



Training and Work Motivation as Determinants of Employee Performance in Public Sector Organizations

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ABSTRACT

This study aims to analyze the influence of training and work motivation on employee performance at the Bandung Regency Land Office, both partially and simultaneously. The study used a mixed-methods approach with a sequential explanatory design. Quantitative data were collected through questionnaires from 78 employees and analyzed using partial least squares-based structural equation modeling. Qualitative data were obtained through in-depth interviews with leaders, supervisors, and implementing employees to enrich the interpretation of the quantitative results. The results indicate that training and work motivation have a positive and significant effect on employee performance. Work motivation has a stronger influence than training. Simultaneously, these two variables explain a significant portion of the variation in employee performance. Qualitative findings reveal that training effectiveness is influenced by the suitability of the material to job requirements and organizational support, while work motivation is driven primarily by the meaning of work and public service orientation. This study concludes that improving employee performance in public organizations requires integrated management of training and work motivation, supported by an adequate work environment and leadership.

Keywords: Employee Performance; Job Training; Public Organization; Public Services; Work Motivation



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INTRODUCTION

Improving employee performance has become a strategic priority for public organizations as governments strive to enhance service quality, efficiency, and accountability (Ahmad *et al.*, 2025; Paulina Hutauruk & Zulkifli, 2024). The increasing demand for transparent and responsive public services, along with the rapid development of digital governance, requires government institutions to continuously strengthen their organizational capacity. In this context, the performance of public employees is no longer viewed solely as an administrative output, but as a reflection of how effectively public organizations deliver value to society and respond to the needs of citizens.

In Indonesia, bureaucratic reform policies place significant emphasis on strengthening the performance of civil servants as an essential component of public sector modernization. Various initiatives have been implemented to improve the management of public human resources, including competency development programs, merit-based systems, and policies aimed at strengthening employee motivation. Nevertheless, empirical studies indicate that public sector organizations still encounter several challenges related to employee performance, such as competency gaps, limited effectiveness of training programs, and motivational systems that are not yet fully aligned with organizational performance goals (Mulyani & Rulandari, 2024; Rahmasari *et al.*, 2022).. These conditions highlight the need for a deeper understanding of the determinants that influence employee performance in public institutions.

At the organizational level, the Land Office under the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency holds a strategic role in ensuring legal certainty over land ownership and supporting regional development. The increasing complexity of land administration, the high volume of public service requests, and the demand for transparent and timely services require employees to demonstrate strong competencies and professional commitment. In the Bandung Regency Land Office, the growing demand for land services has not always been accompanied by optimal human resource readiness. Initial observations indicate several operational challenges, including delays in document completion, variations in service quality, and the suboptimal utilization of information technology, despite the implementation of regular training programs for employees.

Within the human resource management literature, employee performance is widely explained through the perspective that performance is influenced by both capability and motivation factors employees (Santoso *et al.*, 2024; Shafique Kalwar *et al.*, 2025).. This perspective is consistent with the Ability Motivation framework, which suggests that employee performance is determined by the interaction between an individual's ability to perform tasks and their motivation to apply those abilities in achieving organizational goals. From this perspective, training represents an important organizational intervention designed to improve employee capabilities through the development of knowledge, technical skills, and work competencies (Fera Pratiwi *et al.*, 2024).

Training is generally defined as a structured learning process aimed at enhancing employees' knowledge and skills so that they can perform their job responsibilities more effectively. In organizational settings, effective training programs contribute to improved technical competence, increased confidence in task execution, and better understanding of work procedures.(Kauffeld *et al.*, 2025; Sija, 2024) As a result, employees who receive relevant and well-designed training are expected to demonstrate higher productivity, better work quality, and greater effectiveness in completing tasks. In the context of public sector organizations, training also plays an important role in strengthening employees'

capacity to respond to regulatory changes, technological developments, and increasing public service demands.

In addition to competency development, employee performance is also strongly influenced by work motivation. Work motivation refers to the internal and external forces that direct, energize, and sustain employees' behavior in carrying out their job responsibilities. According to Herzberg's Two-Factor Theory, motivation in the workplace is influenced by two groups of factors: hygiene factors, such as salary, working conditions, and organizational policies, and motivational factors, including recognition, responsibility, achievement, and opportunities for personal development (Efawati, 2020). In the public sector context, motivational factors often manifest through employees' enthusiasm in completing tasks, commitment to organizational goals, initiative in solving work-related problems, responsibility in performing duties, and the desire to provide quality public services to the community (Rachman & Ali, 2025; Vo *et al.*, 2022).

Employees who possess strong work motivation tend to demonstrate higher levels of persistence, initiative, and engagement in completing their work responsibilities. Motivated employees are more likely to utilize their competencies effectively, maintain productivity, and deliver services that meet organizational performance standards. Therefore, motivation plays a crucial role in ensuring that employees not only possess the necessary competencies but also demonstrate the willingness to apply those competencies in achieving organizational objectives.

Previous studies have shown that training and work motivation are two important determinants of employee performance. Training primarily improves employees' capabilities by strengthening knowledge and technical skills, while work motivation encourages employees to utilize those capabilities in completing their tasks effectively. When these two factors operate simultaneously, they create a complementary mechanism that strengthens employee productivity, improves service effectiveness, and enhances the achievement of organizational targets (Hafid *et al.*, 2025; Purwanto *et al.*, 2024).

Despite the extensive literature on employee performance, empirical studies that simultaneously examine the interaction between training and work motivation within the specific context of land administration organizations remain limited. Most previous research focuses on either competency development or motivational aspects separately, without fully explaining how these factors interact in influencing employee performance in public sector institutions.

Based on these considerations, this study aims to analyze the influence of training and work motivation on employee performance at the Bandung Regency Land Office. Specifically, the study examines how training contributes to improving employees' competencies and how work motivation influences employees' enthusiasm, commitment, initiative, and responsibility in carrying out their duties. By examining these relationships simultaneously, this research seeks to provide a more comprehensive understanding of how competency development and motivational factors interact in shaping employee performance in public sector organizations.

From a theoretical perspective, this study contributes to the literature on public sector human resource management by providing empirical evidence regarding the integrated role of training and work motivation in determining employee performance. The findings are expected to enrich the understanding of how organizational interventions aimed at improving employee competencies and motivational drivers collectively influence the quality, productivity, timeliness, and effectiveness of public service delivery.

Based on the above background, the research questions are formulated as follows: (1) How significant is the influence of training on employee performance at the Bandung Regency Land Office? (2) How significant is the influence of work motivation on employee performance at the Bandung Regency Land Office? (3) How significant is the influence of training and work motivation, together, on employee performance at the Bandung Regency Land Office?

LITERATURE REVIEW

Employee Performance

Employee performance, from a human resource management perspective, is defined as the work results achieved by an individual or group in carrying out assigned tasks and responsibilities, based on competence, experience, and dedication within a specific time period. (Purwanto *et al.*, 2024), from a public administration perspective, defines employee performance not only as an individual's productivity but also as an employee's contribution to achieving organizational goals and improving the quality of public services.

Employee performance in the public sector has unique characteristics due to its focus on public service rather than profit. Therefore, public employee performance measures encompass the dimensions of effectiveness, efficiency, quality, timeliness, and productivity in providing services (Haeruman, 2021; Hafid *et al.*, 2025).

Training as a Determinant of Performance

Job training is defined as a series of structured learning activities designed to improve employees' knowledge, skills, and competencies so they can perform their duties more effectively and efficiently. In the context of public organizations, training has a dual role: enhancing individual capabilities and supporting the modernization of public services (Naing & Fang, 2025).

Empirical research results show that training has a positive and significant impact on employee performance, according to (Sija, 2024). The mechanism by which training impacts performance involves improving technical competence, developing analytical skills, and increasing employee confidence in facing work challenges. Furthermore, training serves as an organizational signal about the importance of employee career development, which in turn increases (Wu *et al.*, 2025) intrinsic motivation.

In the context of land organizations, training covers aspects of dynamic legal regulations, the use of geographic information systems, standard procedures for document completion, and public service ethics. The effectiveness of training depends on the relevance of the material to competency needs, the quality of the facilitator, interactive learning methods, and policies for implementing learning in the workplace (Kauffeld *et al.*, 2025).

Work Motivation as a Determinant of Performance

Work motivation is defined as the internal and external forces that drive individuals to perform actions with a certain intensity, direction, and persistence to achieve the goals of (Vo *et al.*, 2022). In the context of public organizations, work motivation reflects the willingness of employees to make maximum contributions in serving the community.

The motivational theory relevant to the context of this research is Herzberg's two-factor theory, which distinguishes between hygiene (extrinsic) and motivational factors (intrinsic). Hygiene factors include salary, working conditions, job security, and

interpersonal relationships, while motivational factors include recognition, responsibility, career development, and self-actualization.

Empirical research shows that both intrinsic and extrinsic work motivation significantly influence employee performance (Rachman & Ali, 2025). Employees with high levels of motivation demonstrate stronger commitment, good work discipline, initiative in completing tasks, and responsiveness to client needs (Ngala *et al.*, 2025). In the context of land organizations that handle complex issues related to land ownership, the public service motivation dimension is crucial. Employees with strong public service motivation tend to understand the social impact of their work and strive to provide fair, transparent, and responsive services.

The Simultaneous Effect of Training and Work Motivation

Research examining the simultaneous influence of training and work motivation on performance shows that the combination of the two variables produces a stronger effect than either variable alone (Wati & Parela, 2025). The mechanisms underlying this simultaneous influence are as follows: First, effective training increases employee self-efficacy, which in turn strengthens intrinsic motivation. Employees who feel competent in carrying out their tasks are more motivated to achieve high performance standards (R *et al.*, 2025)

Second, organizations that provide quality training programs demonstrate a commitment to employee development. This organizational signal increases job satisfaction and loyalty, which strengthens employees' extrinsic motivation (Wu *et al.*, 2025). Third, training and motivation operate through different but complementary mechanisms in influencing performance. Training works by increasing capabilities, while motivation works by increasing the drive to use those capabilities (Mehner *et al.*, 2025)

Based on the theoretical perspectives and empirical findings discussed in the literature review, employee performance in public organizations is influenced by both competency-related factors and psychological factors. Training represents an organizational intervention aimed at improving employee competencies, while work motivation reflects the internal and external drivers that encourage employees to utilize their competencies in achieving organizational goals.

Training enhances employees' knowledge, technical skills, and work effectiveness, which subsequently improves their ability to perform assigned tasks. In the context of public organizations, effective training programs strengthen employees' capacity to respond to complex service demands and regulatory requirements. Therefore, employees who receive relevant and well-designed training are expected to demonstrate higher levels of performance.

Work motivation, on the other hand, influences the intensity, direction, and persistence of employee behavior in completing tasks. Employees with higher levels of motivation tend to show stronger commitment, initiative, and persistence in delivering quality public services. Motivation encourages employees to utilize their competencies optimally in achieving organizational objectives.

Previous studies also indicate that training and work motivation may simultaneously influence employee performance. Training improves employee capability, while motivation drives employees to apply those capabilities in their work. Therefore, the integration of these two factors is expected to create a stronger impact on employee performance. Based on the theoretical arguments and empirical findings above, the conceptual framework of this study is presented in Figure 1.

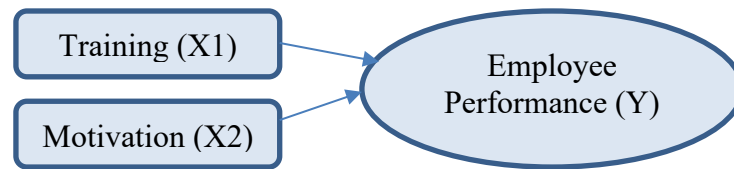


Figure 1. Conceptual Framework
Source: Own Compilation (2026)

Based on this conceptual model, the following research hypotheses are formulated:

H1: Training has a positive and significant effect on employee performance.

H2: Work motivation has a positive and significant effect on employee performance.

H3: Training and work motivation simultaneously have a positive and significant effect on employee performance.

RESEARCH METHOD

This study employed a mixed methods approach using a sequential explanatory design, where quantitative data collection and analysis were conducted in the first phase and subsequently followed by qualitative exploration. The purpose of this design is to obtain a comprehensive understanding of the research phenomenon by explaining quantitative statistical relationships through qualitative insights from organizational actors.

The population of the quantitative study consisted of all permanent employees working at the Bandung Regency Land Office. Considering the relatively limited population size and the intention to obtain complete representation, a saturated sampling technique (census approach) was applied. From the total population that met the research criteria, 78 employees participated as respondents and completed the questionnaire.

To ensure the adequacy of the sample size for structural model analysis, a statistical power analysis was conducted using G*Power 3.1 software. Assuming a multiple regression test with a significance level (α) of 0.05, statistical power of 0.80, and a moderate effect size ($f^2 = 0.15$), the recommended minimum sample size was 68 respondents. Therefore, the obtained sample size of 78 respondents exceeded the minimum requirement, ensuring sufficient statistical power for the analysis. Questionnaires were distributed to 90 potential respondents, resulting in a response rate of 86.7%. Data screening indicated that missing data were below the 5% threshold and randomly distributed (MCAR). Missing values were handled using the mean substitution method to maintain dataset completeness without significantly affecting statistical estimation.

The research instrument was developed in the form of a structured questionnaire using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. All measurement items were adapted from previously validated studies and adjusted to the context of public organizations, particularly land administration institutions.

Training (X1)

Training refers to structured learning activities designed to improve employees' knowledge, skills, and competencies in performing their job responsibilities. In this study, the training variable was measured using indicators adapted from previous human resource development research.

The indicators include: relevance of training materials to job requirements, quality of training delivery and facilitators, opportunities to apply training results in the workplace, improvement of employee knowledge and skills after training and

organizational support for training implementation. These indicators were adapted from training effectiveness measurement frameworks developed by (Kauffeld *et al.*, 2025; Sija, 2024) which emphasize the role of learning transfer, competency improvement, and workplace application of training outcomes.

Work Motivation (X2)

Work motivation is defined as the internal and external forces that encourage employees to perform their duties with intensity, direction, and persistence to achieve organizational goals. The work motivation construct was measured using indicators adapted from motivation research in organizational behavior and public sector management. The indicators include: enthusiasm in completing work tasks, commitment to organizational goals. Initiative and persistence in solving work problems, responsibility in performing duties and desire to provide high-quality public service. These indicators were adapted from motivation measurement models developed by (Rachman & Ali, 2025; Vo *et al.*, 2022), which integrate intrinsic and extrinsic motivation dimensions within workplace contexts.

Employee Performance (Y)

Employee performance refers to the level of work results achieved by employees in carrying out their duties in accordance with organizational standards and objectives. Employee performance was measured using several indicators commonly used in public sector performance studies, including: quality of work results, work productivity, timeliness in completing tasks, service effectiveness and ability to achieve work targets. These indicators were adapted from employee performance measurement models proposed by (Hafid *et al.*, 2025; Purwanto *et al.*, 2024), which conceptualize performance in terms of productivity, effectiveness, and service quality in public sector organizations.

Qualitative Data Collection

To complement the quantitative findings, qualitative data were collected through semi-structured interviews using a purposive sampling technique. Informants were selected based on their structural position, experience, and direct involvement in organizational processes related to training and employee performance.

Data Analysis Techniques

Quantitative data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. The analysis consisted of two main stages:

- Measurement model evaluation (outer model), including convergent validity, discriminant validity, and reliability testing.
- Structural model evaluation (inner model), including path coefficient testing, coefficient of determination (R^2), predictive relevance (Q^2), and effect size (f^2).

Hypothesis testing was conducted using the bootstrapping method with 5,000 resamples to obtain stable estimates of path coefficients and significance levels.

Qualitative data were analyzed using a thematic analysis approach supported by NVivo 12 software. The analysis process involved: open coding to identify initial concepts, axial coding to categorize relationships between themes, selective coding to construct core explanations of the research phenomenon. To ensure credibility and

reliability of qualitative findings, the study applied member checking and inter-coder agreement, involving two independent researchers in the coding process.

Integration between quantitative and qualitative findings was conducted during the interpretation and discussion phase. Qualitative results were used to explain the statistical relationships found in the quantitative analysis, allowing for a deeper understanding of how training and work motivation influence employee performance within the organizational context.

RESEARCH RESULTS

Respondent Characteristics

This study involved 78 respondents who met the sampling criteria. The demographic profile of the respondents provides an overview of the characteristics of employees at the Bandung Regency Land Office. The distribution of respondents is presented in Table 1.

Table 1. Respondent Characteristics (n = 78)

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	48	61.5
	Female	30	38.5
Age	28–39 years	24	30.8
	40–49 years	34	43.6
	≥ 50 years	20	25.6
Years of Service	2–10 years	21	26.9
	11–20 years	39	50.0
	> 20 years	18	23.1
Education	Diploma/Bachelor	56	72.4
	Master's Degree	20	25.6
	Others	2	2.6
Position	Executive	51	65.4
	Supervisor	20	25.6
	Managerial	7	9.0

Source: Own Compilation (2026)

The data indicate that most respondents were male employees with more than 10 years of work experience, which reflects a relatively mature and experienced workforce within the organization.

Quantitative Analysis Results

The quantitative analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The analysis consisted of two main stages:

1. Measurement Model Evaluation (Outer Model)
2. Structural Model Evaluation (Inner Model)

Measurement Model Evaluation (Outer Model)

The measurement model was evaluated to examine the validity and reliability of the constructs used in the research. The assessment included convergent validity, discriminant validity, and internal consistency reliability.

Convergent Validity

Convergent validity was assessed using Average Variance Extracted (AVE) and outer loading values. A construct is considered valid when $AVE > 0.50$ and loading factor > 0.70 .

Table 2. Convergent Validity and Reliability Results

Construct	AVE	Composite Reliability	Cronbach's Alpha
Training	0.584	0.891	0.848
Work Motivation	0.612	0.905	0.872
Employee Performance	0.667	0.928	0.907

Source: Own Compilation (2026)

The results show that all constructs have AVE values above 0.50, indicating adequate convergent validity. In addition, the Composite Reliability and Cronbach's Alpha values exceed 0.70, confirming that the measurement model has strong internal consistency reliability.

Discriminant Validity

Discriminant validity was examined using the Fornell–Larcker Criterion, which requires that the square root of AVE for each construct be higher than its correlation with other constructs. The results confirm that each construct demonstrates sufficient discriminant validity, indicating that training, work motivation, and employee performance represent distinct conceptual variables within the model.

Structural Model Evaluation (Inner Model)

The structural model evaluation aims to examine the causal relationships between latent variables as formulated in the research hypotheses. The analysis included path coefficient testing, coefficient of determination (R^2), predictive relevance (Q^2), and effect size (f^2).

Path Coefficient Analysis

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS with 5,000 resamples. The results are presented in Table 3.

Table 3. Structural Path Coefficient Results

Relationship	Path Coefficient (β)	T-Statistic	P-Value	Result
Training → Employee Performance	0.456	4.123	0.000	Supported
Work Motivation → Employee Performance	0.512	4.876	0.000	Supported

Source: Own Compilation (2026)

The results indicate that:

- Training has a positive and significant effect on employee performance ($\beta = 0.456$; $p < 0.05$).
- Work motivation also has a positive and significant effect on employee performance ($\beta = 0.512$; $p < 0.05$).
- Among the two variables, work motivation shows a slightly stronger influence on employee performance.

Coefficient of Determination (R²)

The R² value indicates the explanatory power of the structural model.

Table 4. R² Value

Endogenous Variable	R ²	Interpretation
Employee Performance	0.683	Substantial

Source: Own Compilation (2026)

The R² value of **0.683** means that **68.3% of the variance in employee performance** can be explained by **training and work motivation**, while the remaining **31.7%** is influenced by other variables not included in the model.

Predictive Relevance (Q²)

Predictive relevance was assessed using the Stone-Geisser Q² value obtained through blindfolding. The Q² value for Employee Performance is 0.456 (>0), indicating that the structural model has good predictive relevance, meaning that the model has adequate capability to predict the endogenous construct.

Effect Size Analysis (f²)

Effect size analysis was conducted to determine the relative contribution of each independent variable to employee performance.

Table 5. Effect Size (f²)

Relationship	f ²	Interpretation
Training → Employee Performance	0.289	Small to Medium Effect
Work Motivation → Employee Performance	0.356	Medium Effect

Source: Own Compilation (2026)

The results indicate that work motivation contributes more strongly to employee performance compared to training, although both variables demonstrate meaningful practical effects.

Structural Model from SmartPLS

Based on the SmartPLS analysis, the structural model of this study can be expressed as follows:

$$\text{Employee Performance} = 0.456 (\text{Training}) + 0.512 (\text{Work Motivation}) + \varepsilon$$

Where:

- Training (X1) improves employee capability through knowledge and skills development.
- Work Motivation (X2) strengthens employees' willingness and commitment to perform tasks.
- ε represents other factors outside the model.

The results confirm that employee performance in the Bandung Regency Land Office is influenced simultaneously by competency development (training) and psychological factors (work motivation).

Qualitative Analysis Results

To complement the quantitative findings, qualitative data were collected through semi-structured interviews with 12 informants, consisting of leaders, supervisors, and operational staff. Thematic analysis produced three main themes, as summarized in Table 6.

Table 6. Summary of Qualitative Findings

Theme	Main Findings
Training and Competence	Training improves technical capability, but its effectiveness depends on the relevance of the material and post-training implementation.
Work Motivation	Intrinsic motivation, especially the meaning of public service, plays a dominant role in encouraging employee performance.
Performance Barriers	High workload and uneven leadership support sometimes hinder optimal performance.

Source: Own Compilation (2026)

Integration of Quantitative and Qualitative Findings

The integration of quantitative and qualitative results reveals consistent patterns. Quantitative analysis confirms that training and work motivation significantly influence employee performance, while qualitative findings explain the context and mechanisms underlying these relationships.

Training contributes to improving employees' competencies, but its effectiveness depends on the alignment between training content and job requirements. Meanwhile, work motivation is strongly influenced by intrinsic factors such as the meaning of work and commitment to public service.

Overall, the integration of both data sources demonstrates that employee performance improvement in public organizations requires a balanced approach between competency development and motivational reinforcement.

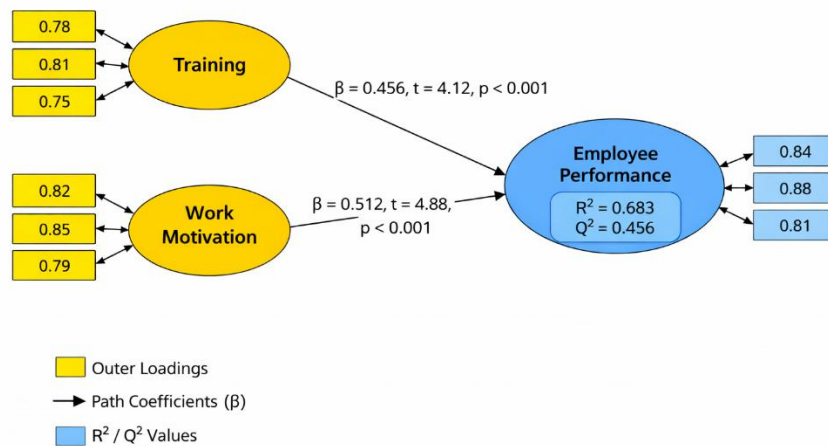


Figure 2. Integration of Quantitative and Qualitative Findings
 Source: Own Compilation (2026)

DISCUSSION

This study aims to analyze the influence of training and work motivation on employee performance at the Bandung Regency Land Office using a mixed methods approach. The discussion focuses on a synthesis of empirical findings and theoretical frameworks, as well as a critical comparison with the results of relevant previous research.

The Effect of Training on Employee Performance

The quantitative analysis results indicate that training has a positive and significant effect on employee performance ($\beta = 0.456$; $p < 0.05$). This finding confirms the view in the public human resource management literature that positions training as a key instrument in improving the competence and effectiveness of civil servants (Naing & Fang, 2025; Sija, 2024).

Theoretically, training functions as a mechanism for improving human capital by strengthening the technical knowledge, operational skills, and procedural understanding required for task performance (Purwanto *et al.*, 2024). In the context of land organizations, training becomes increasingly crucial given the complexity of land regulations, demands for administrative accuracy, and the ever-evolving use of spatial information systems and technology (Mehner *et al.*, 2025) (Kauffeld *et al.*, 2025)

However, the qualitative findings in this study indicate that the impact of training on performance is not automatic. Training effectiveness is largely determined by the suitability of the material to job requirements, opportunities for application in the field, and post-training organizational support. These findings align with research by (Kauffeld *et al.*, 2025; Wu *et al.*, 2025), who emphasized the importance of training transfer and a supportive work environment for training to truly impact performance.

Thus, this study not only reinforces previous empirical findings regarding the influence of training on performance but also clarifies that training must be understood as part of an integrated HR management system, not simply an administrative capacity-building activity.

The Influence of Work Motivation on Employee Performance

The results of this study indicate that work motivation has a positive and significant influence on employee performance, with a larger coefficient of influence than training ($\beta = 0.512$; $p < 0.05$). This finding confirms that psychological and affective factors play a central role in determining the performance of public sector employees.

Theoretically, this result is consistent with Herzberg's two-factor theory, which distinguishes between intrinsic and extrinsic factors as drivers of work behavior. Previous studies have also shown that work motivation, whether derived from intrinsic satisfaction or extrinsic incentives, significantly influences government employee performance (Ngala *et al.*, 2025; Rachman & Ali, 2025; Chaniago *et al.*, 2025).

Qualitative findings indicate that intrinsic motivation such as the meaning of work, a sense of social responsibility, and satisfaction in serving the public is the dominant source of motivation for employees at the Bandung Regency Land Office. This pattern aligns with the concept of public service motivation, which emphasizes that public sector employees are driven by the values of service and social contribution, not solely by material rewards (Buana, 2022) (Apriliana *et al.*, 2025; Rudiana *et al.*, 2025)

Interestingly, this study shows that formal rewards and financial incentives are not fully perceived by employees, but this does not necessarily significantly reduce performance. This indicates that in the context of public organizations with a strong service orientation, intrinsic motivation can serve as a buffer against the limitations of extrinsic reward systems. These findings expand the literature, which has previously tended to place compensation as the primary determinant of work motivation.

The Simultaneous Effect of Training and Work Motivation on Employee Performance

Simultaneously, training and work motivation explained 68.3% of the variation in employee performance, indicating high predictive power of the model. These results support previous research that suggests that performance is a function of ability and motivation, which operate through distinct but complementary mechanisms (Mehner *et al.*, 2025; Wati & Parela, 2025; Efawati *et al.*, 2025).

Training plays a role in improving employee capabilities, while work motivation plays a role in encouraging the optimal use of those capabilities. Qualitative findings indicate that employees who feel competent after training tend to have higher self-confidence, which in turn strengthens their intrinsic motivation. Conversely, employees with high levels of motivation are more active in applying training outcomes in their daily work.

The integration of these quantitative and qualitative findings clarifies that the relationship between training and motivation is synergistic, not simply additive. Thus, this study provides empirical evidence supporting the argument that human resource development policies in the public sector need to be designed holistically, managing both competency and motivation simultaneously, particularly in organizations with complex public service demands such as land offices.

CONCLUSIONS

Based on the research objectives, methods used, and data analysis results, this study concludes that employee performance at the Bandung Regency Land Office is determined by a combination of structural and psychological factors, represented by training and work motivation.

First, training has been shown to have a significant impact on employee performance, indicating that competency development remains a crucial foundation in public organizations. However, training cannot be understood as a purely technical intervention, but rather as part of a human resource management system that requires organizational support to have a significant impact on performance.

Second, work motivation has a stronger influence on employee performance than training. This finding confirms that in the context of public organizations, employee performance is strongly influenced by intrinsic factors such as work meaning, recognition, and public service orientation, in addition to extrinsic, material factors.

Third, training and work motivation simultaneously explain a significant portion of the variation in employee performance, indicating that performance improvements can only be achieved optimally if organizations are able to manage employee abilities and willingness simultaneously. This finding strengthens the argument that public sector human resource development policies need to be designed in an integrated manner.

Overall, this study confirms that improving employee performance in land organizations is not achieved solely through competency enhancement or incentives, but rather through a balanced human resource development strategy that includes training, motivation, and organizational support. This conclusion provides a strong empirical basis for formulating more contextual and sustainable public HR management policies.

Implications for Research Conclusions

Overall, this discussion reinforces the study's conclusion that improving employee performance cannot be achieved through a single intervention. Training without motivation risks resulting in unused competencies, while motivation without

competencies has the potential to result in ineffective performance. Therefore, the findings of this study emphasize the importance of a balanced approach to human resource management between capability development, motivational reinforcement, and ongoing organizational support.

Practical Implications

Practically, the results of this study provide several policy implications for public organizations, particularly the Land Office:

- Expanding a needs-based training approach, with a focus on material relevance and post-training mentoring.
- Strengthening a comprehensive motivation system, including performance recognition, career development opportunities, and a transparent reward system.
- Enhancing the role of leadership, as leadership support has been shown to influence training effectiveness and employee motivation levels.
- More proportional workload management, given that qualitative findings indicate high workload as a performance-inhibiting factor.

Research Limitations

This study has several limitations that should be recognized:

- The study design is cross-sectional, so it is not able to capture the dynamics of changes in motivation, training, and performance over the long term.
- The scope of the study is limited to one land office, so generalizing the findings to other public organization contexts requires caution.
- Other variables that could potentially influence performance, such as leadership style, organizational culture, and job satisfaction, have not been included in the research model.
- Employee performance data is still based on respondents' perceptions, potentially subject to subjective bias.

This limitation opens up opportunities for further research to use a longitudinal design, expand the research object, and include mediating and moderating variables to gain a more comprehensive understanding.

Recommendations

The Bandung Regency Land Office is recommended to allocate a larger and sustainable budget for competency-based training programs, implement a transparent and performance-driven reward and recognition system, strengthen transformational leadership practices to foster a motivating work environment, and conduct regular workload audits alongside process optimization to enhance organizational efficiency. For future research, scholars are encouraged to undertake longitudinal studies to examine the long-term impact of training and motivation on employee performance, explore mediating variables such as job satisfaction and moderating factors such as leadership style, expand the scope to land offices in other regions to improve generalizability, and apply mixed-method approaches, including focus group discussions, to gain deeper insights into the organizational context.

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