

**PENGARUH PELATIHAN DAN KOMPETENSI  
TERHADAP PRODUKTIVITAS KARYAWAN  
DENGAN LINGKUNGAN KERJA SEBAGAI  
VARIABEL MODERASI PADA YAYASAN DANA  
SOSIAL AL FALAH SURABAYA**

**SKRIPSI**

Diajukan kepada Universitas Islam Negeri Sunan  
Ampel Surabaya, guna Memenuhi Salah Satu Syarat  
Memperoleh Gelar Sarjana Ilmu Sosial (S.Sos.)

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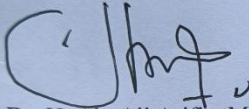
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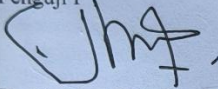
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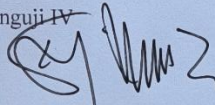
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## ABSTRAK

Mahfuzh Arsyah, NIM 04020421046, 2026. Pengaruh Pelatihan dan Kompetensi terhadap Produktivitas Karyawan dengan Lingkungan Kerja sebagai Variabel Moderasi pada Yayasan Dana Sosial Al Falah Surabaya.

Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh pelatihan dan kompetensi terhadap produktivitas karyawan, serta peran lingkungan kerja sebagai variabel moderasi di Yayasan Dana Sosial Al Falah (YDSF) Surabaya. Pendekatan penelitian yang digunakan adalah kuantitatif dengan metode survei. Populasi dalam penelitian ini adalah seluruh karyawan YDSF Surabaya, dengan teknik pengambilan sampel menggunakan rumus Slovin yang menghasilkan 35 responden. Analisis data dilakukan menggunakan *Partial Least Squares* (PLS) melalui *software* SmartPLS 4.1.1.6.

Hasil penelitian menunjukkan bahwa (1) pelatihan berpengaruh positif namun tidak signifikan terhadap produktivitas karyawan dengan nilai *p-value* 0,080. (2) Kompetensi berpengaruh positif dan signifikan terhadap produktivitas karyawan dengan nilai *P-value* 0,000. (3) Lingkungan kerja tidak terbukti mampu memoderasi pengaruh pelatihan terhadap produktivitas karyawan. (4) Lingkungan kerja tidak terbukti mampu memoderasi pengaruh kompetensi terhadap produktivitas karyawan. Hasil uji *R-Square* menunjukkan bahwa variabel independen dalam model ini mampu menjelaskan variabilitas produktivitas karyawan sebesar 70,1%, sedangkan sisanya dipengaruhi oleh faktor lain di luar model penelitian ini.

**Kata Kunci:** Pelatihan, Kompetensi, Produktivitas Karyawan, Lingkungan Kerja.

## ABSTRACT

Mahfuzh Arsyah, Student ID 04020421046, 2026. The Influence of Training and Competence on Employee Productivity with Work Environment as a Moderating Variable at the Yayasan Dana Sosial Al Falah Surabaya.

This study aims to examine and analyze the influence of work training and competency on employee productivity, as well as the moderating role of the work environment at the Yayasan Dana Sosial Al Falah (YDSF) Surabaya. A quantitative approach with a survey method was employed. The population consisted of all employees at YDSF Surabaya, and the sample size of 35 respondents was determined using the Slovin formula. Data analysis was conducted using *Partial Least Squares* (PLS) in SmartPLS 4.1.1.6.

The results of the study indicate that: (1) Work training has a positive but non-significant effect on employee productivity, with a *P-value* of 0.080. (2) Competency has a positive and significant effect on employee productivity with a *P-value* of 0.000. (3) The work environment is not proven to moderate the influence of work training on employee productivity. (4) The work environment is not proven to moderate the influence of competency on employee productivity. The *R-Square* test results show that the independent variables in this model explain 70,1% of the variability in employee productivity. In comparison, the remaining 29.9% is influenced by other factors outside this research model.

**Keywords:** Work Training, Competency, Employee Productivity, Work Environment, SmartPLS.

## ABSTRAK

محفوظ أرسيا، رقم الطالب 04020421046، 2026. تأثير التدريب والكفاءة على إنتاجية (YDSF) الموظفين مع بيئة العمل كمتغير مُعدّل في مؤسسة ياباسان دانا سوسيال الفلاح سورابايا.

يهدف هذا البحث إلى اختبار وتحليل تأثير التدريب الوظيفي والكفاءة على إنتاجية الموظفين، وكذلك دور بيئة العمل كمتغير مُعدّل في مؤسسة ياباسان دانا سوسيال الفلاح في مدينة سورابايا. استخدم البحث المنهج الكمي بأسلوب المسح، وتمثل مجتمع (YDSF) سورابايا، بينما تم تحديد العينة باستخدام معادلة YDSF البحث في جميع موظفي مؤسسة سلوفين حيث بلغ عدد المستجيبين 35 شخصًا. وتم تحليل البيانات باستخدام أسلوب SmartPLS 4.1.1.6 من خلال برنامج (PLS) المربعات الصغرى الجزئية.

أظهرت نتائج البحث أن التدريب الوظيفي له تأثير إيجابي ولكنه غير دال إحصائيًا على كما تبين أن الكفاءة لها تأثير  $(P-values)$  0.080 إنتاجية الموظفين، حيث بلغت قيمة  $(P-values)$  0.000 إيجابي ودال إحصائيًا على إنتاجية الموظفين، حيث بلغت قيمة وأظهرت النتائج أيضًا أن بيئة العمل لم تثبت قدرتها على تعديل تأثير التدريب الوظيفي على إنتاجية الموظفين، وكذلك لم تثبت قدرتها على تعديل تأثير الكفاءة على إنتاجية أن المتغيرات المستقلة في هذا  $(R-Square)$  الموظفين. كما أوضحت نتائج اختبار النموذج قادرة على تفسير نسبة 70,1٪ من التباين في إنتاجية الموظفين، بينما تعود النسبة المتبقية إلى عوامل أخرى خارج نموذج هذا البحث.

**الكلمات المفتاحية:** التدريب الوظيفي، الكفاءة، إنتاجية الموظفين، بيئة العمل.

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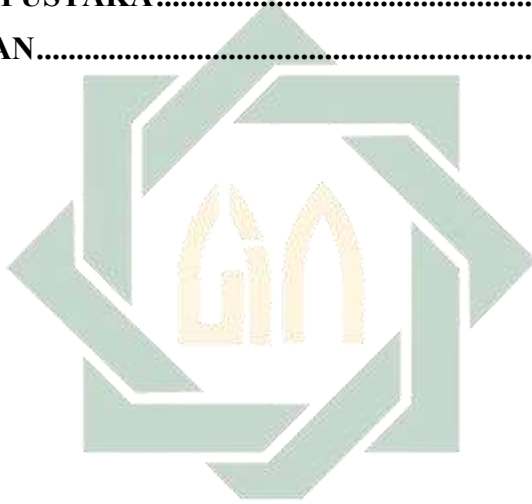
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