model can be seen from the following points, namely through the analysis of Convergent validity, Discriminant validity and

Unidimensionality. In addition, according to Husein (2015) the evaluation of inner model testing can be done in three ways, namely R^2, Q^2 and GoF. Last, hypothesis testing was carried out partially (T test) using the SEM-PLS 3.0 application and simultaneous hypothesis testing (F test) using the IBM SPSS application.The first step is to design a model to show variables and indicators before the analysis process with SmartPLS 3.0. The model that has been designed in this study is shown in Figure 6 below.
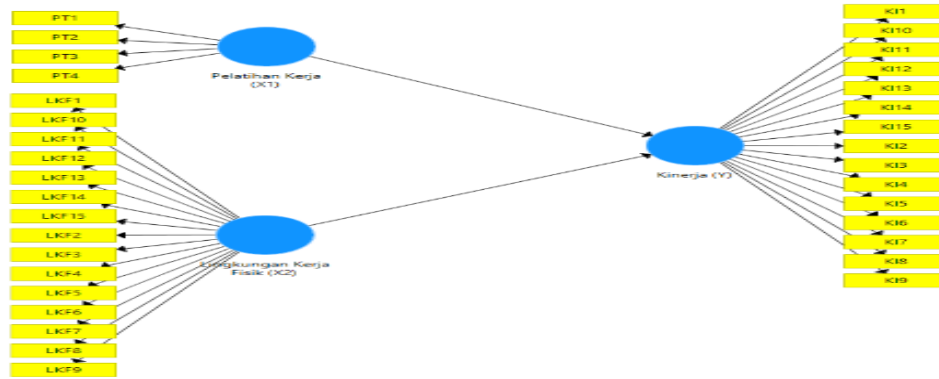
Figure 6. SEM model designed

5.2.1 Assessing the Outer Model or Measurement Model
A. Convergent Validity
The results of the outer loadings (measurement model) using the SmartPLS 3.0 software can be seen in Figure 7 and the value of the test results can be seen in Table 1.

Figure 7. Measurement Model on SmartPLS 3.0

Table 1. Value of Measurement Model Test Results

	Kinerja (Y)	Lingkungan Kerja Fisik (X2)	Pelatihan Kerja (X1)
KI1	0,711		
KI2	0,750		
KI3	0,826		
KI4	0,748		

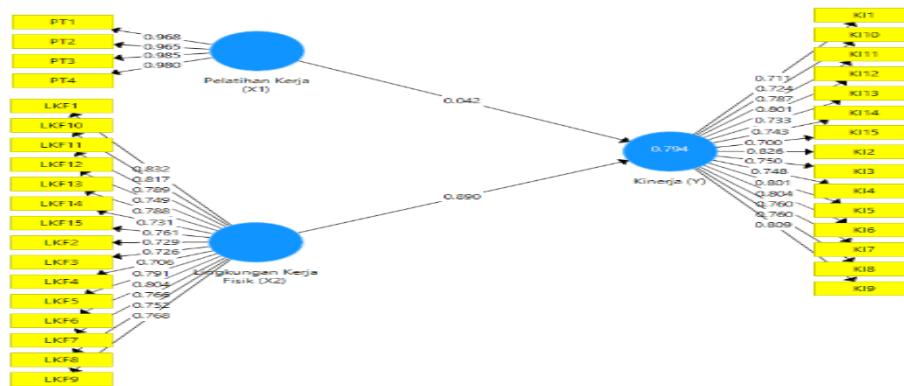|			
KI5	0,801		
KI6	0,804		
KI7	0,760		
KI8	0,760		
KI9	0,809		
KI10	0,724		
KI11	0,787		
KI12	0,801		
KI13	0,733		
KI14	0,743		
KI15	0,700		
LKF1		0,832	
LKF2		0,729	
LKF3		0,726	
LKF4		0,706	
LKF5		0,791	
LKF6		0,804	
LKF7		0,766	
LKF8		0,752	
LKF9		0,768	
LKF10		0,817	
LKF11		0,789	
LKF12		0,749	
LKF13		0,788	
LKF14		0,731	
LKF15		0,761	
PT1			0,968
PT2			0,965
PT3			0,985
PT4			0,980

Based on the explanation above, it can be concluded that:

a) Indicators of work quality, punctuality, initiative, ability, and communication have a fairly close relationship with performance variables. This can happen if the performance factor is felt to be getting better so that the better the assessment and quality of an employee in completing his work.

b) Indicators of Lighting, Temperature, Coloring, Decoration, Security and Facilities have a close relationship with the Physical Work Environment variable. This can be caused by the relationship between employees and their environment which is considered comfortable in carrying out their work activities.

c) Indicators of Instructors, Participants, Materials and Methods have a close relationship with the Job Training variable. This can happen when employees who get/follow the training feel quite satisfied with what they get.

All the output data from SmartPLS 3.0 in this study have a loading factor value of more than 0.7, so it can be concluded that the value of the outer model/correlation between constructs and variables has met the requirements of good convergent validity.

B. Discriminant Validity
At this stage, Discriminant Validity analysis was carried out to determine whether the construct had adequate discriminant. Discriminant validity can be tested by looking at the cross-loading table and comparing it with the

construct value. The results of the calculation of the Discriminant Validity value processed by SmartPLS 3.0 are shown in Table 2.

Table 2. Value of Discriminant Validity Test Results

	Kinerja (Y)	Lingkungan Kerja Fisik (X2)	Pelatihan Kerja (X1)
KI1	0,711	0,525	0,028
KI2	0,826	0,767	0,042
KI3	0,750	0,547	0,045
KI4	0,748	0,536	0,044
KI5	0,801	0,764	0,008
KI6	0,804	0,780	0,036
KI7	0,760	0,546	0,051
KI8	0,760	0,722	0,029
KI9	0,809	0,734	0,006
KI10	0,724	0,513	0,047
KI11	0,787	0,729	-0,014
KI12	0,801	0,817	0,053
KI13	0,733	0,669	0,076
KI14	0,743	0,636	-0,005
KI15	0,700	0,720	0,083
LKF1	0,779	0,832	0,011
LKF2	0,637	0,729	-0,077
LKF3	0,619	0,726	-0,076
LKF4	0,588	0,706	0,017
LKF5	0,711	0,791	0,078
LKF6	0,718	0,804	-0,020
LKF7	0,642	0,766	0,010
LKF8	0,685	0,752	0,004
LKF9	0,688	0,768	0,052
LKF10	0,677	0,817	0,005
LKF11	0,719	0,789	-0,034
LKF12	0,637	0,749	-0,008
LKF13	0,755	0,788	0,042
LKF14	0,645	0,731	0,011
LKF15	0,713	0,761	0,012
PT1	0,030	-0,012	0,968
PT2	0,002	-0,048	0,965
PT3	0,054	0,016	0,985
PT4	0,043	0,001	0,980

It can be seen from Table 2 that the loading value of each item on the construct is greater than the cross loading value. From the results of the cross loading analysis, it appears that there are no problems with testing discriminant validity.

C. The unidimensionality

The unidimensionality test was carried out using composite reliability indicators and Cronbach's alpha. Figure 8 and Table 3 below will show the Cronbach's alpha value from the SmartPLS 3.0 software regarding composite reliability.
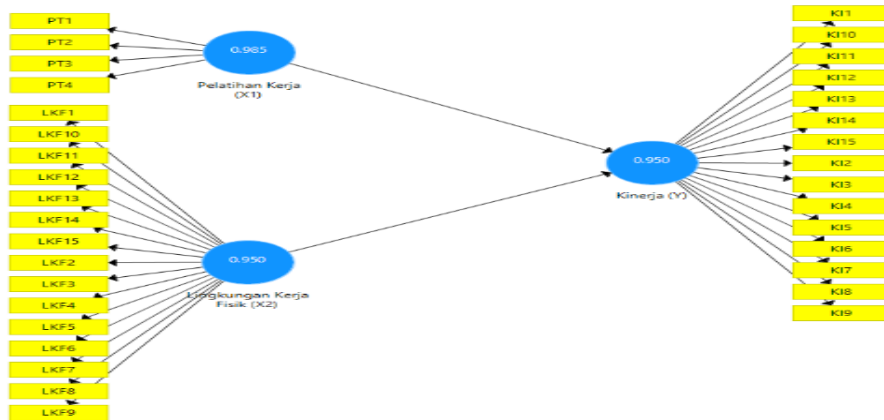

Figure 8. Cronbach's Alpha SmartPLS 3.0

Table 3. Composite Reliability Test Results Value

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Kinerja (Y)	0,950	0,953	0,955	0,585
Lingkungan Kerja Fisik (X2)	0,950	0,952	0,956	0,590
Pelatihan Kerja (X1)	0,985	1,066	0,987	0,949

Based on Figure 8, the value of Cronbach's alpha on SmartPLS 3.0 and the value of the composite reliability test results in Table 3 above shows that all constructs have Cronbach's alpha values and composite reliability values above 0.7. Therefore, there is no problem of reliability/unidimensionality in the former model

5.2.1   Measurement Model Test Results (Inner Model)

In this study, the inner model test was carried out by looking at the value of R^2 which can be seen in Figure 9 and Table 4.
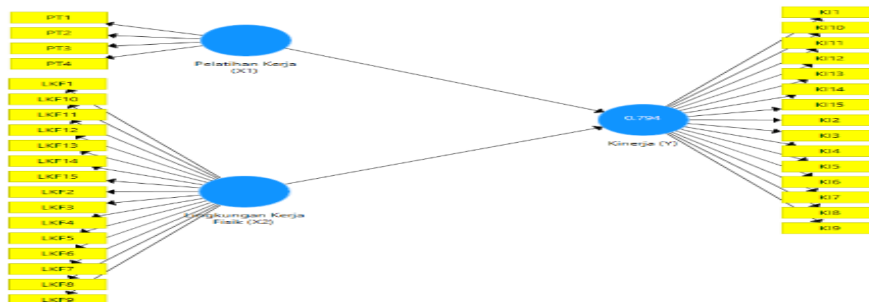

Figure 9. R-Square (R^2) value on SmartPLS 3.0

Table 4. Value of R-Square (R^2) Test Results

	R Square
Kinerja (Y)	0,794

The value of R-Square (R^2) for the dependent variable of performance is 0.794. From the existing data, it can be concluded that based on the answers of all respondents, it shows that the performance variable is influenced by the training variable and the physical work environment variable by 79.4%.

5.3 Proposed Improvements
a) For researchers who will continue this research, it is recommended to examine other factors that can affect employee performance. Can expand research as well as examine non-physical work environment on work environment variables. It is also recommended to examine the influence of other variables such as work quality, punctuality, initiative and communication on the performance of Millennial generation employees.
b) It is recommended to expand the population with the aim that the results of the study are more precise and can represent the generation being studied.

5.4 Validation
5.4.1 Partial (T) Hypothesis Test
The partial (T) hypothesis test in this study was carried out using the bootstrap method SmartPLS 3.0 simulation software. This test is carried out in order to minimize the problem of data abnormalities using the criteria of t-statistics values and p-values, Hussein (2015). The results of the bootstrapping test by the SmartPLS 3.0 software are shown in Figure 10 and Table 5.
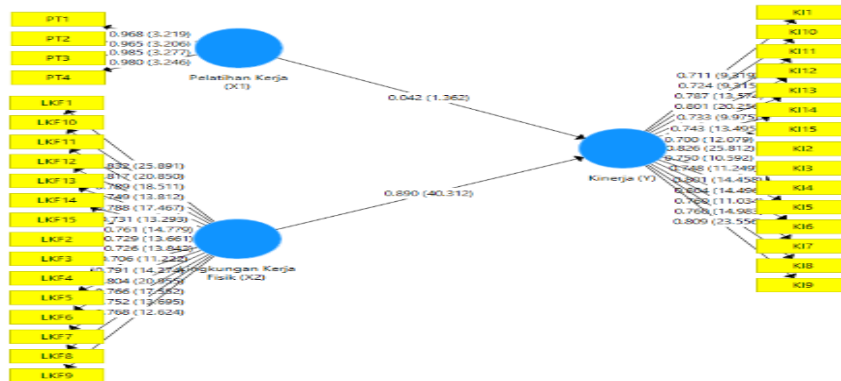
Figure 10. Bootstrapping Output with SmartPLS 3.0

Table 5. Bootstrapping Test Output on SmartPLS 3.0

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values	Hasil
Lingkungan Kerja Fisik (X2) -> Kinerja (Y)	0,890	0,894	0,022	40,312	**0,000**	**Diterima**
Pelatihan Kerja (X1) -> Kinerja (Y)	0,042	0,038	0,031	1,362	**0,174**	**Tidak Diterima**

Explanation of Table 5 above is explained as follows:

a) The direct effect of training (X1) on performance (Y) shows a p-value (p-value) of 0.174 and this value is greater than alpha 0.05, so there is no significant negative direct effect between training (X1) on performance (Y) which is equal to 0.042.
b) The positive influence between training (X1) on performance (Y) can be interpreted that the better the training (X1) provided/obtained by employees, the more performance (Y) will be and vice versa.
c) The direct effect of the physical work environment (X2) on performance (Y) shows a p-value (p-value) of 0.000 and this value is smaller than alpha 0.05, so there is a positive direct influence between the physical work environment (X2) to the performance (Y) which is equal to 0.890.
d) The positive influence between the physical work environment (X2) on performance (Y) can be interpreted that the better the existing/offered physical work environment (X2), the more performance (Y) will be and vice versa.

5.4.2 Simultaneous (F) test hypothesis

In testing the hypothesis of the simultaneous (F) test using IBM SPSS. The results of the F Test on SPSS are shown in Figure 11.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5720.133	2	2860.067	278.347	.000^b
	Residual	1870.083	182	10.275		
	Total	7590.216	184			

a. Dependent Variable: KI_TOTAL
b. Predictors: (Constant), LKF_TOTAL, P_TOTAL

Figure 11. Simultaneous (F) Test Results with IBM SPSS

In Figure 11, the calculated F value is 278,347. Simultaneous test can also be seen by comparing the calculated F value with the table F value. To further clarify, it will be shown in table F with a probability of 5% (0.05) in Figure 12.

166	3.90	3.05	2.66	2.43	2.27	2.15	2.07	1.99	1.94	1.89	1.85	1.81	1.78	1.75	1.73
167	3.90	3.05	2.66	2.43	2.27	2.15	2.06	1.99	1.94	1.89	1.85	1.81	1.78	1.75	1.73
168	3.90	3.05	2.66	2.43	2.27	2.15	2.06	1.99	1.94	1.89	1.85	1.81	1.78	1.75	1.73
169	3.90	3.05	2.66	2.43	2.27	2.15	2.06	1.99	1.94	1.89	1.85	1.81	1.78	1.75	1.73
170	3.90	3.05	2.66	2.42	2.27	2.15	2.06	1.99	1.94	1.89	1.85	1.81	1.78	1.75	1.73
171	3.90	3.05	2.66	2.42	2.27	2.15	2.06	1.99	1.93	1.89	1.85	1.81	1.78	1.75	1.73
172	3.90	3.05	2.66	2.42	2.27	2.15	2.06	1.99	1.93	1.89	1.84	1.81	1.78	1.75	1.72
173	3.90	3.05	2.66	2.42	2.27	2.15	2.06	1.99	1.93	1.89	1.84	1.81	1.78	1.75	1.72
174	3.90	3.05	2.66	2.42	2.27	2.15	2.06	1.99	1.93	1.89	1.84	1.81	1.78	1.75	1.72
175	3.90	3.05	2.66	2.42	2.27	2.15	2.06	1.99	1.93	1.89	1.84	1.81	1.78	1.75	1.72
176	3.89	3.05	2.66	2.42	2.27	2.15	2.06	1.99	1.93	1.88	1.84	1.81	1.78	1.75	1.72
177	3.89	3.05	2.66	2.42	2.27	2.15	2.06	1.99	1.93	1.88	1.84	1.81	1.78	1.75	1.72
178	3.89	3.05	2.66	2.42	2.26	2.15	2.06	1.99	1.93	1.88	1.84	1.81	1.78	1.75	1.72
179	3.89	3.05	2.66	2.42	2.26	2.15	2.06	1.99	1.93	1.88	1.84	1.81	1.78	1.75	1.72
180	3.89	3.05	2.65	2.42	2.26	2.15	2.06	1.99	1.93	1.88	1.84	1.81	1.77	1.75	1.72

Figure 12. Table F with 5% probability (0.05)

This study uses a probability of 5% (0.05) with a value of DF1 = 2 and DF2 = 180. Simultaneous test is declared to have a significant effect if F count > F table. Based on the existing data, the calculated F value is 278.347 and F table 3.05. The calculated F value is not greater than the table F value. It can be concluded that simultaneously, the training variable (X1) and the physical work environment variable (X2) have no simultaneous effect on the performance variable (Y).

6. Conclusion

Based on the results of the analysis and discussion that has been carried out, the conclusions obtained by the researchers are as follows:

a) Based on the questionnaire, obtained a direct effect of job training variable (X1) on the performance variable (Y) which shows a p value (p-value) of 0.174 and the value is greater than alpha 0.05, so it can be concluded that there is no direct effect which is significant and negative between training (X1) on performance (Y) that is equal to 0.042.

Thus, the hypothesis H_{0_1} regarding the existence of a positive and significant effect of training on employee performance is not partially accepted.

b) Based on the questionnaire, obtained a direct influence of the physical work environment variable (X2) on the performance variable (Y) which shows a p value (p-value) of 0.000 and the value is smaller than alpha 0.05, so it can be concluded that there is a positive and significant direct effect between the physical work environment (X2) on performance (Y) which is 0.890.

Thus, the hypothesis H_{0_2} that there is a positive and significant influence between the physical work environment and employee performance is partially accepted.

c) Based on the questionnaire, it shows that the training variable (X1) and the physical work environment variable (X2 have no simultaneous effect on the performance variable (Y).

Thus, the hypothesis H_{0_3} of the simultaneous influence of training and physical work environment on employee performance is rejected simultaneously.

d) Simultaneous test is declared to have a significant effect if F count > F table. Based on the existing data, the calculated F value is 278.347 and F table 3.05. It can be concluded that the influence of job training and physical work environment on the performance of millennial employees of BPJS Employment at the Sumbagut Regional Office is 278,347.

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