

WORK ABILITY, TRAINING, AND WORK COMMUNICATION AS DRIVERS OF EMPLOYEE PERFORMANCE IN A LOCAL LAND OFFICE

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Abstract. This study analyzes the influence of work ability, training, and work communication on employee performance at the Land Office of South Konawe Regency, Indonesia. A quantitative approach was employed, utilizing a saturated sampling technique involving 35 employees. Data were collected via questionnaires and analyzed using multiple linear regression with SPSS. The results indicate that work ability, training, and work communication simultaneously exert a positive and significant influence on employee performance ($F = 78.543$; $p < 0.001$; $R^2 = 0.884$). Individually, training emerged as the strongest predictor ($B = 0.864$; $p < 0.001$), followed by work ability ($B = 0.159$; $p = 0.003$) and work communication ($B = 0.122$; $p = 0.032$). These findings demonstrate that employee performance in the context of land services is closely linked to relevant training, the ability to execute tasks, and effective internal communication. Therefore, prioritizing job-specific training is essential, alongside enhancing competence and ensuring clear, timely internal communication.

Keywords: Employee Performance, Land Office, Training, Work Ability, Work Communication.

Abstrak. Penelitian ini menganalisis pengaruh kemampuan kerja, pelatihan, dan komunikasi kerja terhadap kinerja pegawai pada Kantor Pertanahan Kabupaten Konawe Selatan, Indonesia. Penelitian menggunakan pendekatan kuantitatif dengan teknik sampling jenuh terhadap 35 pegawai. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan regresi linear berganda dengan SPSS. Hasil penelitian menunjukkan bahwa kemampuan kerja, pelatihan, dan komunikasi kerja secara simultan berpengaruh positif dan signifikan terhadap kinerja pegawai ($F = 78,543$; $p < 0,001$; $R^2 = 0,884$). Secara parsial, pelatihan menjadi prediktor paling kuat ($B = 0,864$; $p < 0,001$), diikuti kemampuan kerja ($B = 0,159$; $p = 0,003$) dan komunikasi kerja ($B = 0,122$; $p = 0,032$). Temuan ini menunjukkan bahwa kinerja pegawai dalam konteks pelayanan pertanahan berkaitan erat dengan pelatihan yang relevan, kemampuan menjalankan tugas, dan komunikasi internal yang efektif. Oleh karena itu, penguatan pelatihan berbasis kebutuhan pekerjaan perlu menjadi prioritas, disertai peningkatan kompetensi dan komunikasi internal yang jelas serta tepat waktu.

Kata Kunci: Kemampuan Kerja, Komunikasi Kerja, Kantor Pertanahan, Kinerja Pegawai, Pelatihan

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INTRODUCTION

Employee performance remains a central concern in public-sector organizations because citizens experience the quality of government services through the competence, responsiveness, and reliability of frontline employees. This issue is particularly important in land administration, where service quality depends on legal accuracy, timely document processing, technical competence, and coordination among administrative units. At the Land Office of South Konawe Regency, preliminary observations indicate several employee performance challenges, including delays in completing tasks, inconsistent training related to service applications and technical procedures, and delays in the distribution of work information. These conditions suggest that employee performance may be closely related to work ability, training, and internal communication.

Work ability, training, and communication represent distinct but potentially complementary human resource factors. Work ability reflects employees' knowledge and skills to perform assigned tasks, training provides opportunities to develop job-relevant competencies, while communication enables employees to coordinate activities and obtain timely work information. Previous studies have established that employee competence, training, and communication are associated with performance (Aguinis & Kraiger, 2009; Bell et al., 2017; Diamantidis & Chatzoglou, 2019; Jiang & Men, 2014). However, previous research has generally examined these factors separately or in broader organizational settings, leaving less clarity regarding their relative contributions when examined simultaneously in local public-service organizations. In particular, it remains unclear whether training, work ability, or communication represents the most dominant factor in employee performance within land-administration services, where technical and procedural requirements are highly specific.

This gap is particularly relevant to the Land Office of South Konawe Regency, where limited staffing, varying employee competencies, uneven training opportunities, and communication constraints may interact in shaping daily work performance. Therefore, this study examines the simultaneous and partial effects of work ability, training, and work communication on employee performance at the Land Office of South Konawe Regency. The study contributes empirical evidence on the relative importance of these three human resource factors in a local land-administration context and identifies the factor with the strongest statistical contribution to employee performance.

METHOD

This study used a quantitative explanatory survey design to test the effects of work ability, training, and work communication on employee performance. The research was conducted at the Land Office of South Konawe Regency, Indonesia. The population consisted of 35 employees, and all employees were included as respondents using saturated sampling because the population was relatively small and accessible. Data were collected using a structured questionnaire administered to employees. The constructs were operationalized as follows: work ability was measured through knowledge, training-related readiness, experience, skill, and work capability; training was measured through instructor quality, participant readiness, material relevance, and training objectives; work communication was measured through clarity, accuracy, context, flow, and culture; and employee performance was measured through work quality, work quantity, task execution, and responsibility. Responses were measured using a Likert-type scale.

Data analysis was performed using SPSS. The analysis began with item validity and reliability testing, followed by classical assumption tests. Regression assumptions were evaluated through normality, multicollinearity, and heteroscedasticity checks. Hypotheses were tested using multiple linear regression, with the F-test assessing the simultaneous effect and t-tests assessing the partial effects of each predictor. Because the study used self-reported survey data, procedural steps were applied to reduce common method risk, including clear item wording, respondent anonymity, and separation of predictor and outcome sections in the instrument (Bozionelos & Simmering, 2022; Cooper et al., 2020; Jordan & Troth, 2020; Podsakoff et al., 2003, 2012).

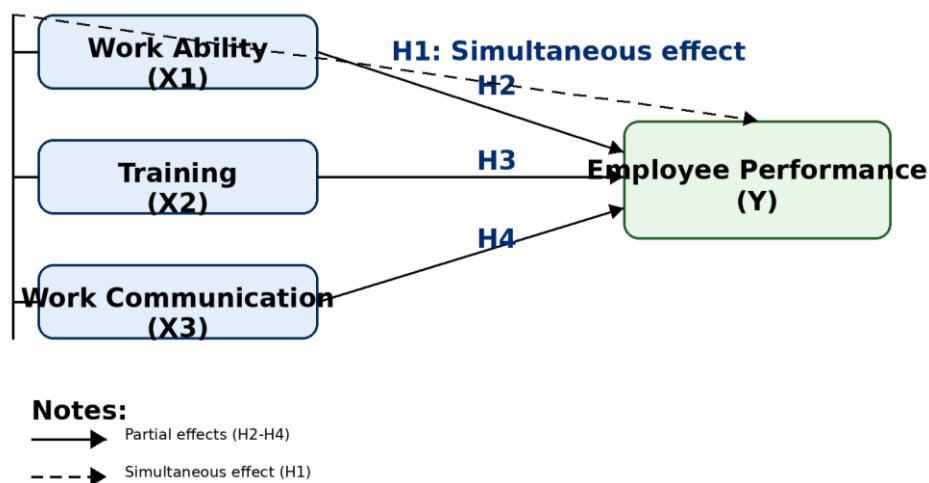


Figure 1. Conceptual framework

RESULTS

To address the research objective of examining the effects of work ability, training, and work communication on employee performance, the analysis was conducted in several stages. First, the quality of the measurement instruments was assessed through validity and reliability testing to ensure that the indicators appropriately measured each research construct. Second, classical assumption tests were conducted to determine whether the data met the requirements for multiple linear regression analysis. The results of these preliminary tests are presented before the hypothesis testing results to establish the adequacy of the data and regression model for examining the simultaneous and partial relationships among the variables. Table 1 presents the reliability results for the four research constructs. All item correlations exceeded the minimum threshold used in the study, indicating that the indicators met the required validity criteria. The Cronbach's alpha coefficients ranged from .887 to .954, exceeding the minimum criterion of .60 and indicating acceptable to very high internal consistency across the constructs.

Table 1. Measurement Reliability

Construct	Number of items	Cronbach alpha	Decision
Work ability (X1)	15	.954	Reliable
Training (X2)	12	.887	Reliable
Work communication (X3)	15	.889	Reliable
Employee performance (Y)	12	.889	Reliable

The assumption tests indicated that the regression model was appropriate for hypothesis testing. The P-P plot suggested that the residuals followed the diagonal line, indicating an acceptable normality pattern. The tolerance values were above .10 and the VIF values were below 10, indicating no multicollinearity problem. The scatterplot also showed no systematic pattern, indicating that heteroscedasticity was not detected.

Table 2. Multicollinearity Test

Predictor	Tolerance	VIF	Decision
Work ability (X1)	.807	1.239	No multicollinearity
Training (X2)	.809	1.236	No multicollinearity
Work communication (X3)	.996	1.004	No multicollinearity

Table 3 reports the multiple regression results. The model was significant ($F = 78.543$, $p < .001$), indicating that work ability, training, and work communication jointly explained employee performance. The coefficient of determination was high ($R^2 = .884$), meaning that 88.4% of the variance in employee performance was explained by the three predictors.

Table 3. Multiple Linear Regression Results

Predictor	B	SE	Beta	t	p
Constant	10.887	4.616	-	2.359	.025
Work ability (X1)	.159	.049	.220	3.221	.003
Training (X2)	.864	.072	.813	11.944	< .001
Work communication (X3)	.122	.054	.138	2.246	.032

Table 4. Model Summary and Simultaneous Effect

R	R ²	F	p	Model decision
.940	.884	78.543	< .001	Significant

The partial results show that all hypotheses were supported. Work ability had a positive and significant effect on employee performance ($B = .159$, $t = 3.221$, $p = .003$). Training had the strongest positive effect ($B = .864$, $t = 11.944$, $p < .001$), indicating that job-relevant training was the most dominant predictor in the model. Work communication also had a positive and significant effect ($B = .122$, $t = 2.246$, $p = .032$).

DISCUSSION

The simultaneous relationship of work ability, training, and work communication with employee performance indicates that performance at the Land Office of South Konawe Regency is shaped by the interaction of employee capability, learning opportunities, and information exchange. Rather than operating independently, these factors represent complementary human resource conditions that enable employees to understand tasks, update their competencies, and coordinate work effectively. This interpretation is consistent with HRM research emphasizing that performance is strengthened when organizations develop employee capabilities and provide conditions that support the application of knowledge and skills (Combs et al., 2006; Jiang et al., 2012; Ployhart & Moliterno, 2011; Subramony, 2009).

Work ability contributes to performance because employees with adequate knowledge, experience, skills, and task readiness are better positioned to handle the technical and administrative demands of land services. In this context, work ability is particularly relevant because employees must interpret procedures, operate administrative systems, and produce accurate documentation. The finding is consistent with performance research emphasizing individual capability as a fundamental condition for successful task execution (Campbell &

Wiernik, 2015; Koopmans et al., 2014). However, capability alone may not be sufficient when work procedures, digital applications, or regulatory requirements change.

Training emerged as the most dominant predictor, which can be interpreted from its direct role in maintaining the relevance of employee competencies. Unlike general work ability, which reflects accumulated capability, training provides a structured mechanism for updating knowledge and skills in response to changing job requirements. This distinction is particularly important in land administration, where employees must adapt to digital service applications, procedural adjustments, and regulatory developments. Training therefore functions not only as a means of improving existing competence but also as a mechanism for closing competency gaps that may otherwise limit performance. This interpretation is consistent with evidence that training is more likely to improve performance when its content is job-relevant and employees receive opportunities and support to transfer learning into daily work (Aguinis & Kraiger, 2009; Arthur et al., 2003; Bell et al., 2017; Blume et al., 2010; Ford et al., 2018; Grossman & Salas, 2011; Salas et al., 2012). The stronger predictive contribution of training in this study may therefore reflect the dynamic nature of land-administration work, where procedural and technological changes require continuous competency renewal.

Work communication also plays an important role by enabling employees to translate their capabilities into coordinated action. Clear and timely information can reduce ambiguity, clarify instructions, facilitate coordination, and minimize delays in administrative processes. This is consistent with internal communication research linking effective information exchange with employee engagement, coordination, and organizational relationships (Jiang & Men, 2017; Kang & Sung, 2017; Mazzei, 2014; Men, 2014; Men & Stacks, 2014; Welch & Jackson, 2007). In the South Konawe context, communication is particularly relevant because land services involve interconnected tasks that require employees to receive and transmit information accurately.

Taken together, the findings suggest that improving employee performance should involve more than strengthening individual responsibility. The dominant role of training indicates that management should prioritize continuous, job-specific development while maintaining work-ability improvement and reliable internal communication. For a local land-administration office with a relatively small workforce, such an integrated approach is important because changes in individual capability can directly influence the continuity and quality of public service delivery.

Since the study uses a cross-sectional explanatory design, these relationships should be interpreted as statistical associations rather than definitive causal effects.

CONCLUSION

This study examined the influence of work ability, training, and work communication on employee performance at the Land Office of South Konawe Regency. The results show that the three predictors simultaneously had a positive and significant effect on employee performance. Partially, work ability, training, and work communication each had a positive and significant effect, with training being the strongest predictor. These findings demonstrate that employee performance in local land administration can be improved by developing employee capability, providing relevant and continuous training, and strengthening internal communication. The study has several limitations. First, the sample consisted of 35 employees from a single land office, so the findings should be interpreted within this organizational context. Second, the study relied on self-reported questionnaire data, which may be affected by perception and social desirability bias. Third, the model only included three predictors, whereas employee performance may also be influenced by leadership, motivation, organizational culture, digital readiness, and work environment. Future studies should test the model across multiple land offices, use larger samples, and consider additional mediating or moderating variables.

RECOMMENDATIONS

The Land Office of South Konawe Regency should prioritize regular competency mapping and technical training to ensure that employees can meet current service demands. Training should be aligned with work applications, land-service procedures, and problem-solving needs. The office should also improve internal communication by creating clearer information flows, routine coordination meetings, and faster dissemination of task-related instructions. Future researchers are encouraged to expand the model by including leadership, motivation, digital capability, and organizational culture as additional predictors of employee performance.

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