

Factors Affecting Employee Performance At The Investment And One-Stop Integrated Service And Manpower Office (Dpmptsp Naker) Of Bondowoso Regency

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Abstract

Employee performance is an important factor in improving the quality of public services, especially in institutions handling licensing and manpower services. However, in recent years there have been indications of declining employee performance at the Investment and One-Stop Integrated Service and Manpower Office (DPMPTSP NAKER) of Bondowoso Regency, which is suspected to be influenced by various organizational and human resource factors. This study aims to analyze the influence of training, loyalty, work engagement, compensation, and work environment on employee performance at DPMPTSP NAKER Bondowoso Regency. This research employed a quantitative approach using explanatory research methods. Data were collected through questionnaires distributed to 67 civil servant and non-civil servant employees of DPMPTSP NAKER Bondowoso Regency during the period of December 2025 to March 2026. Data analysis was conducted using multiple linear regression with the assistance of SPSS software, preceded by validity, reliability, and classical assumption tests. The results showed that partially, training, loyalty, work engagement, compensation, and work environment had a positive and significant effect on employee performance. Simultaneously, these five independent variables also significantly affected employee performance, as evidenced by the calculated F-value of 71.181, which was greater than the F-table value of 2.370. These findings indicate that improving employee performance is influenced not only by individual abilities but also by organizational support through effective human resource management.

Keywords: training, loyalty, work engagement, compensation, work environment, employee performance.

Introduction

Human Resource Management (HRM) is one of the most important aspects in determining organizational success, especially in public sector organizations. Government institutions are required to provide effective, efficient, transparent, and responsive services to the public. In achieving optimal public services, the quality of human resources becomes a key factor determining organizational success. The Investment and One-Stop Integrated Service and Manpower Office of Bondowoso Regency is a regional government institution that plays an important role in licensing, investment, and manpower services. However, based on empirical conditions during 2023–2025, there has been a tendency for declining employee performance, as reflected in decreased Employee Performance Targets (SKP), attendance rates, limited service time, and work completion. The first issue relates to employee training, which has not been optimally implemented. The low participation of employees in training activities has caused competency and skill improvement to be less effective. The second issue concerns low employee loyalty, indicated by a lack of commitment and sense of belonging toward the organization. The third issue relates to work engagement, which has not been optimal, causing

employees to work merely to fulfill formal obligations. In addition, infrastructure systems that do not fully meet employee expectations and a less conducive work environment also affect employee performance. Therefore, this study is necessary to examine the factors affecting employee performance at the office. The objective of this research is to analyze the effect of training, loyalty, work engagement, compensation, and work environment on employee performance both partially and simultaneously.

Methods

This study used a quantitative approach with descriptive and verificative research types. The quantitative approach was used to objectively and measurably analyze the influence of training, loyalty, work engagement, compensation, and work environment on employee performance. The research was conducted at the Investment and One-Stop Integrated Service and Manpower Office of Bondowoso Regency, located at Ahmad Yani Street No. 137, Bondowoso Regency, East Java Province.

The population in this study consisted of all employees of the Investment and One-Stop Integrated Service and Manpower Office of Bondowoso Regency, totaling 67 employees consisting of civil servants (ASN) and non-civil servants. Considering the relatively limited population size, the sampling technique used was saturated sampling, where all members of the population were selected as research respondents. Thus, this study was able to describe the actual organizational conditions comprehensively. The independent variables in this study consisted of training (X1), loyalty (X2), work engagement (X3), compensation (X4), and work environment (X5). The dependent variable was employee performance (Y). Data collection techniques included observation, questionnaires, documentation, and interviews. Observations were conducted to directly observe employee working conditions, while questionnaires were used to obtain primary data from respondents based on indicators of each research variable. Documentation was used to obtain supporting data in the form of archives, reports, and organizational documents, while interviews were conducted to gather additional relevant information. The measurement of research variables used a Likert Scale ranging from 1 to 5, from strongly disagree to strongly agree. The collected data were analyzed using validity tests, reliability tests, descriptive analysis, classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and coefficient of determination analysis with the assistance of Statistical Product and Service Solution (SPSS) software.

The multiple linear regression equation model used in this study was as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + e$$

Description: Y = Employee Performance, X1 = Training, X2 = Loyalty, X3 = Work Engagement, X4 = Compensation, X5 = Work Environment, a = Constant, b = Regression coefficient, e = Error term.

Results and Discussion

This research was conducted at the Investment and One-Stop Integrated Service and Manpower Office of Bondowoso Regency, one of the regional government agencies with a strategic role in public services in investment, licensing, and manpower sectors. This institution is required to have professional and high-performing human resources to support effective, efficient, and accountable services. Therefore, the study focused on factors affecting employee performance, namely training, loyalty, work engagement, compensation, and work environment. The Investment and One-Stop Integrated Service and Manpower Office of Bondowoso Regency has the vision: "Realizing a Resilient, Excellent, Globally Competitive, and Cultured Bondowoso within the Framework of Faith and Piety," with missions focused on improving public services, inclusive economic development, human resource quality, and infrastructure based on community needs. The respondents in this study consisted of 67 employees, both civil servants and non-civil servants. Based on gender, respondents were dominated by males at 55.22%, while females accounted for 44.78%. Based on age, most respondents were in the productive age ranges of 31–40 years and 41–50 years. In terms of education, the majority held undergraduate degrees (Bachelor's Degree) at 61.54%. Based on years of service, most employees had worked for 11–15 years and more than 20 years, indicating considerable work experience. In addition, most respondents were civil servants, accounting for 88.06%. The descriptive analysis of respondents' answers on the training variable showed that most respondents gave positive assessments of the training provided by the organization. The majority agreed and strongly agreed that training improved employees' knowledge, skills, and work attitudes. Training was considered relevant to job requirements and capable of

supporting employee competency improvement in carrying out public service duties. The loyalty variable also received positive responses from respondents. Employees demonstrated a high intention to remain in the organization, willingness to sacrifice, and strong discipline. This indicates that employees have commitment and a sense of belonging to the institution, thereby supporting better performance. Employee work engagement was categorized as high. Most respondents reported high levels of enthusiasm, dedication, and absorption toward their work. Employees showed enthusiasm and emotional involvement in performing their duties, which contributed to increased work effectiveness. Most respondents gave positive assessments regarding compensation, particularly in terms of salary, incentives, and allowances. However, some respondents expressed dissatisfaction regarding bonuses. Overall, the compensation provided was considered capable of increasing employee motivation and job satisfaction. The work environment received very positive evaluations from respondents. Relationships among employees, relationships with supervisors, organizational communication, and work facilities were considered supportive of comfort and smooth work implementation. A conducive work environment helped improve employee morale and productivity. This research was conducted at the Investment and One-Stop Integrated Service and Manpower Office of Bondowoso Regency, one of the regional government agencies with a strategic role in public services in investment, licensing, and manpower sectors. This institution is required to have professional and high-performing human resources to support effective, efficient, and accountable services. Therefore, the study focused on factors affecting employee performance, namely training, loyalty, work engagement, compensation, and work environment. The Investment and One-Stop Integrated Service and Manpower Office of Bondowoso Regency has the vision: “Realizing a Resilient, Excellent, Globally Competitive, and Cultured Bondowoso within the Framework of Faith and Piety,” with missions focused on improving public services, inclusive economic development, human resource quality, and infrastructure based on community needs. The respondents in this study consisted of 67 employees, both civil servants and non-civil servants. Based on gender, respondents were dominated by males at 55.22%, while females accounted for 44.78%. Based on age, most respondents were in the productive age ranges of 31–40 years and 41–50 years. In terms of education, the majority held undergraduate degrees (Bachelor’s Degree) at 61.54%. Based on years of service, most employees had worked for 11–15 years and more than 20 years, indicating considerable work experience. In addition, most respondents were civil servants, accounting for 88.06%. The descriptive analysis of respondents’ answers on the training variable showed that most respondents gave positive assessments of the training provided by the organization. The majority agreed and strongly agreed that training improved employees’ knowledge, skills, and work attitudes. Training was considered relevant to job requirements and capable of supporting employee competency improvement in carrying out public service duties. The loyalty variable also received positive responses from respondents. Employees demonstrated a high intention to remain in the organization, willingness to sacrifice, and strong discipline. This indicates that employees have commitment and a sense of belonging to the institution, thereby supporting better performance. Employee work engagement was categorized as high. Most respondents reported high levels of enthusiasm, dedication, and absorption toward their work. Employees showed enthusiasm and emotional involvement in performing their duties, which contributed to increased work effectiveness. Most respondents gave positive assessments regarding compensation, particularly in terms of salary, incentives, and allowances. However, some respondents expressed dissatisfaction regarding bonuses. Overall, the compensation provided was considered capable of increasing employee motivation and job satisfaction. The work environment received very positive evaluations from respondents. Relationships among employees, relationships with supervisors, organizational communication, and work facilities were considered supportive of comfort and smooth work implementation. A conducive work environment helped improve employee morale and productivity.

Employee performance was categorized as high. Most respondents agreed and strongly agreed with indicators related to work quality, productivity, attendance, and work initiative. This indicates that employees were able to perform their duties effectively, discipline themselves, and take responsibility according to organizational standards.

Instrument testing in this study was conducted through validity and reliability testing. In the validity test, if the Pearson correlation value was equal to or greater than 0.30, the item was declared valid. The following are the results of the validity test for each research instrument:

Table 1. Validity and Reliability Test Results

Variabel / Indikator		koefisien korelasi (r hitung)	nilai batas (cut-off value)	Keterangan
Training (X1)				
X1.1	PKnowledge and Understanding	0,930	0.30	Valid
X1.2	Expertise and Skills	0,964	0.30	Valid
X1.3	Attitude/Behavior	0,949	0.30	Valid
Loyalty (X2)				
X2.1	Willingness to Survive	0,858	0.30	Valid
X2.2	Willingness to Sacrifice	0,900	0.30	Valid
X2.3	Presence and Discipline	0,875	0.30	Valid
Work Engagement (X3)				
X3.1	<i>Vigor</i>	0,870	0.30	Valid
X3.2	<i>Dedication</i>	0,950	0.30	Valid
X3.3	<i>Absorption</i>	0,938	0.30	Valid
Compensation (X4)				
X4.1	Salary	0,885	0.30	Valid
X4.2	Incentives	0,886	0.30	Valid
X4.3	Allowances	0,884	0.30	Valid
X4.4	Bonuses	0,774		
Work Environment (X5)				
X5.1	Relationships between coworkers	0,897	0.30	Valid
X5.2	Relationships with superiors	0,960	0.30	Valid
X5.3	Communication	0,926	0.30	Valid
X5.4	Work Facilities	0,889	0.30	Valid
Employee Performance (Y)				
Y1	<i>Quality of Work</i>	0,929	0.30	Valid
Y2	<i>Productivity</i>	0,958	0.30	Valid
Y3	<i>Dependability</i>	0,909	0.30	Valid

Source: Processed data

Results The results of the validity test in Table 4.8 of the variables Training, Loyalty, Work Involvement, Compensation, Work Environment and Employee Performance at the Investment, One-Stop Integrated Service and Manpower Office of Bondowoso Regency were measured using each indicator showing that the correlation coefficient value ($r_{count} \geq 0.30$), so the statement item is declared valid, because it is able to measure the intended variable.

In the reliability test, the statement instrument was declared reliable if the Cronbach's alpha value was >0.60 . The following are the results of the research instrument reliability test:

Table 2. Reliability Test Results

N of Items	cronbach's alpha	r table	Informatino
Training (X1)	0,942	0,6	Reliabel
Loyalty (X2)	0,848	0,6	Reliabel
Job Engagement (X3)	0,905	0,6	Reliabel
Compensation (X4)	0,871	0,6	Reliabel
Work Environment (X5)	0,936	0,6	Reliabel
Employee Performance (Y)	0,940	0,6	Reliabel

Source: Processed data.

Classical Assumption Tests

The following is a series of statistical tests used in linear regression analysis to ensure that the model is valid and produces unbiased estimates.

Normality Test

Multicollinearity Test

Heteroscedasticity Test

Table 3. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
Pelatihan (X1)	,906	1,104
Loyalitas (X2)	,254	3,944
Keterlibatan Kerja (X3)	,240	4,165
Kompensasi (X4)	,596	1,678

Source: Processed data

Based on table 3 above, it can be concluded that the tolerance value > 0.10 means there are no symptoms of multicollinearity and the VIF value < 10.00 means there are no symptoms of multicollinearity.

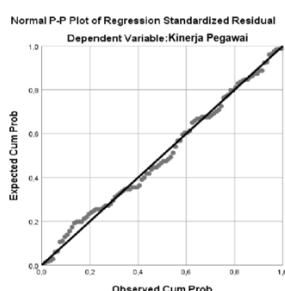


Figure 1. Normal P-P Plot
Graph P-P plot of Regression

It can be seen from Figure 2. Normal P-P plot of Regression Standardized residual that the points follow the diagonal line, so it can be concluded that the data is normally distributed.

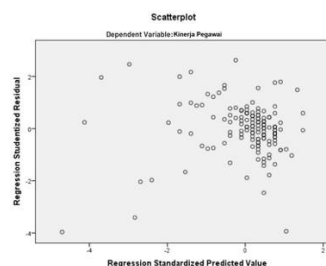


Figure 2. Scatterplots
It can be seen in Figure 3 above that there is no clear pattern, nor are there any points spread above and below the number 0 on the y-axis, so heteroscedasticity does not occur.

Results of Multiple Linear Regression Analysis

By utilizing the help of SPSS Statistics 22 software, the output results of multiple linear regression were obtained so that the linear regression model obtained was:

Table 4. Results of Multiple Linear Regression Analysis
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	2,370	1,519		1,560	,127
X1	,015	,056	,014	1,271	,007
X2	,435	,131	,323	3,322	,002
X3	,307	,127	,242	2,419	,019
X4	,056	,048	,074	1,164	,049
X5	,457	,085	,474	5,400	,000

Source: Processed data

Based on the results of the regression measurements shown in table 4, the following regression equation is obtained:

$$Y = 2,370 + 0,015 X1 + 0,435 X2 + 0,307 X3 + 0,056 X4 + 0,457 X5 + e$$

The explanation of the regression equation is as follows:

1. The intercept (constant) of 2.370 is positive, meaning that if Training, Loyalty, Job Engagement, Compensation, and the Work Environment are assumed to be constant (unchanged), then Employee Performance is positive or good.
2. The regression coefficient for the Training variable (X1) is positive: 0.015. This means that if Training is increased, Employee Performance will increase, assuming Loyalty, Job Engagement, Compensation, and the Work Environment remain unchanged.

3. The regression coefficient for the Loyalty variable (X2) is positive: 0.435. This means that if Loyalty is increased, Employee Performance will increase, assuming Training, Job Engagement, Compensation, and the Work Environment remain unchanged.
4. The regression coefficient for the Job Engagement variable (X3) is positive: 0.307. This means that if Job Engagement is increased, Employee Performance will increase, assuming Training, Loyalty, Compensation, and the Work Environment remain unchanged.
5. The regression coefficient for the Compensation variable (X4) is positive: 0.056. This means that if Compensation is increased, Training, Loyalty, Job Engagement, and Work Environment remain unchanged.
6. The regression coefficient for the Work Environment variable (X5) is positive: 0.457. This means that if the Work Environment is improved, Employee Performance will increase, assuming Training, Loyalty, Job Engagement, and Compensation remain unchanged.

Results of the Coefficient of Determination (R²) Test

The coefficient of determination in this study will be used to determine the extent of influence of the independent variable on the dependent variable. The results of the coefficient of determination test are outlined in Table 5 as follows:

Table 5. Results of the Determination Coefficient (R²) Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,924 ^a	,854	,842	1,320

Source: Processed data

The Adjusted R Square (adjusted R²) value of 0.842 or 84.2% indicates that the regression model used has very strong explanatory power. This means that the independent variables consisting of Training, Loyalty, Job Engagement, Compensation, and Work Environment are able to explain 84.2% of the variation that occurs in the dependent variable, namely employee performance. Thus, these five variables can explain the level of employee performance. Meanwhile, the remaining 15.8% is influenced by other factors outside this research model.

Hypothesis Test Results

Partial t-Test

The basis for the partial t-test is: If the calculated t-value is greater than the t-value and the significance value is less than the 5% level of significance (0.05), then H1 is rejected and H1 is accepted. The t-value at the 5% level of significance with 65 degrees of freedom (df = 65) is 1.997. If the test results are consistent with the above basis, there is a significant partial effect of each independent variable on the dependent variable. The results of the partial t-test can be seen in Table 6. below:

Tabel 6. Hasil Uji t (Parsial)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,370	1,519		1,560	,127
X1	,015	,056	,014	1,271	,007
X2	,435	,131	,323	3,322	,002
X3	,307	,127	,242	2,419	,019
X4	,056	,048	,074	1,164	,049
X5	,457	,085	,474	5,400	,000

Source: Processed data

The results of the partial t-test are as follows:

- H1. Testing the first hypothesis (H0.1), the calculated t value $\geq$ t table ($2.271 > 1.997$) and the Sig. value ($0.007 < 0.050$) mean that H0.1 is rejected or H1.1 is accepted. This indicates a partial effect between training and employee performance.
- H2. Testing the second hypothesis (H0.2), the calculated t value $\geq$ t table ($3.322 > 1.997$) and the Sig. value ($0.002 < 0.050$) mean that H0.2 is rejected or H1.2 is accepted. This indicates a partial effect between loyalty and employee performance.
- H3. Testing the third hypothesis (H0.3), the calculated t value $\geq$ t table ($2.419 > 1.997$) and the Sig. value ($0.002 < 0.050$) mean that H0.2 is rejected or H1.2 is accepted. ($0.019 < 0.050$), meaning H0.3 is rejected or H1.3 is accepted. This indicates a partial effect between Work Engagement and Employee Performance.
- H4. Testing the fourth hypothesis (H0.4), the calculated t value $\geq$ t table ($2.164 > 1.997$) and the Sig. value ($0.049 < 0.05$), meaning H0.4 is rejected or H1.4 is accepted. This indicates a partial effect between Compensation and Employee Performance.
- H5. Testing the fifth hypothesis (H0.5), the calculated t value $\geq$ t table ($5.400 > 1.997$) and the Sig. value ($0.000 < 0.05$), meaning H0.5 is rejected or H1.5 is accepted. This indicates a partial effect between Work Environment and Employee Performance.

F Test (Simultaneous)

The basis for decision-making is that if F count $\geq$ F table and the Sig value < 0.05 , then Ho is rejected and H1 is accepted. The F table value at the 5% significance level with df1 = 5 and df2 = 61 is 2.37. This means that if the simultaneous test is in accordance with the decision-making basis above, the five independent variables simultaneously influence the dependent variable. The results of the F test can be seen in Table 7 below:

Table 7. F-Test Results (Simultaneous)

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	620,436	5	124,087	71,18	,000 ^b
	Residual	106,340	61	1,743	1	
	Total	726,776	66			

Sumbe Source: Processed data

- H6. The results of the sixth hypothesis test are that the calculated F value $\geq$ F table ($71.181 > 2.370$) and the Sig. value ($0.000 < 0.05$) then Ho.6 is rejected and H1.6 is accepted, meaning that the independent variables (Training, Loyalty, Work Involvement, Compensation and Work Environment) simultaneously have a significant effect on the dependent variable (Employee Performance).

Discussion

The results of this study indicate that training has a positive and significant impact on employee performance at the Bondowoso Regency Investment, One-Stop Integrated Service, and Manpower Office. The training provided to employees improves technical abilities, knowledge, and work skills needed to deliver public services. Employees who participate in regular training tend to have a better understanding of work procedures, are able to complete tasks more quickly, and exhibit better work quality than those who receive less training. Therefore, the better the training provided by the organization, the higher the employee performance.

In addition to training, employee loyalty has also been shown to positively impact employee performance. Loyalty reflects the level of employee commitment and loyalty to the organization. Employees with high loyalty demonstrate greater responsibility, discipline, and dedication in carrying out their duties and work. High loyalty also encourages employees to maintain service quality and strive to support the achievement of organizational goals. Therefore, increasing employee loyalty is a crucial factor in improving employee performance in government organizations.

The results also indicate that work engagement has a significant impact on employee performance. Employees with high levels of job engagement tend to be more enthusiastic, focused, and passionate

about their work. Good job engagement demonstrates an emotional attachment to their work and organization, leading to a greater sense of responsibility for the results achieved. This translates into increased employee efficiency and effectiveness in carrying out public service duties.

Compensation also has a positive impact on employee performance. A fair and appropriate reward system commensurate with workload can increase employee motivation, job satisfaction, and enthusiasm in carrying out their duties. Employees who feel they are being duly recognized for their contributions will be encouraged to work optimally and deliver the best results for the organization. Therefore, providing appropriate compensation is an important strategy for improving employee performance.

Furthermore, the work environment has been proven to have a positive and significant impact on employee performance. A comfortable, safe, and harmonious work environment, supported by adequate work facilities, creates a comfortable working atmosphere for employees. These conditions help employees be more focused, comfortable, and productive in carrying out their work. Good working relationships between employees and between superiors and subordinates also contribute to optimal performance.

Simultaneously, research results show that training, loyalty, work engagement, peace, and the work environment collectively have a significant impact on employee performance at the Bondowoso Regency Investment, One-Stop Integrated Service, and Manpower Office. This indicates that improving employee performance is not influenced by a single factor, but rather by a combination of various mutually supportive internal and external factors. Thus, organizations need to pay attention to all these aspects comprehensively in order to be able to improve the quality of human resources and the effectiveness of public services optimally.

Based on the research results and discussion regarding the factors influencing employee performance at the Bondowoso Regency Investment, One-Stop Integrated Service, and Manpower Office, it can be concluded that training, loyalty, work engagement, compensation, and the work environment have a positive influence on employee performance. The training provided can improve employees' abilities, knowledge, and skills in carrying out their duties, thereby improving work quality. Employee loyalty also plays a role in increasing responsibility, commitment, and dedication to the organization. Furthermore, high work engagement encourages employees to be more active, focused, and take initiative in their work.

Fair compensation commensurate with workload has been shown to increase employee motivation and job satisfaction. Furthermore, a comfortable, harmonious, and supportive work environment positively impacts employee productivity. Simultaneously, these five variables significantly influence employee performance, so improving performance requires integrated and sustainable human resource management.

The results of this study provide theoretical, practical, and policy implications. Theoretically, this research reinforces the concept of human resource management, which states that employee performance is influenced by both internal and external organizational factors, such as training, loyalty, work engagement, compensation, and the work environment. This research can also serve as an empirical reference in developing human resource management studies, particularly in the public sector. Practically, the results of this study can be used as a reference for the Bondowoso Regency Investment, One-Stop Integrated Service, and Manpower Office in improving the quality of human resource management. The agency needs to provide relevant and ongoing training, increase employee loyalty and work engagement, provide fair compensation, and create a comfortable and conducive work environment to enhance productivity and the quality of public services. From a policy perspective, the results of this study indicate that improving employee performance requires a comprehensive and sustainable apparatus management policy. Local governments are expected to support human resource development through competency enhancement, proportional reward systems, and providing a work environment that supports the creation of professional and high-quality public services.

Based on the research findings, the researchers offer several recommendations. For scholars, this research is expected to serve as a reference in the development of human resource management science, particularly as it relates to employee performance in the public sector. Further research is recommended. For agencies, it is recommended to improve the quality of training tailored to employee job needs, strengthen employee loyalty and engagement through effective communication and training, provide fair and transparent empowerment, and create a more comfortable and productive work environment to optimize employee performance.

For future researchers, it is recommended to use more diverse research approaches, such as qualitative or mixed methods, and expand the research object to other agencies or regions to achieve broader and more comprehensive generalizability.

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