

(Original Article)

## Enhancing Employee Performance through Education, Training, Motivation, and Work Discipline in Tanah Bumbu

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**Abstract** : *Employee performance is a crucial factor in supporting the effectiveness of internal government supervision. As a Government Internal Supervisory Apparatus (APIP), the Regional Inspectorate plays a strategic role in ensuring accountability, transparency, and effectiveness in public governance. However, increasing organizational demands and the complexity of supervisory responsibilities require employees to possess adequate competencies, strong work motivation, and high levels of work discipline to achieve optimal performance. This study aims to examine the effects of education and training, work motivation, and work discipline on employee performance at the Regional Inspectorate of Tanah Bumbu Regency. A quantitative approach with a survey method was employed in this study. Data were collected through questionnaires distributed to all research respondents and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that education and training, work motivation, and work discipline have positive and significant effects on employee performance. Furthermore, these variables collectively contribute substantially to performance improvement. The results suggest that continuous human resource development through education and training programs, strengthening employee motivation, and maintaining consistent work discipline are essential factors in enhancing employee performance at the Regional Inspectorate of Tanah Bumbu Regency.*

**Keywords**: *education and training; work motivation; work discipline; employee performance; regional inspectorate*

### 1. Introduction

Human resources constitute a fundamental element in determining an organisation's success in achieving its established objectives. Within public sector organisations, the quality of human resources is of particular importance as it directly influences governmental effectiveness, the quality of public service delivery, and the achievement of development programmes. Government institutions are required to manage their human resources professionally to ensure optimal performance in responding to increasingly dynamic environmental changes. Consequently, improving employee performance has become one of the primary priorities within bureaucratic reform initiatives and the strengthening of good governance practices (Wibowo, 2022; Robbins & Judge, 2022).

Employee performance refers to the work outcomes achieved by individuals in carrying out the duties and responsibilities assigned to them in accordance with organisational standards. High levels of employee performance reflect the ability to complete tasks effectively, efficiently, and within specified timeframes. Conversely, poor employee performance may lead to reduced organisational productivity, hinder the achievement of institutional objectives, and diminish the quality of services provided to the public. According to Mangkunegara (2019), employee performance represents both the quality and quantity of work accomplished by an individual in fulfilling assigned responsibilities. Therefore, identifying factors that influence employee performance is essential for enhancing organisational effectiveness and sustainability.

In the context of local government administration, the Regional Inspectorate plays a strategic role as the Government Internal Supervisory Apparatus (*Aparat Pengawasan Intern Pemerintah*, APIP), responsible for overseeing the implementation of regional governance. Beyond its supervisory function, the Inspectorate also serves as a consultant, facilitator, and advisor to regional government agencies in promoting accountable and transparent governance. This strategic role requires Inspectorate personnel to possess high levels of competence, integrity, and professionalism in conducting oversight activities. Consequently, employee performance becomes a critical determinant of the effectiveness of the Inspectorate in fulfilling its organisational mandate.

One factor widely recognised as influencing employee performance is education and training. Education and training represent systematic organisational efforts aimed at enhancing employees' knowledge, skills, competencies, and attitudes to improve job performance. Dessler (2020) argues that education and training programmes constitute strategic organisational investments designed to strengthen human resource capabilities and enable employees to adapt to increasingly complex workplace demands. Employees who participate in continuous education and training programmes are generally better equipped to perform their duties, adapt to regulatory changes, and achieve higher levels of performance than those with limited opportunities for professional development.

In addition to education and training, work motivation is considered a significant determinant of employee performance. Work motivation refers to the internal and external forces that stimulate individuals to perform their duties effectively in pursuit of organisational goals. Robbins and Judge (2022) define motivation as the process that explains an individual's intensity, direction, and persistence in achieving particular objectives. Employees with strong motivation tend to demonstrate greater commitment, enthusiasm, and perseverance in accomplishing organisational targets. Conversely, low levels of motivation may contribute to decreased productivity, higher absenteeism, and poorer work outcomes.

Another important factor affecting employee performance is work discipline. Work discipline reflects employees' willingness and commitment to comply with organisational regulations, work standards, and established procedures. Hasibuan (2019) emphasises that work discipline is one of the most important operational functions of human resource management because higher levels of discipline are associated with improved employee performance. Effective work discipline is reflected in high attendance rates, compliance with organisational rules, punctuality in task completion, and responsibility in carrying out assigned duties.

Previous studies have consistently demonstrated that education and training, work motivation, and work discipline are closely associated with employee performance. Edison et al. (2022) found that effective education and training programmes significantly enhance employee competence and productivity. Similarly, Kasmir (2022) reported that work motivation positively influences employee performance within public sector organisations. Furthermore, Sedarmayanti (2021) identified work discipline as a critical factor contributing to organisational performance achievement. Despite these findings, empirical evidence regarding the influence of these variables remains inconsistent across different organisational settings and institutional contexts. Most previous studies have focused on general public organisations, educational institutions, or private-sector entities, while limited attention has been devoted to government internal supervisory institutions such as Regional Inspectorates. This gap highlights the need for further investigation into the factors affecting employee performance within public oversight organisations.

The Regional Inspectorate of Tanah Bumbu Regency faces various challenges in carrying out its supervisory functions. Increasing regulatory complexity, evolving governance standards, growing public expectations for transparency, and heightened demands for governmental accountability require employees to continuously improve their competencies and performance. Furthermore, the successful implementation of internal control systems and oversight activities depends not only on employees' technical capabilities acquired through education and training but also on their motivation and discipline in executing assigned responsibilities. These challenges underscore the importance of examining the determinants of employee performance within the Inspectorate environment.

This study offers a contribution to the existing literature by simultaneously examining the influence of education and training, work motivation, and work discipline on employee performance within a local government supervisory institution. Unlike previous studies that primarily focus on administrative or service-oriented public organisations, this research investigates these relationships within the unique context of a government internal oversight agency. Understanding these relationships is expected to provide valuable insights into human resource management practices that support effective governance and organisational performance.

Based on the foregoing discussion, this study seeks to answer whether education and training, work motivation, and work discipline significantly influence employee performance at the Regional Inspectorate of Tanah Bumbu Regency, both partially and simultaneously. The study also examines which of these variables exerts the most dominant influence on employee performance. Accordingly, the objective of this research is to analyse the effects of education and training, work motivation, and work discipline on employee performance within the Regional Inspectorate of Tanah Bumbu Regency and to identify the most influential factor among these variables.

Drawing upon the theoretical framework and previous empirical findings, this study proposes that education and training, work motivation, and work discipline positively and significantly affect employee performance. Furthermore, it is hypothesised that these variables collectively contribute to employee performance improvement and that one of them may exert a more dominant influence than the others. The findings are expected to contribute to the advancement of public-sector human resource management literature and provide practical recommendations for policymakers and organisational leaders in designing effective strategies to enhance employee performance and institutional effectiveness.

## 2. Method

This study employed a quantitative approach using an explanatory research design. The quantitative approach was selected because the study aimed to examine the causal relationships between education and training, work motivation, work discipline, and employee performance at the Regional Inspectorate of Tanah Bumbu Regency. Explanatory research is appropriate for investigating the influence among variables through hypothesis testing based on established theories and findings from previous studies (Sugiyono, 2023).

The research was conducted at the Regional Inspectorate of Tanah Bumbu Regency, a local government institution responsible for internal supervision of regional governance. The selection of this organisation as the research site was based on its strategic role in promoting accountable,

transparent, and effective governance while preventing administrative and financial irregularities within the local government system.

The population consisted of all employees working at the Regional Inspectorate of Tanah Bumbu Regency. Given that the population size was relatively small and accessible, a census approach (total sampling) was employed, whereby all members of the population were included as research respondents. This technique was selected to provide a comprehensive representation of organisational conditions and to minimise sampling errors (Sugiyono, 2023).

The study involved four variables: education and training, work motivation, work discipline, and employee performance. Education and training were measured using indicators related to knowledge enhancement, skill development, technical competence, job understanding, and professional development (Dessler, 2020). Work motivation was assessed through indicators including the need for achievement, need for affiliation, need for power, work enthusiasm, and commitment to work (Robbins & Judge, 2022). Work discipline was measured using indicators such as compliance with organisational regulations, punctuality, job responsibility, effective utilisation of working hours, and adherence to organisational standards (Hasibuan, 2019). Employee performance was evaluated based on work quality, work quantity, effectiveness in task execution, timeliness in completing assignments, and the ability to collaborate within the organisation (Mangkunegara, 2019).

Data were collected using a structured questionnaire distributed to all respondents. Responses were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to data analysis, the collected responses were screened and coded to ensure completeness and consistency.

Data analysis was conducted using Partial Least Squares Structural Equation Modelling (PLS-SEM) with the assistance of SmartPLS software. PLS-SEM was selected because it is capable of simultaneously analysing multiple relationships among latent variables and is suitable for studies with relatively small sample sizes. According to Hair et al. (2022), PLS-SEM is an effective analytical technique for predictive modelling and for examining complex relationships among latent constructs.

The analysis was carried out in two stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). The measurement model assessment aimed to establish the validity and reliability of the research instruments through tests of convergent validity, discriminant validity, composite reliability, and Cronbach's alpha. Convergent validity was considered satisfactory when indicator loadings exceeded 0.70 and the Average Variance Extracted (AVE) exceeded 0.50. Reliability was deemed acceptable when both composite reliability and Cronbach's alpha values were greater than 0.70 (Hair et al., 2022).

Following confirmation of the measurement model, the structural model was evaluated to determine the magnitude and significance of the relationships among education and training, work motivation, work discipline, and employee performance. The structural model assessment involved examining the coefficient of determination ( $R^2$ ), path coefficients, and predictive relationships among constructs. Hypothesis testing was conducted using the bootstrapping procedure to generate  $t$ -statistics and  $p$ -values. The proposed hypotheses were accepted when the  $t$ -statistic exceeded 1.96 and the  $p$ -value was below 0.05 at the 5 per cent significance level, indicating a statistically significant relationship between the variables (Hair et al., 2022).

To ensure the robustness of the model, additional assessments of predictive relevance and effect size were also considered where appropriate. These procedures provided a comprehensive evaluation of the explanatory power of the model and the contribution of each independent variable to employee performance at the Regional Inspectorate of Tanah Bumbu Regency.

### **3. Results And Discussion**

#### **Measurement Model Evaluation (Outer Model)**

Prior to hypothesis testing, the measurement model was evaluated to ensure that all indicators adequately measured the research constructs in terms of validity and reliability. The results indicated that all indicators associated with education and training, work motivation, work discipline, and employee performance achieved factor loadings above the recommended threshold. These findings demonstrate that the indicators were capable of representing their respective constructs appropriately and consistently.

Furthermore, the Average Variance Extracted (AVE) values for all constructs exceeded the recommended minimum level, indicating satisfactory convergent validity. The composite reliability and Cronbach's alpha coefficients also surpassed the accepted threshold values, confirming the reliability of the measurement instruments. These results suggest that the constructs of education and training, work motivation, work discipline, and employee performance satisfied the quality standards required in Partial Least Squares Structural Equation Modelling (PLS-SEM). Therefore, the analysis proceeded to the evaluation of the structural model.

#### **Structural Model Evaluation (Inner Model)**

The structural model assessment revealed that the coefficient of determination ( $R^2$ ) for employee performance was 0.971. This result indicates that 97.1 per cent of the variance in employee performance can be explained by education and training, work motivation, and work

discipline, while the remaining 2.9 per cent is attributable to other factors not included in the model.

The exceptionally high coefficient of determination demonstrates that the proposed model possesses substantial explanatory and predictive power in explaining employee performance within the Regional Inspectorate of Tanah Bumbu Regency. Accordingly, education and training, work motivation, and work discipline can be considered major determinants contributing to employee performance improvement in the organisation.

### **The Effect of Education and Training on Employee Performance**

The hypothesis testing results indicated that education and training have a positive and significant effect on employee performance. This finding suggests that improvements in education and training programmes are associated with higher levels of employee performance. Employees who receive continuous education and training opportunities tend to develop better knowledge, skills, and competencies, enabling them to perform their duties more effectively and efficiently.

Education and training represent important human resource development mechanisms designed to enhance employees' technical capabilities and professional competence. Individuals who participate in training activities are generally better equipped to understand organisational procedures, solve work-related problems, and adapt to changing organisational demands. In public sector organisations, these competencies are essential for maintaining service quality and organisational effectiveness.

The findings support the argument advanced by Dessler (2020), who emphasised that education and training constitute strategic investments capable of improving employee competence and organisational performance. The results are also consistent with the findings of Edison et al. (2022), who reported that effective training programmes significantly improve employee productivity and work quality. Within the context of the Regional Inspectorate of Tanah Bumbu Regency, education and training are particularly important due to the increasing complexity of supervisory functions, regulatory changes, audit requirements, and risk management practices. Consequently, continuous investment in employee development should remain a strategic priority for the organisation.

### **The Effect of Work Motivation on Employee Performance**

The results further revealed that work motivation has a positive and significant effect on employee performance. This finding indicates that employees with higher levels of motivation are more likely to demonstrate superior performance in carrying out their organisational responsibilities. Motivation serves as a driving force that encourages individuals to exert greater effort, maintain commitment, and achieve organisational goals.

Work motivation originates from both internal and external factors that influence employee behaviour. Motivated employees generally exhibit greater enthusiasm, stronger organisational commitment, and a higher willingness to complete tasks effectively. Conversely, low levels of motivation may contribute to reduced productivity, limited initiative, and lower-quality work outcomes. According to Robbins and Judge (2022), motivation explains the intensity, direction, and persistence of individual efforts towards achieving specific goals. In public organisations, motivational factors extend beyond financial incentives and include recognition, career development opportunities, supportive leadership, and favourable working conditions.

The findings are also consistent with McClelland's Theory of Needs, which suggests that individuals with a strong need for achievement are more likely to pursue higher levels of performance. Furthermore, the results support the findings of Kasmir (2022), who concluded that work motivation significantly enhances employee performance within public sector institutions. In the Regional Inspectorate of Tanah Bumbu Regency, motivation is particularly important because supervisory activities require high levels of responsibility, integrity, and commitment. Employees who are highly motivated are better prepared to address organisational challenges and contribute effectively to institutional objectives.

### **The Effect of Work Discipline on Employee Performance**

The study also found that work discipline has a positive and significant effect on employee performance. This finding indicates that employees who consistently comply with organisational regulations, procedures, and performance standards tend to achieve better work outcomes. Work discipline plays a crucial role in maintaining organisational order and ensuring that activities are conducted efficiently and effectively.

Employees who demonstrate high levels of discipline are generally more punctual, responsible, and committed to completing their duties according to organisational expectations. Such behaviour contributes to the establishment of a productive work environment and supports the achievement of organisational objectives. Hasibuan (2019) argued that work discipline represents one of the most important operational functions of human resource management because it directly influences organisational effectiveness and employee achievement.

The findings are consistent with those reported by Sedarmayanti (2021), who found that work discipline positively influences employee productivity and performance. In the context of the Regional Inspectorate of Tanah Bumbu Regency, discipline is particularly essential because supervisory functions require adherence to audit procedures, compliance with governmental regulations, and strict observance of reporting deadlines. Employees with strong discipline are therefore more capable of

maintaining work quality and minimising the likelihood of errors in supervisory activities.

### **The Simultaneous Effect of Education and Training, Work Motivation, and Work Discipline on Employee Performance**

The structural model results demonstrated that education and training, work motivation, and work discipline simultaneously exert a significant influence on employee performance. The coefficient of determination ( $R^2$ ) of 0.971 indicates that these three variables collectively explain 97.1 per cent of the variation in employee performance, while only 2.9 per cent is explained by other factors outside the research model.

These findings suggest that employee performance improvement cannot be achieved through a single intervention. Instead, organisations require an integrated human resource management strategy that simultaneously develops employee competencies, enhances motivation, and strengthens work discipline. Education and training improve technical knowledge and professional skills, motivation encourages employees to perform optimally, and discipline ensures that organisational activities are conducted in accordance with established standards and procedures.

The findings support contemporary human resource management theories which argue that employee performance is influenced by the interaction of competence, motivation, and behavioural factors (Armstrong & Taylor, 2023; Wibowo, 2022). When these factors operate effectively and simultaneously, organisations are better positioned to achieve strategic objectives, improve operational effectiveness, and deliver high-quality public services. Therefore, the management of the Regional Inspectorate of Tanah Bumbu Regency should continue to strengthen education and training programmes, establish effective motivational mechanisms, and enforce work discipline consistently to enhance employee performance and organisational effectiveness.

## **4. Conclusion**

Based on the findings of this study, it can be concluded that education and training, work motivation, and work discipline each have a positive and significant influence on employee performance at the Regional Inspectorate of Tanah Bumbu Regency. Education and training contribute to improving employees' technical competencies, knowledge, and professionalism, thereby enabling them to perform their duties more effectively and efficiently. Work motivation serves as a driving force that enhances employees' commitment, enthusiasm, and productivity in achieving organisational objectives. Meanwhile, work discipline ensures that employees carry out their responsibilities in accordance with established regulations, procedures, and organisational standards.

Furthermore, education and training, work motivation, and work discipline collectively exert a substantial influence on employee performance, as reflected by the high coefficient of determination obtained in this study. These findings indicate that employee performance improvement requires a comprehensive and integrated approach that simultaneously focuses on competency development, motivational enhancement, and the consistent implementation of organisational discipline. Accordingly, the Regional Inspectorate of Tanah Bumbu Regency should continue to strengthen its human resource development policies through sustainable training programmes, effective motivational strategies, and the enforcement of work discipline. Such efforts are expected to enhance employee professionalism, strengthen organisational effectiveness, and support the achievement of accountable, transparent, and high-quality local government supervision.

This study contributes to the growing body of literature on public-sector human resource management by providing empirical evidence regarding the determinants of employee performance within a government internal supervisory institution. Future research is encouraged to incorporate additional variables, such as leadership, organisational culture, job satisfaction, and organisational commitment, in order to develop a more comprehensive understanding of factors influencing employee performance in public sector organisations.

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