



## **Examining Factors That Affect Employee Performance**

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### **Abstract**

This research aims to determine and analyze the effect of education and training variables, work environment, employee competence, and leadership on employee performance at the Regional Public Works Office of Takalar Regency. The population of this study was all employees of the Regional Public Works Office of Takalar Regency, with a total sample of 52 people. The data analysis method used is multiple linear regression analysis using the SPSS program with primary data processing to obtain information about the effect of the dependent variable partially and simultaneously. The study results indicate that the variables of education and training, work environment, employee competence, and leadership affect employees' performance at the Regional Public Works Office of Takalar Regency. Likewise, the partial analysis found that the four independent variables affected the performance of employees at the Regional Public Works Office of Takalar Regency. Education and training variables are the most dominant variables that have the most influence on improving performance. Based on the results of this study, the authors suggest to policymakers at the Regional Public Works Office of Takalar Regency to further improve employee performance by paying attention to education and training factors for employees, trying to improve employee competence in mastering the fields of each employee, and improving leadership aspects.



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## **Introduction**

In the current era of globalization, realizing good governance is something that cannot be negotiated and is fulfilled (Mogot et al., 2019). The principles of good governance include, among others: (1) accountability which is defined as the obligation to account for its performance; (2) openness and transparency in the sense that the public can not only access a policy but also play a role in the process of its formulation; (3) obedience to the law in the sense that all activities are based on

the applicable legal rules and those legal rules are implemented fairly and consistently; and (4) community participation in various general government and development activities (Sunaryo, 2016).

In this context, applying the principles of "good governance" in government management is a significant demand because the community is starting to be critical in monitoring and evaluating the benefits and values obtained from services from government agencies (Moento et al., 2019). On the other hand, measuring the success or failure of government agencies in carrying out their main tasks and functions is difficult to do objectively because a performance measurement system has not been implemented that can inform the level of success in an objective and measurable manner from the implementation of programs in a government agency (Sofyani & Akbar, 2015). The organization is a complex entity that seeks to allocate human resources to achieve a goal fully. If an organization can achieve the goals that have been set, it can be said that the organization is effective. One of the goals of the organization is to improve employee performance. Where performance is the result of work in quality and quantity achieved by an employee in carrying out his work (Asralidin & Iba, 2021).

Along with its development, all organizations are required to be able to compete to provide full service, including government organizations. Likewise, government officials as public servants and government servants are also required to be able to provide services to the community because this is already one of the functions that must be carried out by the government, which has the task of carrying out the entire process of implementing development in various sectors of life from the main level to the regional level. Talking about the performance and achievement of organizational goals can not be separated from who is there and runs the organization, none other than humans themselves. As an organizational element, humans have a significant role in carrying out their functions in the context of organizational progress. The potential of every individual in the organization must be utilized and possible to provide maximum results where the success of the organization is highly dependent on the role of humans in it because humans are potential resources and are a source of strength to drive the wheels of organizational activity (Adam et al., 2020).

Human resources must be directed and coordinated to produce the best contribution to the organization so that the organization's goals can be realized (Fadhil, 2016). To know the performance of employees in a public organization is very important or, in other words, has a very strategic value. Information about the performance of the apparatus and the factors that influence the performance of the apparatus is critical to know so that the measurement of the performance of the apparatus should be translated as an evaluation activity to assess or see the success and failure of the implementation of the duties and functions assigned to him. Therefore, performance evaluation is an analysis of the interpretation of the success and failure of performance achievement (Panjaitan, 2017). As in the Regulation of the Minister for Empowerment of State Apparatus number PER/09/M.PAN/5/2007 article 12 paragraphs 1 and 2 concerning general guidelines for determining performance indicators within government agencies which states that: (1) Government agencies carry out performance analysis and evaluation by paying attention to the achievement of performance indicators to complement the information generated in performance measurement and used for performance improvement and performance accountability improvement. (2) Performance analysis and evaluation, as referred to in paragraph 1, shall be carried out periodically and simply by examining existing facts in the form of obstacles, obstacles, and other information.

One of the efforts to achieve organizational goals is the involvement of all members of the organization, where they genuinely devote themselves to the organization by carrying out their duties as well as possible, which is manifested in a form called employee commitment to the organization (Adam et al., 2020). Every employee in the organization needs this commitment. Commitment is a work attitude that is needed to move and direct the body of the organization. As emphasized in Article 3 paragraph (1) of Law Number 43 of 1999 concerning the Principles of Employment (1999:4), namely: "Civil servants are located as elements of the State apparatus whose duty is to provide services to the community in a professional, honest, fair manner. and evenly in the implementation of the tasks of the State, government, and development."

For this reason, employees are required to have good performance, so there is a need for a proportional performance appraisal of each employee's programs and activities. Performance appraisal of Civil Servants is based on Government Regulation No. 10 of 1979 concerning Assessment of the Work Implementation of Civil Servants. The elements assessed in the work implementation assessment are loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative, and leadership. With this assessment, each employee can assess the decisions.

The quality of an organization's human resources is one of the main factors for the good or bad of the organization. If human resources are weak, then organizational development can be hampered, and productivity will be limited so that the organization cannot compete, either on a local, regional, or global scale. Organizations take various ways to obtain human resources with high quality, productive work ethic, skills and creativity, professionalism, discipline and can master and develop the technology. Some of them are through education and training for their human resources, a good work environment, and the availability of adequate office competencies. They cannot be separated from the role of office leaders (Handayani, 2019). Training for organizations is carried out to increase productivity. In contrast, training for employees is carried out to improve performance because every human being needs to learn and practice to have adequate competence and ability in doing a job. Mangkunegara (2003) suggests that performance results from work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him. From this point of view, it appears the importance of training and education programs for employees because employees will feel the attention of the organization to improve their performance further.

An organization's success depends not only on how the organization produces human competencies but also on how the organization supports the abilities possessed by employees at work, such as creating a conducive work environment and competent employees (Hartawati & Sahur, 2020). The company's support for the capabilities possessed by employees is essential, considering that the company's environment, both internal and external, is constantly undergoing continuous change. The ability to work is owned by employees so that the activities or work that are their responsibility can be completed correctly following the provisions that have been set. The workability of employees is determined by the ability of knowledge, skills, and attitude abilities. Some indications of these work abilities can indicate overall workability, whereas the abilities possessed by an employee can indicate the level of workability possessed (Marsinem et al., 2018).

The workability of the employee reflects the performance that the employee will produce. The ability possessed by an employee is essential for every employee to adjust and adapt to the

environment in his company. The workability of employees is considered necessary, so leaders need to understand the characteristics possessed by employees (Marsinem et al., 2018; Mita, 2021). Through these efforts, it can create a more appropriate working atmosphere for efforts to improve the performance of employees. From this description, achieving good employee performance is strongly influenced by the education and training of employees, conducive working environment conditions, the competence of employees, and the role and support of the leadership. This also happened to the Regional Public Works Office of Takalar Regency, where this research was carried out. Employees will be able to improve their performance by looking at the four elements, namely education and training, work environment, competence, and leadership.

## **Theoretical Framework and Hypotheses**

Human resources is a relatively new concept in the world of management and organization and became popular in the early decades of the seventies when behavioral science research showed that human management or labor is considered as a resource rather than just a factor of production, which will provide tangible benefits for the organization or company (Ramadhania & Novianty, 2020). The term human resources refer to the people in the organization. When managers engage in human resource activities as part of their work, they seek to facilitate the contributions made by people to achieve organizational goals. The importance of human resource efforts stems from the fact that humans are an element that is always present in every organization. They set goals and find innovations to achieve organizational goals (Panjaitan, 2017).

Performance is an achievement that results from a function's process or way of acting. Performance is related to human resource activities in carrying out assigned work (Fista Dermawanti, 2021). Performance is derived from the notion of performance, so performance, according to Armstrong and Baron (Heri & Andayani, 2020), is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy. Because performance is an activity related to the elements involved in a process, achieving the desired output is the standard of work in the organization. Good performance often assesses their performance, increases self-confidence and self-esteem, and gets the satisfaction they deserve from their work, while poor performance may also be due to internal factors.

The theory of leadership as a performance factor has been known for a long time, and until now, it is still experiencing the development of various expert opinions. (Sutarto, 2001; Yusuf, 2018) defines leadership as the ability to create group activities to achieve organizational goals with maximum effectiveness and cooperation from everyone. Manullang (2007) states that leadership is the process of influencing others to act to realize the goals that have been determined. According to PP No. 10 of 1987, that leadership is the ability of a civil servant to convince others so that they can be directed optimally to carry out their primary tasks.

Education is an activity carried out by students to improve their abilities, in line with that (Jalaluddin, 1997; Handayani, 2019) suggests that education is conscious guidance from educators on the physical and spiritual development of students towards the formation of humans who have the leading personality and ideal. Furthermore (Jalaluddin, 1997; Adam et al., 2020) describe education

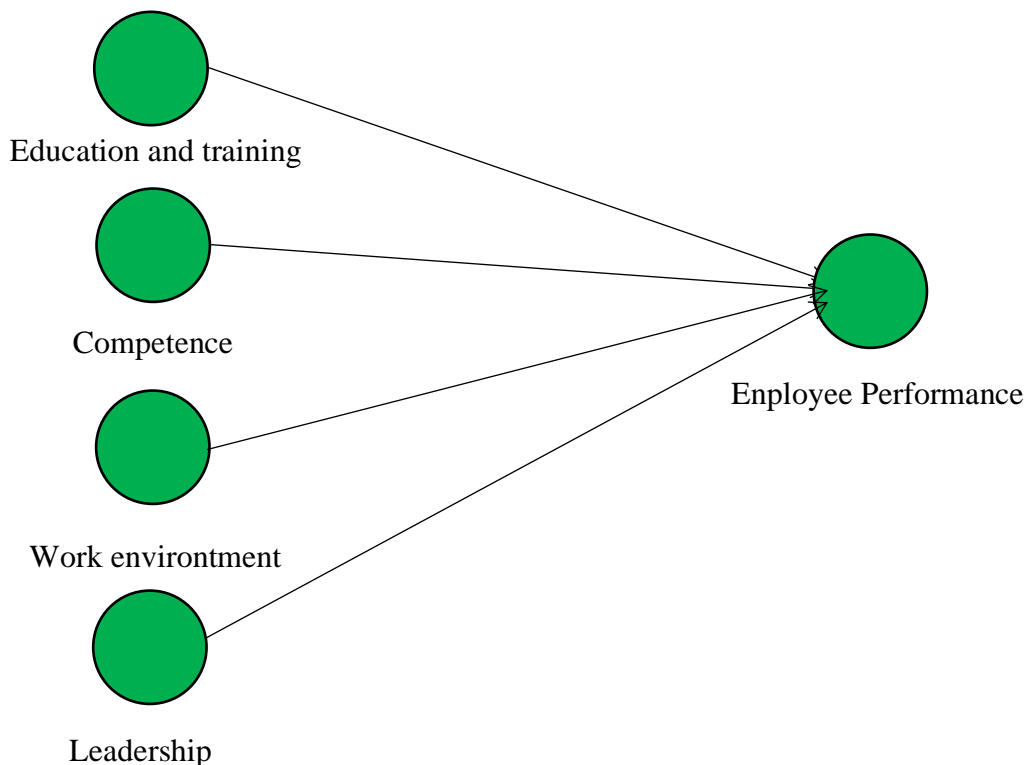
as an effort by the older generation to transfer their knowledge, experience, skills, and skills to the younger generation to prepare them to understand their life functions physically and spiritually. In this study, the education referred to is education and training related to the duties and responsibilities of the operational staff of the Takalar Regency Public Works Department. According to (Filippo, 2006; Aulia & Sasmita, 2014), training education is an effort to increase the knowledge and expertise of an employee doing a particular job. Furthermore (Hasibuan, 1991; Wirotomo & Pasaribu, 2015) said that education improves work skills, both technical and managerial. Also, theory-oriented is carried out in long-lasting classes, usually answering Why. Thus, education and training are two inseparable activities in a training activity that aims to improve academic and practical abilities along with training following their job duties and responsibilities.

According to Sumarjono (2015), the notion of the work environment is the primary support for implementing a work process (workspace conditions, work comfort, work safety, harmony between employees, and the availability of work tools/equipment). Availability of the work environment aims to simplify, accelerate and optimize time efficiently to complete operational and managerial tasks to complete all work processes that rely on recording administration services. The working environment in question is a work environment in which the conditions of a quiet workspace, the creation of good services, the existence of security guarantees for employees, harmony between employees, and complete tools and work support.

Competence can be interpreted as a person's ability to deal with situations and circumstances in his work. A person's competence can be seen from his level of creativity, the innovations created, and his ability to solve a problem. Another definition states competence as knowledge, skills, attitudes, and behaviors that are characteristics of successful performance in a specific context (Cracklin & Carroll, 1998; Yuningsih, 2019). Competencies are the personal aspects of an employee that enable him or her to achieve superior performance.

The development of an increasingly fast environment and increasingly fierce competition requires every organization to be able to face global challenges, especially competition and competent human resources (HR) in their fields. HR competence is needed if an organization wants to exist during the increasingly fierce competition (Ramadhania & Novianty, 2020). Therefore, it is not surprising that whether an organization is running is influenced by how high the quality of HR performance is and the organization's ability to make maximum use of external resources. Organizations must prepare themselves to avoid encountering various obstacles that can hinder their productivity in facing the competition. Organizations must also make every effort to avoid increasingly complex constraints with levels of variety, intensity, and scope that may not have been encountered, potentially harming the organization. Therefore, organizations often try to prepare quality management and human resources to become more resilient and able to work in new ways, have high skills, and have reliable work quality. Organizations take various ways to obtain human resources with high quality, productive work ethic, skills and creativity, professionalism, discipline and can master and develop the technology. One of them is through education and training for its human resources. In addition, a conducive work environment, the competence of employees, and the role or support of the leadership are also crucial in improving employees' performance.

- H1:** Education and training influences employee performance at the Regional Public Works Office of Takalar Regency
- H2:** The work environment affects employee performance at the Regional Public Works Office of Takalar Regency
- H3:** Employee competence influences employee performance at the Regional Public Works Office of Takalar Regency
- H4:** Leadership influences employee performance at the Regional Public Works Office of Takalar Regency



**Figure 1. Conceptual Framework**

## **Research Method**

This type of research is quantitative research. The population in this study were Civil Servants at the Regional Public Works Office of Takalar Regency, with as many as 104 employees. The sampling method in this study used a proportional sampling technique and took 50% of the total population. The number of samples used was 52 people. The data in this study uses primary data collected by distributing questionnaires to all respondents filled with several statements with five answer options that will be given a weighted score such as answers (Strongly Agree=5, Agree=4, Moderately Agree=3, Disagree=2, Strongly Disagree=1). The data collected will be analyzed through several stages of testing, namely. The first stage is to do a descriptive analysis. The second stage is to

test the quality of the data, which consists of (a validity test and a reliability test). The third stage is to test all the hypotheses proposed in this study which will be proven through a partial test and a coefficient of determination test.

**Table 1. Variable Operationalization**

Variable	Code	Indicator	Major Reference
Education and training (X1)	<ul style="list-style-type: none"> <li>• X1.1</li> <li>• X1.2</li> <li>• X1.3</li> <li>• X1.4</li> <li>• X1.5</li> </ul>	<ul style="list-style-type: none"> <li>• Employee's ability to follow the education and training</li> <li>• Compatibility of educational background with duties and responsibilities in the office</li> <li>• Availability of training equipment and supplies</li> <li>• Ability to adapt training followed by tasks and jobs</li> <li>• Ability and mastery of training applied in the office</li> </ul>	(Aulia & Sasmita, 2014; Handayani, 2019)
Work environment (X2)	<ul style="list-style-type: none"> <li>• X2.1</li> <li>• X2.2</li> <li>• X2.3</li> <li>• X2.4</li> <li>• X2.5</li> </ul>	<ul style="list-style-type: none"> <li>• Workspace conditions</li> <li>• Working comfort</li> <li>• Work safety</li> <li>• Harmony between employees</li> <li>• Availability of office facilities and infrastructure</li> </ul>	(Kasman et al., 2019; Weol, 2015)
Competence (X3)	<ul style="list-style-type: none"> <li>• X3.1</li> <li>• X3.2</li> <li>• X3.3</li> <li>• X3.4</li> <li>• X3.5</li> </ul>	<ul style="list-style-type: none"> <li>• Able to combine motives, traits and skills in their social roles as employees</li> <li>• Measurable knowledge, skills and behavior</li> <li>• Ability to work quickly in applying work</li> <li>• Have the skills and good qualities as an employee to work effectively</li> <li>• Improve basic skills to improve work performance higher</li> </ul>	(Mogot et al., 2019; Safitri et al., 2020; Wirotomo & Pasaribu, 2015)
Leadership (X4)	<ul style="list-style-type: none"> <li>• X4.1</li> <li>• X4.2</li> <li>• X4.3</li> <li>• X4.4</li> <li>• X4.5</li> </ul>	<ul style="list-style-type: none"> <li>• Leaders can think conceptually</li> <li>• Leaders can process administrative matters</li> <li>• Able to motivate employees well</li> <li>• Can lead employees</li> <li>• Able to direct and supervise employees well</li> </ul>	(Suprihatin & Sunarsi, 2021; Yusuf, 2018)
Employee Performance (Y)	<ul style="list-style-type: none"> <li>• Y1.1</li> <li>• Y1.2</li> <li>• Y1.3</li> <li>• Y1.4</li> <li>• Y1.5</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to carry out work in a set time</li> <li>• Ability to minimize the number of errors in carrying out work</li> <li>• Ability level at work</li> <li>• Ability to analyze data/information, ability/failure to use machines/equipment</li> <li>• Ability to evaluate (consumer complaints/objections)</li> </ul>	(Panjaitan, 2017; Safitriani, 2016; Surianti et al., 2020)

## Data Analysis and Discussion

### Data Analysis

The first stage is to test the quality of the data in the form of validity and reliability tests. The instrument is said to be good if the research instrument meets the main requirements, namely valid (sahih) and reliable (reliable). The results of the correlation coefficient calculation and the significance test by taking the r-count comparison are greater than the r-table value. The significance level is 5%,

$N = 50$ . The r-table value for the number of samples ( $N = 50$ ) is 0.231, so the results of the instrument validity test can be seen in table 2.

**Table 2. Validity and Reliability Test Results**

Variable	Question Items	Bivariate Person Correlation	r-table	Cronbach's Alpha	Info
Education and training	X1.1	0.575	0.236	0.941	Valid and reliable
	X1.2	0.689	0.237		Valid and reliable
	X1.3	0.698	0.238		Valid and reliable
	X1.4	0.621	0.239		Valid and reliable
	X1.5	0.786	0.240		Valid and reliable
Work environment	X2.1	0.786	0.241	0.941	Valid and reliable
	X2.2	0.689	0.242		Valid and reliable
	X2.3	0.450	0.243		Valid and reliable
	X2.4	0.786	0.244		Valid and reliable
	X2.5	0.440	0.245		Valid and reliable
Competence	X3.1	0.687	0.246	0.941	Valid and reliable
	X3.2	0.420	0.247		Valid and reliable
	X3.3	0.686	0.248		Valid and reliable
	X3.4	0.612	0.249		Valid and reliable
	X3.5	0.610	0.250		Valid and reliable
Leadership	X4.1	0.657	0.251	0.941	Valid and reliable
	X4.2	0.641	0.252		Valid and reliable
	X4.3	0.617	0.253		Valid and reliable
	X4.4	0.603	0.254		Valid and reliable
	X4.5	0.607	0.255		Valid and reliable
Employee performance	Y1.1	0.657	0.231	0.941	Valid and reliable
	Y1.2	0.641	0.232		Valid and reliable
	Y1.3	0.617	0.233		Valid and reliable
	Y1.4	0.603	0.234		Valid and reliable
	Y1.5	0.607	0.235		Valid and reliable

From table 2, the measuring instrument used in this study has a relatively high-reliability value (more than 0.7), so all research items can be said to be reliable; thus, it can be used as an instrument for measuring the variables set in the study.

The third stage is to test the hypothesis. To see the effect of Education and Work Environment, Employee Competence, and Leadership on Employee Performance, verification analysis was used with the regression method. Regression coefficient calculation is done by using SPSS software. The results of the calculation obtained the value of the regression coefficient as in table 3.

**Table 3. Results of Multiple Liner Regression Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.032	.642		.050	.960
	Training Education	.352	.111	.394	3.183	.003
	Work environment	.281	.106	.325	2,646	.011
	Employee Competence	.062	.116	.067	.536	.594
	Leadership	.193	.119	.209	1.617	.113
a. Dependent Variable: Performance						

Based on the data in table 4, the following regression equation is obtained:

$$Y = 0.032 + 0.352X_1 + 0.281X_2 + 0.062X_3 + 0.193X_4$$

Based on the regression analysis results, it can be interpreted that the value of  $b_0 = 0.032$ . This shows that if the independent variable remains or does not increase, the performance value is 0.032. The value of  $b_1 = 0.352$  indicates that if education and training are improved, there will be an increase in employee performance. The value of  $b_2 = 0.281$  indicates that if education and training are improved, there will be an increase in employee performance. The value of  $b_3 = 0.062$  indicates that if education and training are improved, there will be an increase in employee performance. The value of  $b_4 = 0.193$  indicates that if education and training are improved, there will be an increase in employee performance.

The coefficient of multiple correlations (R) on performance = 0.566, indicating a relationship between education and training, work environment, employee competence, and leadership on the performance of the employees of the Takalar District Public Works Department. A positive correlation indicates that the relationship between the four variables with performance is unidirectional. If the four variables are increased, there will be an increase in employee performance at the Regional Public Works Office of Takalar Regency. The coefficient of multiple determination (R<sup>2</sup>) or R Square on performance is 0.320, which means that 32% of changes in performance are caused by changes in the value of education and training, work environment, employees, and leadership competencies. In other words, the influence of the four variables on performance is 32%, and other factors influence the remaining 68%. The results of the analysis can be seen in table 4.

**Table 4. R Square Test Results**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.566 <sup>a</sup>	.320	.263	.7866

The F test was conducted to see the effect of education and training, work environment, employee competence and leadership on performance at the Regional Public Works Office of Takalar

Regency. The F test is done by comparing the regression in coefficients or it can also be seen from the level of alpha significance. If the value is significantly smaller ( $\alpha$ ) = 0.05 then there is a significant effect.

**Table 5. Simultaneous Test Results**  
ANOVA<sup>b</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.707	4	3.427	5.538	.001 <sup>a</sup>
	Residual	29.080	47	.619		
	Total	42.788	51			

From table 5, the significant level of the F test is 0.001 ( $P = 0.001$ ), meaning that there is a significant influence between education and training, work environment, employee competence, and leadership on the performance of the employees of the Takalar District Public Works Office. Furthermore, the T-test results between education and training variables, work environment on employee performance obtained a significance value = 0.000 < 0.05, which indicates there is a significant effect between education and training variables, work environment on employee performance. While the results of the test of leadership and competence variables on employee performance showed that there was an effect but not significant.

## Discussion

The results of testing the first hypothesis (H1) indicate that education and training positively and significantly affect performance. The questionnaire shows that the employees still feel inadequate in applying their education and training in their daily duties and responsibilities in the office. Employees think that to improve performance, they expect an increase in the quality of education and training. Because so far, they feel they do not have enough of it. That is why employees consider this variable to be important in performance so that the regression results show that this variable is the largest. This is in line with previous research conducted by (Sukriani, 2002; Wirotomo & Pasaribu, 2015), which partially concluded that the most dominant significant factor influencing employee performance is the education and training factor. One important thing is that the preparation of existing human resources in the regions, especially local government officials, must anticipate possible changes without the readiness of suitable apparatus to run the government to achieve the goals. For this reason, quality human resources are needed because the success of an organization in achieving its goals depends on the quality of its human resources. The quality of human resources affects its performance, so to improve performance can be through education and training.

Human resources are also the primary tool for the smooth activities of an agency because humans are a factor in the workforce that can develop better performance. For the performance of employees to be better, the agency does something in the form of education and training for employees. Because education and training will encourage employees to produce better performance for the achievement of organizational goals. Education and training are also effective ways to deal with some of the challenges large organizations face. These challenges include employee

obsolescence, socio-technical changes, and labor turnover. The ability to overcome these challenges is a critical success factor for organizations in maintaining practical human resources.

The results of testing the second hypothesis (H2) indicate that the work environment has a positive and significant effect on performance. The questionnaire shows that the employees are satisfied with the current working conditions in the office of the Takalar District Public Works Office. The work environment in the District Public Works Department, Takalar is quite in line with the expectations of the employees. The importance of a conducive work environment for improving performance for employees because this is the primary supporting process in the ongoing work process. So in the regression analysis, this variable was ranked as the second variable with the highest value after the education and training variables. This research is in line with research conducted by (Muhammad Nuhung, 2003; Nasib & Martin, 2018; Tolo et al., 2016), which shows that the incentives and work environment variables dominantly affect employee performance.

The work environment is everything around the workers, which can affect them in carrying out the tasks they carry out or are responsible for. The work environment dramatically affects performance to increase productivity because a good work environment will create ease of task execution. The work environment is everything around the workers, which can affect them by carrying out the assigned tasks. The work environment in the company also affects the performance carried out by employees. This work environment consists of physical and non-physical attached to employees so that it cannot be separated from efforts to develop employee performance. Working conditions are conditions where a good workplace includes a physical environment and a non-physical environment that can give the impression of being pleasant, safe, peaceful, and so on. If working conditions are reasonable, it can spur the emergence of a sense of satisfaction in employees, which can positively influence employee performance and vice versa. If working conditions are bad, employees will not have job satisfaction. A comfortable working environment will affect employees working harder and concentrating on completing their tasks according to schedule. The success of improving performance requires agencies to know the performance targets. If the performance goals are grown from within, the employee will form a self-strength, and if the work environment supports it, the achievement of performance will be easier.

The results of testing the third hypothesis (H3) indicate that competence affects employee performance but is not significant. In the questionnaire, it is seen that the answers of the less fortunate dominate the employees' answers. In general, they feel less capable of the competence of each employee. In this study, employee competence was measured from several indicators, namely being able to combine motives, traits, and skills in their social roles as employees, having measurable knowledge, skills, and behavior, being able to work quickly in applying for work, having good skills and traits as employees. To work effectively and can improve basic abilities to improve higher job performance. Of the five indicators above, it turns out that most of the employees stated that they were not able to apply them. The results of this study are in line with research (Heri & Andayani, 2020) which found that competence affects employee performance.

Competencies are the personal aspects of an employee that enable him or her to achieve superior performance. Competence is not just an aspect that is a prerequisite for a position but are aspects that determine the optimality of successful performance. Only the characteristics that underlie

successful/effective performance can be categorized as competencies. Likewise, the underlying ineffective performance cannot be categorized into competencies. Therefore, not all personal aspects of a worker are competencies. Competencies are only personal aspects (attitudes, skills, motives, and other characteristics) that can be measured and are essential for the achievement of successful performance. Competence produces critical behaviors on the job that distinguish those who perform superiorly and those who do not. Creative solutions are often direct responses to existing problems. Creative individuals can respond to all problems. A competent person can solve problems better than others. Such individuals enjoy challenges and tend to view problems as a means to an end. The ability to solve problems and find reasonable solutions is not enough. In an organization, a solution must be introduced and accepted by the responsible people responsible for the outcome. The organization must be open to new ideas and possible radical changes. The level of commitment made, the motivation of the people involved in finding the solution, and the level of satisfaction expected from the resulting solution often determine success.

The results of testing the fourth hypothesis (H4) indicate that leadership affects employee performance but is not significant. In the questionnaire, it is seen that reasonably competent answers dominate the employees' answers. In general, they feel that the leadership at the District Public Works Office of Takalar is good enough. In general, the leadership in the Public Works Office of Takalar Regency is considered good enough by the employees. This research is in line with research conducted by (Mahfud Halim, 2004; Gani, 2020; Hafid, 2018), which shows that the dominant factor is the leadership variable. Leadership as a management concept in organizations has a strategic position because it is central to all organizational activities. Leadership is necessary where there is a cooperative relationship in achieving organizational goals. Leadership can affect morale and job satisfaction, security, quality of work-life, and especially the level of achievement of an organization. Leadership also plays a critical role in helping groups or individuals achieve their goals. This follows the assumption of (Hasibuan, 2007; Novitasari, 2020) that leadership is "the process of influencing others to understand and agree about what will be done and how the task can be done effectively, and the process of facilitating individual and group efforts to achieve goals." Improving employee performance in an organization is very important because it will have a positive impact on the company and is expected to increase the company's effectiveness and efficiency. One way is through the creation of an effective leadership style. So, it is hoped that an effective leadership style has a good relationship with employee performance.

## **Conclusions**

The study results indicate that the variables of education and training, work environment, employee competence, and leadership affect employees' performance at the Regional Public Works Office of Takalar Regency. Likewise, the partial analysis found that the four independent variables affected the performance of employees at the Regional Public Works Office of Takalar Regency. Education and training variables are the most dominant variables that have the most influence on improving performance. Based on the results of this study, the authors suggest to policymakers at the Regional Public Works Office of Takalar Regency to further improve employee performance by

paying attention to education and training factors for employees, trying to improve employee competence in mastering the fields of each employee, and improving leadership aspects.

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