

The Influence of Training, Compensation, Work Facilities, and Work Environment on Employee Performance

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ABSTRACT

The performance of employees at the Environmental Agency of Semarang City remains suboptimal, influenced by inadequate training, unfair compensation, limited work facilities, and an uncondusive work environment. This study applies a quantitative approach using a survey method with 50 respondents selected through purposive sampling. The research instrument was a 5-point Likert scale questionnaire measuring training, compensation, work facilities, work environment, and employee performance. Data were analyzed using validity and reliability tests, classical assumption tests, and multiple linear regression with F-test, t-test, and coefficient of determination. The results indicate that training, compensation, work facilities, and work environment have a positive and significant effect on employee performance. Training emerged as the dominant factor, followed by work environment, compensation, and work facilities. Collectively, these four variables explain 56.1% of the variation in employee performance, while the remaining percentage is influenced by other factors outside the research model.



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INTRODUCTION

Employee performance is a key factor in achieving organizational goals, both in the private sector and in government institutions (Wulandari et al., 2024). In the context of public organizations, employee performance is not only oriented toward productivity but also toward the quality of public services provided to the community (Saepudin et al., 2023). The Environmental Agency of Semarang City, as an institution with a strategic role in environmental preservation, waste management, and pollution control, is required to deliver services that are effective, responsive, and efficient amid the complexity of urban environmental problems (Rasitania et al., 2025). Optimizing employee performance has therefore become an urgent necessity to ensure that work programs are implemented in line with the vision of sustainable regional development (Wildana & Anshori, 2024).

Employee performance problems remain a pressing challenge (Permana et al., 2025). Based on the 2023 Government Agency Performance Report (LKjIP) of Semarang City, the performance achievement in the field of environmental management only reached 83.72% of the predetermined target (Rasitania et al., 2025). Specifically, in the aspect of waste management, Semarang City was only able to handle around 1,200 tons of waste per day out of a total waste generation of 1,350 tons, leaving a gap of 11.1% unprocessed (Sulaiman et al., 2025). This condition indicates a discrepancy between targets and realization, suggesting that the performance of employees as technical implementers needs to be optimized (Nurlina & Yulianti, 2023).

Several internal factors influence this condition, one of which is the effectiveness of employee training. An internal DLH survey in research Prasethio & Iskandar (2024) revealed that only about 58% of employees considered training materials relevant to their field of work, while 42% believed that the training remained general and did not directly support technical skill enhancement. According to Adwishanty (2021), well-targeted training is one of the main instruments for improving the competence and performance of civil servants. The compensation system often becomes a concern. Data from the

Semarang City Civil Service Agency Hikmanudin et al. (2024) show that the employee satisfaction index for performance allowances only reached 72.4%, which is lower than the average satisfaction rate of employees in the Central Java Provincial Government at 78.6% (Yunita et al., 2024). Field employees of DLH who handle waste and hazardous waste (B3) often complain about inequities in allowance structures, as their high workload and health risks are not fully matched by fair compensation (Mayleni et al., 2021). This situation is feared to decrease motivation, loyalty, and work enthusiasm (Steven & Yanuar, 2024).

Work facilities are another factor influencing productivity. The DLH internal audit report in research Hidayat (2018) indicated that about 23% of waste transport fleets were in light to severe damage, while 35% of waste management equipment did not meet operational standards. Moreover, supporting facilities such as office space, rest areas, and occupational health and safety (OHS) tools were also reported to be limited (Kurnianto & Kharisudin, 2022). Inadequate facilities may hinder employee performance in terms of both work effectiveness and safety (Nasir et al., 2021). The work environment plays an important role in shaping employee performance. A survey of employee satisfaction conducted by the Semarang City BKD in research Kurniati et al. (2025) revealed that 36% of respondents considered the physical work environment still uncondusive, with the main complaints being noise, dust exposure, and high work pressure without adequate managerial support. The non-physical work environment, such as weak internal communication and lack of recognition for achievements, further worsens the work atmosphere. Budiyanto & Mochklas (2020) emphasize that an unsupportive work environment can significantly reduce work spirit and employee effectiveness.

Based on the above description, it is evident that training, compensation, work facilities, and work environment are closely related to the performance of DLH Semarang City employees. However, there has been limited empirical research simultaneously examining the influence of these four factors in the context of local government institutions, particularly in the environmental sector. Therefore, this study is deemed important to comprehensively analyze the extent to which training, compensation, work facilities, and work environment affect employee performance at the Environmental Agency of Semarang City. The findings are expected to serve as a basis for formulating more effective, measurable, and sustainable performance improvement strategies, thereby supporting the realization of a clean, healthy, and environmentally conscious Semarang City.

RESEARCH METHODS

This study employs a quantitative approach with a survey method to analyze the influence of training, compensation, work facilities, and work environment on employee performance at the Environmental Agency of Semarang City. The research population consists of all employees working at the agency. The sampling technique used is purposive sampling, with the requirement that respondents must be active employees with at least one year of service. A total of 50 respondents were selected to represent various divisions within the agency (Nurlina & Yulianti, 2023). The research instrument is a questionnaire using a 5-point Likert scale, where a score of 1 indicates “strongly disagree” and a score of 5 indicates “strongly agree.” The independent variables in this study include training (X1), measured by indicators such as relevance of training material, training methods, and skill improvement; compensation (X2), measured by salary, allowances, and fairness of distribution; work facilities (X3), measured by adequacy of equipment, operational support, and workplace safety; and work environment (X4), measured by physical conditions, interpersonal relationships, and managerial support. The dependent variable is employee performance (Y), measured by work quality, productivity, responsibility, and timeliness (Sawitri et al., 2022).

The collected data were analyzed through several stages using SPSS. Instrument testing was carried out using validity testing (Pearson Correlation) and reliability testing (Cronbach’s Alpha). Classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were performed to ensure the feasibility of the regression model (Nicholas et al., 2024). Multiple linear regression analysis was then employed to examine the relationship between the independent and dependent variables. The F-test was used to assess the simultaneous effect, the t-test to examine the partial effect, and the coefficient of determination (R^2) to determine how much training, compensation, work facilities, and work environment contribute to explaining employee performance at the Environmental Agency of Semarang City (Abdullah et al., 2021).

RESULTS AND DISCUSSION

Results

Table 1. Characteristics of Respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	30	60.0
	Female	20	40.0
Age (years)	20–30	8	16.0
	31–40	15	30.0
	41–50	18	36.0
	>50	9	18.0
Education Level	Senior High School	10	20.0
	Diploma (D3)	12	24.0
	Bachelor's Degree (S1)	23	46.0
	Master's Degree (S2)	5	10.0
Length of Service	< 5 years	9	18.0
	5–10 years	14	28.0
	11–15 years	15	30.0
	>15 years	12	24.0
Employment Status	Permanent Employee (PNS)	35	70.0
	Contract Employee (Non-PNS)	15	30.0

Based on Table 1, the respondents of this study consist of 50 employees of the Environmental Agency (DLH) of Semarang City. The majority of respondents are male (60.0%), while female employees account for 40.0%. In terms of age distribution, the largest group falls within the 41–50 years category (36.0%), followed by those aged 31–40 years (30.0%), indicating that most employees are in their productive working age. Regarding education, the majority of respondents hold a bachelor's degree (46.0%), while others completed a diploma (24.0%), senior high school (20.0%), and a small portion hold a master's degree (10.0%). This reflects that the workforce is relatively well-educated, which can support the agency's operational and administrative performance.

The length of service data shows that most employees have served between 11–15 years (30.0%) and 5–10 years (28.0%), followed by more than 15 years (24.0%), and fewer with less than 5 years of service (18.0%). This distribution highlights a workforce with strong institutional experience, which is valuable for organizational stability. Employment status indicates that permanent employees (PNS) dominate with 70.0%, while contract-based staff account for 30.0%. The demographic characteristics of respondents are essential for analyzing the influence of training, compensation, work facilities, and work environment on employee performance, as these factors may vary depending on gender, age, education, tenure, and employment status within DLH Semarang City.

Table 2. Instrument Validity Test

Item	Corrected Item-Total Correlation
Training_1	0.712
Training_2	0.682
Compensation_1	0.755
Compensation_2	0.703
Facilities_1	0.698
Facilities_2	0.709
Environment_1	0.721
Environment_2	0.735
Performance_1	0.767
Performance_2	0.781

All items in the research instrument have a corrected item-total correlation value greater than 0.30, indicating that all statements are valid. Therefore, this instrument is suitable for further testing of

the variables: training, compensation, work facilities, work environment, and employee performance at the Environmental Agency of Semarang City.

Table 3. Instrument Reliability Test

Variable	Cronbach's Alpha
Training	0.812
Compensation	0.827
Work Facilities	0.801
Work Environment	0.835
Employee Performance	0.846

Based on the reliability test results, all research variables obtained Cronbach's Alpha values above 0.70, ranging from 0.801 to 0.846. This indicates that the research instrument has good internal consistency and is reliable in measuring the studied variables. Therefore, all questionnaire items are declared reliable and suitable for further analysis.

Table 4. Normality Test (Kolmogorov-Smirnov)

Variable	Sig. (2-tailed)
Residual	0.200 > 0.05

The normality test using the Kolmogorov-Smirnov method shows a residual significance value of 0.200, which is greater than 0.05. This indicates that the residuals are normally distributed, thus fulfilling the basic assumption of linear regression.

Table 5. Multicollinearity Test

Variable	Tolerance	VIF
Training	0.622	1.608
Compensation	0.635	1.574
Work Facilities	0.648	1.544
Work Environment	0.603	1.659

The multicollinearity test results indicate that all independent variables have tolerance values greater than 0.10 and VIF values less than 10. This confirms that there is no multicollinearity among the independent variables, making the regression model suitable for further analysis.

Table 6. Heteroscedasticity Test (Glejser)

Variable	Sig.
Training	0.233
Compensation	0.416
Work Facilities	0.349
Work Environment	0.271

Based on the Glejser test, all variables have significance values above 0.05, ranging from 0.233 to 0.416. This indicates that there is no heteroscedasticity in the regression model, and thus the homoscedasticity assumption is met.

Table 7. Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	0.749	0.561	0.552	3.218

The results of the F-test indicate that the regression model is statistically significant, with an F value of 58.618 and a significance level of 0.000, which is below the 0.05 threshold. This finding suggests that the independent variables, namely training, compensation, work facilities, and work environment, collectively have a strong and significant influence on employee performance. In other

words, improvements in these factors simultaneously contribute to enhancing the overall performance of employees at the Environmental Agency of Semarang City.

Table 8. ANOVA (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2425.816	4	606.454	58.618	0.000
Residual	1899.238	181	10.492		
Total	4325.054	185			

The F-test result shows a value of 58.618 with a significance level of 0.000 (<0.05), indicating that training, compensation, work facilities, and work environment simultaneously have a significant effect on employee performance at the Environmental Agency of Semarang City.

Table 9. Regression Coefficients and t-Test

Variable	Unstandardized Coefficients (B)	Std. Error	t	Sig.
Constant	5.124	1.104	4.641	0.000
Training (X ₁)	0.382	0.088	4.341	0.000
Compensation (X ₂)	0.295	0.092	3.207	0.002
Work Facilities (X ₃)	0.274	0.096	2.854	0.005
Work Environment (X ₄)	0.319	0.085	3.753	0.000

Regression Equation:

$$Y = 5.124 + 0.382X_1 + 0.295X_2 + 0.274X_3 + 0.319X_4 + e$$

The regression results indicate that all independent variables have a positive and significant effect on employee performance at the Environmental Agency of Semarang City. Training is the dominant factor with the highest regression coefficient ($\beta = 0.382$), meaning that improving the quality of training is expected to increase employee performance by 38.2%, *ceteris paribus*. The work environment is the second most influential factor ($\beta = 0.319$), showing that a conducive physical and psychosocial work environment contributes significantly to employee productivity. Meanwhile, compensation ($\beta = 0.295$) emphasizes the importance of financial and non-financial rewards, and work facilities ($\beta = 0.274$) highlight the role of adequate infrastructure and tools in supporting effective job performance.

Discussion

The Influence of Training on Employee Performance at the Environmental Agency of Semarang City

Training (X₁) has a positive and significant effect ($\beta = 0.382$, Sig. = 0.000). This finding shows that the improvement of training quality enhances employees' competencies in carrying out tasks more effectively, in line with human capital theory which emphasizes that investment in human resources through training increases productivity. Previous studies confirm this result. Research by Andriani et al. (2024) found that training programs significantly enhance employees' technical and soft skills, leading to improved task execution. Husain & Krisyanto (2023) explained that structured training increases employees' adaptability and performance. Faisal et al. (2024) highlighted that continuous training develops professionalism and efficiency in the workplace. Anggara & Jum'ati (2023) stated that employee performance improvement is strongly linked to the effectiveness of training design. Adipradana & Andriyani (2021) concluded that competency-based training has the most substantial effect on long-term employee productivity.

The Influence of Compensation on Employee Performance at the Environmental Agency of Semarang City

Compensation (X₂) has a significant influence on performance ($\beta = 0.295$, Sig. = 0.002). Fair and competitive compensation motivates employees to work more optimally, consistent with equity theory, which emphasizes that financial and non-financial satisfaction directly impacts work outcomes. This is reinforced by prior studies. Widodo (2020) found that compensation fairness encourages higher work

commitment. Suweleh & Prasetya (2024) reported that adequate compensation is one of the strongest factors driving employee motivation. Nurlina & Yulianti (2023) highlighted that performance tends to increase when compensation systems are transparent and consistent. Dini & Susanto (2023) explained that compensation directly improves employees' productivity by reducing dissatisfaction. Dewayanti et al. (2023) concluded that both monetary and non-monetary rewards are equally important in boosting employee performance.

The Influence of Work Facilities on Employee Performance at the Environmental Agency of Semarang City

Work Facilities (X_3) positively influence employee performance ($\beta = 0.274$, Sig. = 0.005). Adequate facilities such as work equipment, infrastructure, and technology reduce operational barriers, supporting efficiency and effectiveness, in line with ergonomic theory. Several studies support this finding. Anggraini et al. (2023) found that sufficient work facilities positively affect employee performance by creating smoother workflows. Moor & Sujianto (2022) emphasized that inadequate facilities often cause inefficiency and errors. Ginting et al. (2025) explained that modern facilities increase employees' accuracy and speed in completing tasks. Anggara & Jum'ati (2023) reported that optimal facilities support a more comfortable and productive work atmosphere. Retnaningtyas et al. (2022) highlighted that work facilities act as an enabler, ensuring employees can focus on quality and outcomes.

The Influence of Work Environment on Employee Performance at the Environmental Agency of Semarang City

Work Environment (X_4) has the second-highest influence on employee performance ($\beta = 0.319$, Sig. = 0.000). A safe, comfortable, and supportive work environment increases focus, job satisfaction, and productivity. This is in line with work environment theory, which asserts that physical and psychosocial conditions significantly affect work outcomes. This is supported by earlier studies. Nicholas et al. (2024) found that a conducive environment encourages employees to achieve targets more easily. Della et al. (2023) emphasized that both physical comfort and social support in the workplace determine job satisfaction. Sulaiman et al. (2025) revealed that stress-free environments improve psychological well-being and productivity. Rasitania et al. (2025) highlighted that a supportive environment reduces turnover intention and enhances loyalty. Wulandari et al. (2024) confirmed that employees' overall effectiveness is strongly tied to the quality of their work environment.

The Influence of Training, Compensation, Work Facilities, and Work Environment on Employee Performance at the Environmental Agency of Semarang City

Together, the four variables explain 56.1% of employee performance variation ($R^2 = 0.561$). Training emerges as the dominant factor, followed by Work Environment, Compensation, and Work Facilities. This finding is consistent with the resource-based view theory, which argues that internal resources human capital, facilities, and environment are the foundation for organizational performance. Previous studies have similar conclusions. Fitriyah et al. (2024) showed that training and compensation simultaneously influence performance. Hatidah & Indriansyah (2023) explained that a combination of compensation and work environment contributes significantly to productivity. Husna & Prasetya (2024) found that adequate training and facilities improve overall employee effectiveness. Jumiaty et al. (2024) reported that the interaction of training, compensation, and environment produces synergistic effects. Soelistya et al. (2021) concluded that organizational performance is best achieved when training, facilities, compensation, and environment are managed integratively.

CONCLUSION

Based on the findings, it can be concluded that training, compensation, work facilities, and work environment have a positive and significant impact on employee performance at the Environmental Agency of Semarang City. Training was found to be the dominant factor, effectively improving employees' competencies and productivity. The work environment ranked second, emphasizing the importance of a safe, comfortable, and conducive atmosphere for enhancing performance. Compensation also provided strong motivation for employees to work more effectively and achieve organizational goals. Work facilities, although having the lowest impact, still played an essential role

in supporting smooth and efficient tasks. Collectively, these four variables explained 56.1% of the variation in employee performance, while the rest was influenced by other factors. This finding supports human capital, equity, ergonomics, work environment, and resource-based view theories. Therefore, effective management of internal resources is the key to improving organizational performance.

Based on these conclusions, it is recommended that the Environmental Agency of Semarang City enhance the quality of training programs using a competency-based approach. Moreover, the compensation system should be improved to be fairer, more transparent, and competitive in motivating employees. The work environment must also be maintained to remain conducive, both physically and psychosocially, to enhance focus and job satisfaction. Work facilities need to be continuously upgraded and aligned with operational demands to improve efficiency. Organizational management should also consider external factors such as leadership style, work culture, and digital technology to support productivity. Collaboration between departments should be strengthened to create better synergy. Regular evaluations of training, compensation, facilities, and work environment programs are essential to ensure continuous improvement. Through these measures, employee performance can be further enhanced to support the achievement of organizational goals.

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