



DETERMINANTS OF CIVIL SERVANTS' WORK EFFECTIVENESS: THE ROLE OF TRAINING, COMPENSATION, AND WORK ENVIRONMENT IN PUBLIC SECTOR ORGANIZATIONS

Cokorda Istri Agung Vera Nindia Putri¹, Anak Agung Istri Agung Ovy
Dwijayanthi², Kadek Intan Rusmayanthi³, Cokorda Istri Agung Evita Nindia
Putri⁴, Ni Luh Putri Aryanti⁵

Fakultas Ekonomi dan Bisnis, Universitas Ngurah Rai¹²³⁵

Fakultas Ekonomi dan Bisnis, Universitas Mahasaraswati⁴

Email: vera.nindia@unr.ac.id¹, ovy.dwijayanthi@unr.ac.id²,
intan.rusmayanthi@unr.ac.id³, cokevitania@unmas.ac.id⁴,
nlputriaryanti10@gmail.com⁵

Abstract: This study aims to analyze the determinants of civil servants' work effectiveness through the roles of training, compensation, and the work environment at the Regional Financial, Revenue, and Asset Agency of Bangli Regency. The study employed a quantitative associative approach with a population of 131 employees and a sample of 56 respondents selected using simple random sampling. Data were collected through questionnaires, interviews, observation, and documentation, and were analyzed using validity and reliability tests, classical assumption tests, multiple linear regression, the coefficient of determination, t-tests, and the F-test. The results show that training, compensation, and the work environment each have a positive and significant effect on work effectiveness. Simultaneously, the three determinants also have a positive and significant effect. The work environment provides the strongest relative contribution in the model. These findings confirm that improving public-sector work effectiveness requires integrated human resource policies, particularly appropriate selection of training participants, stronger performance-based incentives, a more conducive workplace layout, and proportional workload management.

Keywords: work effectiveness, training, compensation, work environment, public sector.

INTRODUCTION

Civil servants' work effectiveness is an essential prerequisite for public sector organizations because the quality of administrative task completion, budget management, local revenue administration, and public asset management is directly related to government accountability and service quality. Studies on civil servants indicate that the work environment and compensation contribute to improved employee performance; therefore, human resource policies should be positioned as part of strengthening public organizational capacity (Fadhil, 2022). More recent findings also show that remuneration, training, and the work environment are positively

associated with civil servant productivity (Zahra & Rozamuri, 2026). In the context of the Regional Financial, Revenue, and Asset Agency (BKPAD) of Bangli Regency, internal data for 2024 show that task completion across seven work divisions ranged from 75 to 85 percent and had not yet reached the 100 percent target. This condition indicates a gap between institutional targets and actual achievements. Preliminary interviews also identified delays in task completion, work outputs requiring revision, mismatches in work quantity, and variations in employee satisfaction as problems affecting work effectiveness. These initial findings confirm that work effectiveness is not determined solely by individual capability but also depends on employee development practices, work-related rewards, and the quality of the work environment that supports organizational goal attainment.

Previous studies show that training can improve employees' ability to perform their jobs because relevant learning processes strengthen work-related knowledge and skills. The meta-analysis by Garavan et al. (2021) indicates that training has a positive relationship with organizational performance and that institutional context also influences the strength of this relationship. Alhidayatullah (2023) found that job training contributes to improved work achievement, while Damo (2024) demonstrated a positive effect of training on the work effectiveness of public-sector employees. Regarding compensation, Aningsih (2022) showed that compensation is positively associated with service effectiveness, while Wulandari (2022) emphasized that compensation and organizational conditions can strengthen employee work effectiveness. The work environment is also an important determinant because physical and non-physical conditions can affect concentration, comfort, work relationships, and employees' ability to complete tasks. Kurniasari (2023) and Mulyana (2022) found that a better work environment is associated with improved performance and work effectiveness. More integratively, the systematic review by Saepudin et al. (2023) confirms that training, compensation, and the work environment are three groups of factors consistently associated with employee performance.

Although the relationships among these three factors have been widely discussed, previous research still leaves room for further development. Anggriawan et al. (2023) examined competence, training, and compensation among employees in government organizations, while Fadhil (2022) examined the work environment and compensation among civil servants in a local revenue agency. However, most of these studies used performance or productivity as the outcome variable and did not specifically position work effectiveness as employees' ability to achieve targets with adequate quality, quantity, timeliness, and job satisfaction. In addition, studies that simultaneously examine training, compensation, and

the work environment in organizations responsible for regional finance, revenue, and asset management remain limited, even though the public sector is characterized by budgetary constraints, administrative procedures, more structured compensation systems, and accountability demands that differ from those in the private sector. This study offers contextual novelty by testing an integrated model explaining work effectiveness in a regional financial management organization. Accordingly, this study aims to analyze the partial and simultaneous effects of training, compensation, and the work environment on the work effectiveness of employees at BKPAD Bangli Regency and to identify the determinant with the strongest relative contribution.

LITERATURE REVIEW

This study adopts Goal Setting Theory as its conceptual foundation. Locke and Latham (2002) explain that specific and challenging goals can direct attention, increase effort, strengthen persistence, and encourage individuals to develop strategies for achieving higher work outcomes. In public organizations, goal achievement depends not only on target setting but also on the resources that support employees in reaching those targets. Training provides knowledge and skills, compensation provides extrinsic reinforcement, and the work environment provides physical and social conditions that enable effective job performance. Thus, these three variables can be viewed as organizational mechanisms that help employees translate work targets into measurable outcomes.

The Effect of Training on Work Effectiveness

Training is a planned learning process designed to improve employees' ability to perform their jobs. Handayani (2017) emphasizes that education and training can strengthen work capacity when the material provided is relevant to job demands. Empirically, the meta-analysis by Garavan et al. (2021) shows that investment in training is positively related to organizational performance, making training design quality and relevance important for producing effective transfer of learning to the workplace. In public organizations, appropriate training can accelerate adaptation to evolving procedures, regulations, and administrative technologies. Alhidayatullah (2023) and Damo (2024) also show that training is positively associated with work achievement and work effectiveness. Based on this argument, the first hypothesis is formulated as follows.

H1: Training has a positive and significant effect on work effectiveness.

The Effect of Compensation on Work Effectiveness

Compensation refers to the rewards employees receive for their contributions to the organization. Compensation may take the form of salaries, incentives, allowances, or facilities that support job performance.

Yeremia (2022) explains that compensation is an important instrument in human resource management because it influences work behavior and discipline. In the context of government organizations, Anggriawan et al. (2023) found that compensation has a positive effect on employee performance, while Fadhil (2022) showed that compensation is an important determinant of civil servant performance. When employees perceive the rewards they receive as appropriate and aligned with their responsibilities, their motivation to meet targets tends to increase. The findings of Aningsih (2022) and Wulandari (2022) further support the proposition that adequate compensation is associated with work effectiveness. Based on this explanation, the second hypothesis is formulated as follows.

H2: Compensation has a positive and significant effect on work effectiveness.

The Effect of the Work Environment on Work Effectiveness

The work environment encompasses the physical and non-physical conditions that shape employees' work experiences. Lighting, temperature, noise, workspace, safety, and interpersonal relationships can influence concentration and the smooth completion of work. Hermawan (2022) shows that the work environment is one factor associated with performance, while Parante et al. (2022) found that the work environment, together with compensation, affects employee performance in government organizations. Recent evidence among civil servants also indicates that the work environment has a positive effect on productivity (Zahra & Rozamuri, 2026). Kurniasari (2023) and Mulyana (2022) further show that supportive workplace conditions are associated with improved work outcomes. In government organizations characterized by intensive administrative work, workplace layout and comfort are important because employees require concentration, coordination, and accuracy. Based on this explanation, the third hypothesis is formulated as follows.

H3: The work environment has a positive and significant effect on work effectiveness.

The Simultaneous Effect of Training, Compensation, and Work Environment on Work Effectiveness

Work effectiveness results from the interaction between employee capacity and organizational support. Training strengthens the ability to perform work, compensation provides motivation and rewards for contributions, while the work environment provides conditions that enable employees to use their capabilities effectively. The systematic review by Saepudin et al. (2023) shows that training, compensation, and the work environment consistently emerge as important determinants of employee performance. In the context of civil servants, Zahra and Rozamuri (2026)

also found that remuneration, training, and the work environment jointly contribute positively to employee productivity. Integrating these three factors is important because capacity enhancement without adequate environmental support and rewards may limit the achievement of work outcomes. Based on this argument, the fourth hypothesis is formulated as follows.

H4: Training, compensation, and the work environment simultaneously have a positive and significant effect on work effectiveness.

The conceptual framework of the study is summarized in Figure 1.

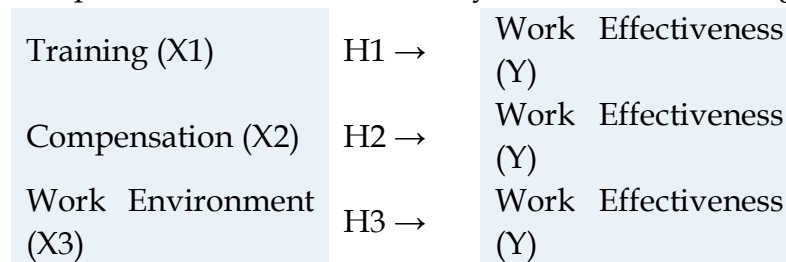


Figure 1. Research Conceptual Framework

Source: developed from theoretical review and previous studies, 2026.

METHOD

This study used a quantitative causal-associative design to examine the effects of training, compensation, and the work environment on work effectiveness (Sugiyono, 2018). The research was conducted at the Regional Financial, Revenue, and Asset Agency (BKPAD) of Bangli Regency. The study population comprised 131 employees distributed across seven work divisions. The sample was determined using simple random sampling and the Slovin formula at a 10 percent precision level, resulting in 56 respondents. The sample distribution covered the secretariat, treasury, bookkeeping and reporting, asset management, budgeting, local taxes/retributions, and PBB-P2 and BPHTB divisions.

Primary data were obtained through a five-point Likert-scale questionnaire, while supporting data were collected through interviews, observation, and documentation. Training was measured using seven indicators covering training type, objectives, materials, methods, participant qualifications, trainer qualifications, and training duration. Compensation was measured through wages, incentives, allowances, and facilities. The work environment was measured through lighting, air temperature, noise, use of color, space requirements, ability to work, and interpersonal relationships among employees. Work effectiveness was measured through goal achievement, work quality, work quantity, timeliness, and job satisfaction.

Data analysis included validity and reliability testing, normality, multicollinearity, and heteroscedasticity tests, followed by multiple linear regression. Hypotheses were tested using the t-test for partial effects and the F-test for simultaneous effects at a 5 percent significance level. The model's ability to explain variation in work effectiveness was evaluated using Adjusted R Square.

RESULTS AND DISCUSSION

Results

The respondents consisted of 26 men and 30 women. The largest age group comprised respondents over 40 years old, representing 48.2 percent. Most respondents held a bachelor's degree, accounting for 62.5 percent, while the largest tenure group had 11-20 years of service, accounting for 42.9 percent. These characteristics indicate that most respondents had relatively extensive work experience and an adequate formal educational background to assess human resource management practices at BKPAD Bangli Regency.

All measurement items were declared valid because the correlation coefficient of each indicator exceeded the 0.30 threshold. Classical assumption testing also showed that the model met the requirements for regression analysis. The residuals were normally distributed, with a Kolmogorov-Smirnov significance value of 0.200. The tolerance values for training, compensation, and the work environment were 0.419, 0.412, and 0.601, respectively, with VIF values of 2.385, 2.426, and 1.664, indicating no multicollinearity. The Glejser test produced significance values of 0.081 for training, 0.451 for compensation, and 0.586 for the work environment, indicating no symptoms of heteroscedasticity.

The results of the multiple linear regression analysis are presented in Table 1.

Table 1. Multiple Linear Regression Results

Variable	B	Std. Error	Beta	t	Sig.
Constant	-2,431	1,990	-	-1,222	0,227
Training	0,190	0,086	0,264	2,216	0,031
Compensation	0,298	0,148	0,242	2,015	0,049
Work environment	0,438	0,097	0,449	4,525	0,000

Source: processed primary data, 2025.

The regression equation obtained is $Y = -2.431 + 0.190X_1 + 0.298X_2 + 0.438X_3$. All coefficients of the independent variables are positive. The standardized beta coefficients show that the work environment provides the strongest relative contribution to work effectiveness ($\beta = 0.449$), followed by training ($\beta = 0.264$) and compensation ($\beta = 0.242$). The Adjusted R Square value of 0.674 indicates that 67.4 percent of the variation in work effectiveness can be explained by training, compensation, and the work environment, while the remaining 32.6 percent is influenced by other factors not analyzed in this study.

Table 2. Summary of Hypothesis Testing

Hypothesis	Relationship	Statistic	Sig.	Decision
H1	Training → Work effectiveness	t = 2,216	0,031	Accepted
H2	Compensation → Work effectiveness	t = 2,015	0,049	Accepted
H3	Work environment → Work effectiveness	t = 4,525	0,000	Accepted
H4	X1, X2, X3 → Work effectiveness	F = 38,877	0,000	Accepted

Source: processed primary data, 2025.

The Effect of Training on Work Effectiveness

The results show that training has a positive and significant effect on work effectiveness. This finding indicates that the quality of training functions not merely as an administrative activity but as a capacity-building instrument that can accelerate task completion and improve employees' accuracy in meeting work standards. This result is consistent with Alhidayatullah (2023) and Damo (2024), who showed that training relevant to job needs can strengthen work achievement and effectiveness. In the context of BKPAD Bangli Regency, an important implication concerns the participant selection mechanism. The descriptive data indicate that the participant qualification aspect received a relatively low assessment. Therefore, the benefits of training can be optimized when the agency uses competency-needs mapping, job-task alignment, and skills-gap analysis as the basis for selecting participants.

The Effect of Compensation on Work Effectiveness

Compensation has a positive and significant effect on work effectiveness. This finding indicates that the rewards received by employees continue to perform a motivational function even though compensation systems in government organizations are more structured than those in the private sector. The finding is consistent with Aningsih (2022) and Wulandari (2022), who showed that compensation is associated with effective work execution. In this study, the incentive indicator related to target achievement received a relatively low average score. This suggests that the main issue is not merely the amount of compensation but employees' perceived linkage between contribution, achievement, and reward. BKPAD can strengthen the function of compensation through non-salary reward schemes, performance-based recognition, and transparent and timely mechanisms for providing additional income in accordance with applicable regulations.

The Effect of the Work Environment on Work Effectiveness

The work environment has a positive and significant effect on work effectiveness and has the highest standardized beta value in the model. This finding indicates that working conditions are a particularly important determinant in organizations dominated by administrative activities, document analysis, coordination, and service delivery. This result supports Kurniasari (2023) and Mulyana (2022), who emphasized the positive relationship between the work environment and employee work outcomes. Substantively, a supportive work environment reduces concentration disruptions, facilitates communication, and enables employees to complete their work more consistently. At BKPAD Bangli Regency, the workspace layout indicator received the relatively lowest assessment. Therefore, workspace arrangement, noise management, document storage, and adequate allocation of work areas are practical interventions that can directly improve work effectiveness.

The Simultaneous Effect of Training, Compensation, and Work Environment on Work Effectiveness

The simultaneous test shows that training, compensation, and the work environment jointly have a positive and significant effect on work effectiveness. The model explains 67.4 percent of the variation in work effectiveness, indicating that these three determinants have relatively strong explanatory power. This finding shows that human resource policies should not be implemented in isolation. Effective training may lose its impact if employees work in an uncondusive environment, while a comfortable work environment does not automatically produce optimal performance if the reward system does not provide adequate motivation. The contribution of this study lies in providing evidence that work

effectiveness in regional financial management organizations is shaped by a combination of capacity development, reward mechanisms, and workplace design. Practically, these findings direct public sector organizations to integrate training planning, reward evaluation, workplace facility arrangements, and workload analysis within a unified policy framework for improving work effectiveness.

CONCLUSION

This study concludes that training, compensation, and the work environment are important determinants of the work effectiveness of employees at BKPAD Bangli Regency. All three variables have positive and significant partial effects and simultaneously explain most of the variation in work effectiveness. The work environment provides the strongest relative contribution, indicating that the quality of physical and social workplace conditions plays a strategic role in supporting task completion in the public sector. Theoretically, the findings reinforce the view that organizational goal attainment requires a combination of individual capacity and organizational support. Practically, improving work effectiveness cannot be achieved through a single policy but requires integrated management of training, compensation, and the work environment.

RECOMMENDATIONS

BKPAD Bangli Regency is advised to strengthen training-needs mapping so that participants, training materials, and job assignments are more closely aligned. The agency also needs to evaluate incentive mechanisms and forms of recognition so that the relationship between target achievement and organizational appreciation becomes clearer. Regarding the work environment, improvements in workspace layout, noise control, and space utilization should be prioritized. In addition, workload analysis should be conducted periodically so that the quantity of work is more proportional to employee capacity. Future research may incorporate other factors such as leadership, motivation, competence, organizational culture, or digitalization of work processes and use samples across multiple government organizations to strengthen the generalizability of the findings.

ACKNOWLEDGEMENTS

The authors would like to express their gratitude to the leadership and all employees of the Regional Financial, Revenue, and Asset Agency of Bangli Regency for providing the support and data required for this study.

REFERENCES

- Alhidayatullah. (2023). Efektivitas pelatihan kerja dalam meningkatkan prestasi kerja karyawan. *Coopetition: Jurnal Ilmiah Manajemen*, 14(1), 119–130. <https://doi.org/10.32670/coopetition.v14i1.2373>
- Anggriawan, B. S., Rusdianti, E., & Santoso, D. (2023). Pengaruh kompetensi, pelatihan dan kompensasi terhadap kinerja pegawai dengan komitmen afektif sebagai variabel intervening. *Jurnal Riset Ekonomi dan Bisnis*, 16(1), 48–67. <https://doi.org/10.26623/jreb.v16i1.6397>
- Aningsih, F. (2022). Pengaruh kompensasi, lingkungan kerja, beban kerja, disiplin kerja dan motivasi terhadap efektivitas pelayanan kesehatan.
- Damo. (2024). Pengaruh pelatihan, pengembangan karir dan motivasi terhadap efektivitas kerja pegawai di Badan Penanggulangan Bencana Daerah (BPBD) Provinsi Sulawesi Utara.
- Fadhil, M. (2022). What influences state civil servants' performance: An analysis of work-life balance, work environment, and compensation. *YUME: Journal of Management*, 5(3), 241–245. <https://doi.org/10.37531/yum.v5i3.3228>
- Garavan, T., McCarthy, A., Lai, Y., Murphy, K., Sheehan, M., & Carbery, R. (2021). Training and organisational performance: A meta-analysis of temporal, institutional and organisational context moderators. *Human Resource Management Journal*, 31(1), 93–119. <https://doi.org/10.1111/1748-8583.12284>
- Handayani, D. (2017). Pengaruh pendidikan dan pelatihan, motivasi, serta lingkungan kerja terhadap kinerja guru SMK Negeri Banyuasin.
- Hermawan. (2022). Pengaruh lingkungan kerja, stres kerja, dan beban kerja terhadap kinerja PT Sakti Mobile Jakarta. *Jurnal Kajian Ilmiah*, 22(2).
- Kurniasari. (2023). Pengaruh kompensasi dan lingkungan kerja terhadap kinerja pegawai pada BPPSDMP Kementerian Pertanian Jakarta. *Jurnal Ekonomi & Manajemen Universitas Bina Sarana Informatika*, 21(2). <https://doi.org/10.31294/jp.v21i2>
- Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57(9), 705–717. <https://doi.org/10.1037/0003-066X.57.9.705>
- Mulyana, L. (2022). Pengaruh lingkungan kerja non fisik terhadap efektivitas kerja karyawan pada PT Air Minum Tabalong Bersinar (Perseroda) Kabupaten Tabalong.
- Parante, N. D., Rina, R., & Syam, A. H. (2022). The influence of compensation, work discipline and work environment on employee performance at the Education and Training Personnel Board of East

- Kutai Regency. *Jurnal Online Manajemen ELPEI*, 2(1), 211-227.
<https://doi.org/10.58191/jomel.v2i1.57>
- Saepudin, S., Fauzi, A., & Pujiwati, A. (2023). Pengaruh pelatihan, lingkungan kerja dan kompensasi terhadap kinerja pegawai: SLR. *Jurnal Ekonomi Manajemen Sistem Informasi*, 5(2), 156-171.
<https://doi.org/10.31933/jemsi.v5i2.1687>
- Sugiyono. (2018). *Metode penelitian kualitatif*. Alfabeta.
- Wulandari, R. (2022). Pengaruh lingkungan kerja, kompensasi dan kepemimpinan terhadap efektivitas kerja pegawai.
- Yeremia, R. (2022). Pengaruh kompensasi dan disiplin kerja terhadap kinerja karyawan PT Mitra Adiperkasa, Tbk. *Jurnal Manajemen Bisnis Krisnadwipayana*, 10(1). <https://doi.org/10.35137/jmbk.v10i1.669>
- Zahra, Y. A., & Rozamuri, A. M. (2026). The effect of remuneration, training, and work environment on the productivity of civil servants in DKI Jakarta. *Journal of Accounting, Management, and Economics Research (JAMER)*, 5(2), 172-188.
<https://doi.org/10.33476/jamer.v5i2.490>