



# Effect Of Competency, Training, Work Environment, Work Motivation, And Discipline On Employee Performance At Dinas PUPR Kepahiang

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## ABSTRACT

This study aims to analyze the effect of competency, training, work environment, work motivation and also work discipline on the performance of employees of the Public Works and Spatial Planning Agency (PUPR) of Kepahiang Regency. This study uses a quantitative approach with a survey method and multiple linear regression analysis. Primary data were collected through distributing questionnaires to a total of 77 respondents, consisting of employees working in various fields and roles in related agencies. The results of the study indicate that each variable, such as competency, training, work environment, work motivation, and discipline, has a positive influence on employee performance, both partially and simultaneously. The results of the regression analysis indicate that the work environment variable has the most dominant influence on improving performance, followed by competence, work motivation, discipline, and training. These results demonstrate the importance of improving employee competence through continuous and sustainable training, creating a comfortable and safe work environment, fostering work motivation, and enforcing work discipline for effectiveness and efficiency in work. This study provides practical implications for the Public Works and Spatial Planning Agency (PUPR) of Kepahiang Regency in formulating strategic policies to strengthen the quality of human resources and organizational performance in the local government sector.

## INTRODUCTION

The merit system requires local governments, including the Public Works and Spatial Planning Agency (DPUPR), to place employees according to their competencies, provide structured career development opportunities, and establish consistent coaching and development patterns. With the implementation of the merit system, employee performance is expected to improve not only in technical aspects but also in terms of integrity and professionalism.

Training is one of the most important instruments in the implementation of employee talent management. Training should not be conducted merely as a formality; rather, it must be based on organizational needs and job competency requirements. Well-directed training programs can enhance technical skills while broadening employees' perspectives, enabling them to adapt more effectively to developments in technology, policies, and contemporary working methods.

Within the DPUPR, training related to project management, modern construction techniques, and the use of planning software is particularly beneficial for improving performance quality. Furthermore, continuous training also forms part of a strategy to develop an employee talent pool, allowing high-potential employees to be prepared for future strategic positions. A study conducted by Ekaningdiah (2025), entitled *The Effect of Training and Competence on Employee Performance in Demak, with Information Technology Capability as a Moderating Variable*, found that training received by employees significantly improves their performance. The work environment is another important factor influencing performance. A conducive work environment includes physical aspects, such as adequate facilities, comfortable workspaces, and the availability of supporting equipment, as well as psychological aspects, such as harmonious working relationships, a positive organizational culture, and a participative leadership style. A healthy work environment can increase job satisfaction, reduce conflict, and strengthen team collaboration.

Work motivation is also a crucial element in improving employee performance. Motivation may originate from internal factors, such as the desire for self-development and achievement, as well as from external factors, including rewards, allowances, and clarity of career paths. The concept of talent management mandated by Law No. 20 of 2023 serves as a strategic instrument to enhance employee motivation, as the merit system provides high-performing employees with greater opportunities for self-development and promotion. With fairness in career patterns, employees are more encouraged to work hard, innovate, and demonstrate their best dedication.

Work discipline serves as the primary foundation for maintaining consistency in employee performance. Discipline encompasses not only compliance with rules and procedures, but also responsibility for tasks, punctuality, and commitment to carrying out work in accordance with established standards. Government Regulation No. 11 of 2017 explicitly regulates employees' obligations to comply with disciplinary rules, while Law No. 20 of 2023 strengthens the implementation of discipline by imposing strict sanctions on violators and providing rewards for employees who demonstrate compliance and strong performance.

The combination of continuous training, a conducive work environment, high motivation, and strong work discipline, when supported by an employee talent management framework as mandated by Government Regulation No. 11 of 2017 and Law No. 20 of 2023, will create employees who are competent, possess integrity, and demonstrate professionalism. This is particularly relevant in the context of the Bengkulu Provincial DPUPR, which plays a strategic role in regional development. Previous studies indicate that competence, continuous training, motivation, work discipline, and a conducive work environment have a significant influence on improving employee performance. For example, research by Adiwinata, Masrifah, and Rista (2025) in the logistics industry in Jakarta shows that employee motivation and the implementation of a green work environment increase employee engagement and performance.

Sari and Wulandari (2024) demonstrate that compensation and the non-physical work environment contribute to increased extrinsic motivation, which in turn affects employee productivity. Wibowo, Soeprajitno, and Soedjoko (2025) confirm that training, work discipline, and career development simultaneously have a significant positive effect on employee performance.

However, not all studies align with these findings. Research conducted by Saharso and Asda (2024) reveals that training does not have a direct effect on employee performance, but instead influences performance through work discipline as a mediating variable. Another study by Pragiwani, Lestari, and Alexandri (2020) finds that work motivation has a negative and insignificant effect on employee performance. Research by Hidayatullah, Ramadhan, and Setianingsih (2023) indicates that motivation and work culture do not have a significant effect on performance. A study by Widianingsih, Sadewisasi, and Santoso (2023) shows that organizational culture and competence do not significantly affect performance, although they do influence organizational commitment. Furthermore, research by Muin, Muhlis, Nursila, and Kamaruddin (2021) demonstrates that work experience has a negative and insignificant impact on performance. These findings suggest that the effects of training, motivation, discipline, and work environment factors on employee performance remain contextual, depending on organizational conditions, job characteristics, as well as accompanying mediating and moderating factors.

This study is a replication of research conducted by Marlina et al. (2024). The novelty of this study lies in the addition of variables such as work environment, training, work motivation, and work discipline. To date, research examining the effects of competence, training, work environment, motivation, and work discipline on employee performance in the government sector—particularly within the DPUPR—remains limited.

## LITERATURE REVIEW

Human resource management (HRM) refers to a set of practices designed to maximize individual contributions within an organization through planning, recruitment, development, management, and recognition of employee performance. According to Dessler (2020), HRM involves processes for acquiring, training, evaluating, and compensating employees, as well as managing employment relationships and ensuring safety, fairness, and job satisfaction. HRM theory also includes the Michigan Model developed by Fombrun, Tichy, and Devanna in 1984, which emphasizes the relationship between organizational strategy, structure, and human resource management. This model highlights the importance of strategic planning in managing human resources to support the achievement of organizational objectives. In addition, the Harvard Model developed by Beer et al. in 1984 emphasizes the integration of HR policies with the interests of various stakeholders, such as employees, managers, and the wider community. Effective human resource management encompasses competency management, relevant training, a conducive work environment, motivation, and work discipline in order to enhance employee performance and support overall organizational success (Fauzi, Muliandy, Suyatno, & Gumanti, 2025)

Competency Theory, developed by Lyle Spencer and Signe Spencer in 1993, defines competence as an individual's underlying characteristics that are associated with superior performance in a particular job or situation. Competence is not limited to technical skills alone, but encompasses a combination of knowledge, skills, attitudes, values, and personal attributes that enable an individual to perform tasks effectively. This theory emphasizes that competence serves as a distinguishing factor between employees who demonstrate average performance and those who are able to achieve superior performance (Susanto, 2018).

Human Capital Theory was first introduced by Gary S. Becker in 1964, emphasizing that human resources constitute a form of capital whose value can be enhanced through investments in education, training, work experience, and health. This theory views individuals

not merely as labor, but as valuable assets capable of generating added value for organizations and the economy as a whole. Similar to physical capital such as machinery or technology, human capital can also be developed to increase employees' capacity, thereby generating returns in the form of improved productivity and performance (Harahap, 2024).

Herzberg's Two-Factor Theory was first introduced by Frederick Herzberg in 1959 through research on job satisfaction and was further developed in 1966. This theory explains that job satisfaction and dissatisfaction are influenced by two distinct groups of factors, namely motivators and hygiene factors. The theory asserts that job satisfaction and job dissatisfaction do not lie on the same continuum but operate independently. In other words, eliminating sources of dissatisfaction does not automatically increase satisfaction, and likewise, the presence of satisfaction factors does not necessarily eliminate dissatisfaction (Galanakis & Peramatzis, 2022). According to Maslow, employees are motivated to work when their needs at a certain level have been fulfilled, after which they move on to the next level. In the context of employees, physiological needs may take the form of salary, safety needs may include job security and employment stability, social needs may involve harmonious working relationships, esteem needs may be reflected in promotions or performance recognition, and self-actualization needs may be fulfilled through opportunities to participate in training and career development programs.

Reinforcement Theory was introduced by B. F. Skinner in 1953 through the concept of operant conditioning, which explains that individual behavior can be shaped, maintained, or modified through the consequences that follow the behavior. This theory assumes that individuals tend to repeat behaviors that are followed by positive consequences (reinforcement) and avoid behaviors that are followed by negative consequences (punishment). Accordingly, Reinforcement Theory focuses on how organizations use reward and punishment systems to influence employee behavior (Nuqul, 2018).

Performance is one of the central concepts in the study of human resource management, as it serves as an indicator of the success of both individuals and organizations in achieving predetermined objectives. In general, performance can be defined as the results achieved by an individual in carrying out their duties and responsibilities, in terms of both quality and quantity, in accordance with established standards (Fajriah, Basalamah, & Aminuddin, 2022).

## METHODS

The data analysis methods used in this study consist of descriptive analysis and ANOVA assumption analysis to examine whether employee performance is significantly influenced by competence, training, work environment, work motivation, and work discipline. Descriptive analysis refers to the analysis of data obtained based on the actual conditions or phenomena under investigation (Sugiyono, 2020). The collected data are then analyzed using statistical formulas, after which respondents' answers are scored using a Likert scale.

## RESULTS

### Normality Test

**Table 1. Results Normality Test**

Statistik	value	Remarks
N	77	Terdistribusi Normal
Mean	0,000	
Standar Deviasi	3,561	
Kolmogorov-Smirnov	0,057	
Monte Carlo Sig. (2-tailed) d	0,059	

Source: Processed Data, 2025

**Autocorrelation Test of the Research Model****Table 2. Results Autocorrelation Test of the Research Model**

Criteria	value	Remarks
DL	1,495	No Autocorrelation Detected
DU	1,770	
4-DU	2,230	
Durbin-Watson	1,821	

Source: Processed Data, 2025

**Multicollinearity Test****Table 3. Results Multicollinearity Test**

Variables	Collinearity Statistics		Multikolinearitas
	Tolerance	VIF	
X1 Competence	0,957	1,045	No
X2 Training	0,963	1,039	No
X3 Work Environment	0,956	1,046	No
X4 Work Motivation	0,959	1,043	No
X5 Work Discipline	0,899	1,112	No

Source: Processed Data, 2025

**Heteroskedasticity Test Using the Glejser Method****Table 4. Results Heteroskedasticity Test Using the Glejser Method**

Variables	Sig.	Heteroskedastisitas
X1 Competence	0,390	No
X2 Training	0,189	No
X3 Work Environment	0,098	No
X4 Work Motivation	0,275	No
X5 Work Discipline	0,875	No

Source: Processed Data, 2025

**Analysis of the Coefficient of Determination ( $R^2$ )****Table 5. Results Analysis of the Coefficient of Determination ( $R^2$ )**

Model	Sum of Squares	df	Mean Square	H hitung	Sig.	Remarks
Regression	757,188	5	151,438	11,155	0,000	Significance
Residual	963,903	71	13,576			
<b>Total</b>	<b>1721,091</b>					

Source: Processed Data, 2025

Based on the results of the analysis presented in the table above, the coefficient of determination ( $R^2$ ) for the research model of employee performance (Y) is 0.000, which falls into the low category. This value indicates that the independent variables in the study—X1 competence, X2 training, X3 work environment, X4 work motivation, and X5 work discipline—explain 44.0% of the variation in employee performance, while the remaining 56.0% is influenced by other variables outside the scope of this study.

**Simultaneous F Test****Table 6. Results Simultaneous F Test**

Model	Sum of Squares	Df	Mean Square	H value	Sig.	Remarks
Regression	757,188	5	151,438	11,155	0,000	Significance
Residual	963,903	71	13,576			
<b>Total</b>	<b>1721,091</b>					

Source: Processed Data, 2025

Based on the results of the analysis presented in the table above, the significance value of the simultaneous F-test is 0.000, which is lower than 0.05. This indicates that the independent variables—X1 competence, X2 training, X3 work environment, X4 work motivation, and X5 work discipline—have a significant effect on employee performance (Y). Based on these results, it can be concluded that the alternative hypothesis ( $H_a$ ) is accepted, while the null hypothesis ( $H_0$ ) is rejected.

**Partial t-Test****Table 7. Results Partial t-Test**

Variables	Koefisien Regresi(B)	Std. Error	t-value	Sig.	Remarks
(Constant)	-8,410	4,641	-1,812	0,074	
X1 Competence	0,332	0,093	3,552	0,001	Significance
X2 Training	0,185	0,084	2,202	0,031	Significance
X3 Work Environment	0,348	0,103	3,389	0,001	Significance
X4 Work Motivation	0,271	0,095	2,863	0,006	Significance
X5 Work Discipline	0,290	0,110	2,646	0,010	Significance

Source: Processed Data, 2025

Based on the results of the analysis presented in the table above, the following findings are obtained:

1. X1 (Competence) has a regression coefficient (B) of 0.332 with a significance value (Sig.) of 0.001, which is lower than 0.05. This indicates a significant positive effect on employee performance (Y). Each one-unit increase in competence increases the dependent variable, employee performance, by 0.332 points. Based on these results,  $H_1$  is accepted and  $H_0$  is rejected.
2. X2 (Training) has a regression coefficient (B) of 0.185 with a significance value (Sig.) of 0.031, which is lower than 0.05. This indicates a significant positive effect on employee performance (Y). Each one-unit increase in training increases employee performance by 0.185 points. Based on these results,  $H_2$  is accepted and  $H_0$  is rejected.
3. X3 (Work Environment) has a regression coefficient (B) of 0.348 with a significance value (Sig.) of 0.001, which is lower than 0.05. This indicates a significant positive effect on employee performance (Y). Each one-unit increase in the work environment variable increases employee performance by 0.348 points. Based on these results,  $H_3$  is accepted and  $H_0$  is rejected.
4. X4 (Work Motivation) has a regression coefficient (B) of 0.271 with a significance value (Sig.) of 0.006, which is lower than 0.05. This indicates a significant positive effect on employee performance (Y). Each one-unit increase in work motivation increases employee performance by 0.271 points. Based on these results,  $H_4$  is accepted and  $H_0$  is rejected.

5. X5 (Work Discipline) has a regression coefficient (B) of 0.290 with a significance value (Sig.) of 0.010, which is lower than 0.05. This indicates a significant positive effect on employee performance (Y). Each one-unit increase in work discipline increases employee performance by 0.290 points. Based on these results, H5 is accepted and H0 is rejected.
6. Simultaneously, the variables X1 (competence), X2 (training), X3 (work environment), X4 (work motivation), and X5 (work discipline) all have a significant effect on employee performance (Y). This finding is consistent with Dessler's (2020) view that performance appraisal is an important managerial tool to ensure that individual performance meets established standards.

## DISCUSSION

### Competence

Based on the univariate descriptive analysis presented above, it can be observed that, in general, respondents' perceptions of the competence variable (X1) show a very positive tendency, with all indicators having average scores classified within the "good" category. The highest average item score is recorded for statement X1.5 (3.91), while the lowest average scores are found in statements X1.1 and X1.6 (3.60). The majority of respondents provided responses in the "Agree" (A) and "Strongly Agree" (SA) categories.

Based on the results presented in the table above, it can be concluded that employees of the Public Works and Spatial Planning Agency (DPUPR) of Kepahiang Regency are required to possess adequate technical competencies in accordance with their respective fields of duty. This finding is consistent with the theory proposed by Spencer and Spencer (1993), as cited in Susanto (2018), which explains in Competency Theory that improvements in employee competence through education, training, and work experience have a direct impact on enhancing organizational performance. High levels of competence not only support individual employee success but also contribute to overall organizational effectiveness.

### Training

Respondents' answers to the training variable (X2) also show very satisfactory results, with all eight indicators obtaining average scores classified within the "good" category. The highest average item score is achieved by statement X2.7 (3.82), followed by X2.8 (3.81) and X2.5 (3.78), highlighting respondents' positive perceptions of the relevance and benefits of the training received. The consistency of high average scores above 3.60 across all items indicates a strong consensus that training aspects have been well implemented and positively experienced by the respondents.

Based on the results presented in the table above, it can be concluded that training and employee development at the Public Works and Spatial Planning Agency (DPUPR) are regarded as long-term investments aimed at delivering high-quality public services. For instance, technical training provided to DPUPR employees in the field of infrastructure project management enhances their technical capabilities in carrying out development activities. This finding is in line with the study conducted by Kresnawati (2024), which indicates that the implementation of training programs contributes to the creation of a workforce with adequate capacity and expertise in their respective fields.

### Work Environment

Overall, responses to the work environment variable (X3) are categorized as "good," with the highest average item scores recorded for statements X3.4 (3.78) and X3.5 (3.78). These results indicate a high level of respondent satisfaction with aspects of social relationships and the comfort of the physical work environment. All six indicators of this variable have average

scores above 3.60, collectively confirming that respondents perceive strong support and conducive working conditions that help enhance their performance.

These findings are consistent with previous research by Galanakis and Peramatzis (2022), which explains that job satisfaction and dissatisfaction are influenced by two distinct groups of factors, namely motivators and hygiene factors. Based on this theory, it can be concluded that the findings of this study are aligned with and relevant to the working conditions at the Public Works and Spatial Planning Agency (DPUPR) of Kepahiang Regency. A favorable work environment, as a hygiene factor, helps prevent dissatisfaction, while motivation as a motivator enhances employees' enthusiasm and work dedication. Consequently, a conducive work environment contributes to improving the quality of employees at the DPUPR of Kepahiang Regency.

### **Work Motivation**

Descriptive analysis of the questionnaire responses for the independent variable indicates that, overall, the average scores of respondents' perceptions fall within the "good" category across all dimensions of the variable. The work motivation variable (X4) shows average item scores ranging from 3.56 to 3.86. These results indicate a strong positive perception among respondents regarding all aspects of the independent variable examined.

This finding is consistent with the hierarchy of needs theory proposed by Abraham Maslow (1943), which explains that human needs are structured hierarchically, ranging from basic needs to higher-level needs. This theory is relevant to the conditions of employees at the Public Works and Spatial Planning Agency (DPUPR) of Kepahiang Regency, where employees are motivated to work when their needs at a particular level have been fulfilled. For example, physiological needs may take the form of salary, safety needs may include job security, social needs may involve harmonious working relationships, and esteem needs may be reflected in job promotions and career development opportunities.

### **Work Discipline**

In general, the average scores of respondents' perceptions fall within the "good" category across all dimensions of the variable. The work discipline variable (X5) has average item scores ranging from 3.61 to 3.78. These results indicate a strong positive perception among respondents regarding all aspects of the independent variable examined.

This finding is in line with previous research by Skinner, as cited in Nuqul (2018), which suggests that in the context of public organizations, Reinforcement Theory has strong relevance, particularly in managing employee work discipline, especially at the Public Works and Spatial Planning Agency (DPUPR) of Kepahiang Regency. Discipline is not merely viewed as compliance with formal rules, but also as behavior shaped through consistent reward and punishment systems. When disciplined employees are consistently given recognition, such practices can foster a positive work culture. Conversely, undisciplined behavior is likely to persist if there are no firm consequences imposed by leadership.

### **Employee Performance**

Based on the responses provided by respondents (as presented in Table 4.10), the descriptive results of the questionnaire for the dependent variable, employee performance (Y), also show average scores that consistently fall within the "good" category. The average item scores range from 3.49 to 3.83. These findings indicate that respondents generally have positive assessments of the level of performance they have achieved or observed, which can subsequently be analyzed in relation to the independent variables that have also been categorized as "good."

Previous research by Mangkunegara (2014), as cited in Nengsih, Sari, and Ramadhanu (2019), explains that performance refers to the results of work achieved by employees in terms

of both quality and quantity, in accordance with the responsibilities assigned to them. For example, employees at the Public Works and Spatial Planning Agency (DPUPR) of Kepahiang Regency who possess technical competence in infrastructure project management, are supported by a conducive work environment, and demonstrate high work discipline are more likely to achieve optimal performance in regional development and public service delivery. Therefore, efforts to improve employee performance need to be implemented comprehensively and consistently.

## CONCLUSION

Competence has a positive and significant effect on employee performance. The results of the t-test show a t-value of 3.552 with a significance level of  $0.001 < 0.05$  and a regression coefficient of 0.332. This indicates that the higher the level of employee competence—encompassing knowledge, skills, and professional attitudes—the higher the resulting employee performance. Therefore, hypothesis H1 is accepted and H0 is rejected.

Training has a positive and significant effect on employee performance. The t-test results indicate a t-value of 2.202 with a significance level of  $0.031 < 0.05$  and a regression coefficient of 0.185. This finding demonstrates that appropriate, job-relevant, and continuous training can enhance employees' capabilities and productivity. Accordingly, hypothesis H2 is accepted and H0 is rejected. The work environment has a positive and significant effect on employee performance. The t-value is 3.389 with a significance level of  $0.001 < 0.05$  and a regression coefficient of 0.348. These results indicate that a comfortable, safe, and harmonious work environment creates favorable conditions that support improved employee performance. This variable is also identified as the most dominant factor influencing employee performance at the Public Works and Spatial Planning Agency of Kepahiang Regency. Therefore, hypothesis H3 is accepted and H0 is rejected. Work motivation has a positive and significant effect on employee performance. Based on the t-test, a t-value of 2.863 is obtained with a significance level of  $0.006 < 0.05$  and a regression coefficient of 0.271. This finding confirms that employees with high levels of internal and external motivation tend to demonstrate better performance. Thus, hypothesis H4 is accepted and H0 is rejected.

Work discipline has a positive and significant effect on employee performance. The t-test results show a t-value of 2.646 with a significance level of  $0.010 < 0.05$  and a regression coefficient of 0.290. Good work discipline—particularly in terms of punctuality, compliance with regulations, and responsibility for tasks—directly contributes to performance effectiveness. Accordingly, hypothesis H5 is accepted and H0 is rejected.

Simultaneously, all five variables have a significant effect on employee performance. The F-test results indicate an F-value of 11.155 with a significance level of  $0.000 < 0.05$ , meaning that the regression model used is appropriate and significant in explaining the relationships among variables. Therefore, hypothesis H6 is accepted and H0 is rejected..

## LIMITATION

The competence of employees at the Public Works and Spatial Planning Agency of Kepahiang Regency should be enhanced in accordance with their respective fields of work in order to optimize performance in carrying out assigned duties. This can be achieved through training programs, including workshops and seminars.

A good and comfortable work environment should be further improved by the Public Works and Spatial Planning Agency of Kepahiang Regency. Existing facilities must be adequate and well managed. The work environment should also be supported by effective communication among employees, as such conditions can enhance work motivation and enable employees to perform their tasks more effectively. Work discipline among employees at the Public Works and

Spatial Planning Agency of Kepahiang Regency must be enforced firmly, particularly with regard to compliance with workplace regulations. Clear sanctions or penalties should be imposed on employees who violate rules, so that employees become more disciplined in carrying out their duties and responsibilities. Non-technical factors should also receive attention, such as fostering open and participative internal communication. Harmonious relationships between supervisors and subordinates can reduce misunderstandings and enhance mutual trust. Effective communication will help employees convey problems or work-related pressures (mental stress) they experience.

Factors that may potentially cause mental stress among employees include high workloads, tight deadlines, uncomfortable working conditions, and fear or anxiety related to responsibilities in managing certain work activities within the DPUPR environment. Therefore, the agency needs to formulate policies oriented toward work-life balance and employee mental health, for example by implementing proportional workload management, providing relaxation spaces, and organizing work counseling programs. A supportive and appreciative organizational culture should be developed so that employees feel psychologically safe. In this way, employees will not only be able to work productively and with discipline, but will also maintain good mental health and high motivation in carrying out their duties.

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