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# The Influence of Work Environment on Employees Performance at the BPBD East Kalimantan Provincial

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Article Information	Abstract
<p><b>Article history:</b>            Accepted 22-12-2025            Fixed 25-12-2025            Approved 25-12-2025</p> <p><b>Keywords:</b> <i>Human Resources Management; Work Environment; Employee Performance; BPBD.</i></p>	<p><b>Abstract:</b> This study aims to determine and analyze the effect of the work environment on employee performance at the Badan Penanggulangan Bencana Daerah (BPBD) East Kalimantan Provincial. This study was motivated by the low fulfillment of training hour standards, which indicates a gap in individual capacity development, as well as stagnant employee performance, which reflects the existence of inhibiting factors such as the work environment. This study uses a quantitative method with a causal associative approach to measure the influence of independent variables on dependent variables. The research sample included all employees of the BPBD East Kalimantan Province. The results of the study show that the work environment has a positive and significant effect on employee performance. The better the work environment, the higher the performance. These findings emphasize the importance of creating a comfortable and safe work environment as a strategy for improving performance in carrying out tasks, especially in the BPBD East Kalimantan Provincial.</p>

## Introduction

Human resource management is governed by Government Regulations No. 30 of 2019 regarding The Performance Appraisal of Civil Servants, present as a regulation in human resource management, particularly for civil servants, to improve the performance of state officials. An organization's greatest asset is its people. Having skilled and experienced human resources can contribute to improving the effectiveness and efficiency of an organization. Qualified human resources enable organizations to grow, compete, and adapt to changing times. Also, without competent resources, an organization will be useless (Itsaini & Nurhayaty, 2023). Every organization needs to ensure that its human resources are managed effectively through HRM. The management of human resources is involved in improving organizational resilience, whether at the individual, team or group level, or at the organizational level as a whole (Pahira & Rinaldy, 2023). The existence of HRM enables employees within an organization to more easily face various challenges and adapt to changes, both internal and external (Ramadhan & Rachmadsyah, 2024). HRD in the public sector is not only related to achieving organizational goals and sustainability, as well as employee recruitment and selection, but also to competency development, performance appraisal, promotion, and the fair awarding of rewards and sanctions.

One of the most important elements in accomplishing organization goals is employee performance. The degree to which workers are able to fulfill their obligations is reflected in

optimal performance. Numerous factors influence how well employees perform. For example, employees who feel valued and supported by their superiors and coworkers tend to perform better (Sallyuana et al., 2024). In fact, training and competency development also play an important role in improving employees' ability to perform their duties optimally (Selviyanti et al., 2023). However, in reality, many organizations face challenges in achieving maximum employee performance, such as the BPBD East Kalimantan Provincial.

The BPBD East Kalimantan Provincial was formed based on East Kalimantan Provincial Regulation No. 13 of 2009 regarding the Organization and Work Procedures of Other Institutions within the East Kalimantan Provincial Apparatus. The BPBD East Kalimantan Provincial is an executive element of the East Kalimantan Provincial Government that is under and responsible to the Governor, and assists the Governor in organizing, coordinating, and implement government activities in the region of disaster management. The BPBD East Kalimantan Provincial in performing its duties and functionalities to achieve the established development goals, makes various efforts by utilizing its available resources, including human resources, assets, and capital (Renstra, 2024).

The BPBD East Kalimantan Provincial As the frontline of disaster risk management at the regional level, they are required to work quickly, in a coordinated manner, and professionally. The facts on the ground indicate that a significant challenge remains in terms of human resource availability. Based on BPBD data for 2025, personnel shortages occur in almost all strategic areas. As illustrated in Table 1, the need for rescuers, Mapping Operator (GIS), Operational Service Operator, emergency lamp operator, Disaster Trainer/Instructor, General Kitchen Operator, and other technicians has not been met.

**Table 1. Human Resources of the BPBD East Kalimantan Provincial in 2025**

No	Type of Human Resources	Quantity		Human Resource Shortage
		Current	Ideal	
I	<b>Disaster</b>			
1	General Occupational Safety and Health Expert	8	8	0
2	Rescuer	1	30	29
3	Diver	10	10	0
4	Firefighter	15	15	0
5	Rapid Assesment Officer	5	10	5
6	Jitupasna Officer	5	10	5
7	Radio Communication Technician and Operator	2	2	0
8	First AID/BHD Ambulance Team	20	20	0
9	Speedboat Operator	2	5	3
10	Media Centre	3	10	7
11	Drone Pilot/Mapping	10	10	0
12	Mapping Operator (GIS)	0	10	10
13	General Kitchen Operator	0	15	15
14	Tent Post Officer – Refugees	5	15	10
15	Technician - Vehicle Mechanic	1	5	4
16	Water Treatment Process Officer	0	5	5

No	Type of Human Resources	Quantity		Human Resource Shortage
		Current	Ideal	
17	Crane Operator	0	2	2
18	Heavy Equipment Operator (specialized))	0	2	2
19	Emergency Lamp Operator	0	2	2
20	Mobile Sanitation Hygiene Operator	0	5	5
21	Disaster Trainer/Instructor	0	10	10
<b>II Supporting</b>				
<b>A Executive Position</b>				
1	Technical Policy Reviewer	12	25	13
2	Information Data Processor	3	7	4
3	Office Administrator	12	22	10
4	Operational Service Organizer	0	16	16
5	Operational Service Manager	0	6	6
6	Operational Service Operator	0	46	46
7	General Operational Manager	0	3	3
<b>B Functional Position</b>				
1	Junior Policy Analyst	6	6	0
2	Junior Planner	2	2	0
3	Senior Disaster Analyst	10	26	16
4	Junior Disaster Analyst	2	15	13
5	Intermediate Disaster Analyst	1	9	8
<b>C Managerial/Structural Position</b>				
1	Senior Leadership Position	1	1	0
2	Administrator Position	3	4	1
3	Supervisor Position	1	1	0

Source: BPBD Provinsi Kaltim, (2025).

Due to the lack of human resources to fill the positions of disaster instructors/trainers, this will affect the capacity building of existing human resources, thereby hampering the development of employee competencies in dealing with increasingly complex disaster scenarios. This situation is exacerbated by the low level of employee training in terms of hours, as shown in Table 1.2, where only 15.38% of total BPBD employees meet the training standard of 20 hours per year (Simon Bangkom, 2025).

**Table 2. Competency Development Monitoring System in 2025**

No	Regional Apparatus	Number of Employees	JP ≥ 20	JP< 20	%	Totals JP
1.	Badan Penanggulangan Bencana Daerah	39	6	33	15.38	427

Source: BPSDM Provinsi Kaltim, (2025).

The total number of JP recorded was only 427 JP, making BPBD one of the regional agencies with the lowest competency development realization at the provincial level. This competency development obligation has been emphasized in Law of the Republic of Indonesia

Number 20 of 2023 regarding the State Civil Apparatus article 49, which states that: “Every civil servant is required to develop their competencies through continuous learning in order to remain relevant to the demands of the organization.” In this regard, the East Kalimantan Provincial Government has also issued Governor Regulation No. 29 of 2023 regarding the Management of Integrated Learning Systems in the Development of Civil Servant Competencies, as a form of commitment to strengthen the implementation of training and performance assessment in an integrated manner through digital systems such as Simon Bangkom.

The low fulfillment of JP standards indicates a gap in the development of individual performance capacity at BPBD, which has the potential to directly weaken organizational performance, especially in dealing with disaster situations that require a quick, accurate, and professional response. In addition, the performance of BPBD East Kalimantan Province is also measured through Performance Accountability Score data, which can be seen in the 2022 and 2023 LKJIP. The results of the organizational performance component also show stagnation, particularly in the aspects of measurement, reporting, and internal evaluation (LKJIP, 2022, 2023). The system's lack of effective monitoring and the absence of comprehensive evaluations of work programs indicate that performance improvement has not been a structured priority.

**Table 3. Evaluation Results for 2022 and 2023**

No.	Components to be assessed	Weight	Value	
			2022	2023
1.	Performance Planning	30%	20,70	22,20
2.	Performance Measurement	20%	14,80	14,80
3.	Performance Reporting	10%	6,10	6,10
4.	Performance Evaluation	20%	14,00	14,00
5.	Performance Achievement	20%	11,20	13,60
<b>Evaluation Results</b>		<b>100%</b>	<b>66,80</b>	<b>70,70</b>
<b>Performance Accountability Level</b>			<b>B</b>	<b>BB</b>

Source: BPBD Provinsi Kaltim, (2023)

Based on Table 3 of the 2022 and 2023 Evaluation Results, the BPBD East Kalimantan Provincial experienced an increase in its total score from 2020 to 2023, resulting in an improvement in its performance accountability rating from B to BB. In general, this can be seen as a positive achievement. However, based on further investigation and interviews with internal informants, this achievement was largely supported by contributions from regencies/cities. The performance scores of the Provincial BPBD employees themselves were only one component of the evaluation. When analyzed in more detail for each performance component, it was found that several aspects had stagnated over the past few years.

This stagnant performance indicates that factors such as the work environment may play a role in influencing how employees perform. A well-designed workspace with a comfortable layout, clean surroundings, proper lighting, thoughtful color choices, and good air circulation, a harmonious working atmosphere, good relationships between coworkers, effective communication between employees and leaders, and adequate facilities can impact employees' comfort and productivity (Sudarman et al., 2023).

From the observation, one potential factor that affects this is the work environment. The BPBD East Kalimantan Provincial building isn't permanent yet, and the office is located on a steep slope, which adds to the work safety risks, considering there have been several

accidents due to the difficult terrain. From a non-physical perspective, there is still ego friction in the execution of tasks that affects communication and coordination between departments and results in low commitment among subordinates in carrying out their duties, which can eventually reduce employee performance. These conditions reinforce the idea that the work environment can have a significant effect on how well employees perform.

This research was conducted in a government agency with very different characteristics, namely the BPBD of East Kalimantan Province, which operates in the public sector with high work pressure and direct involvement in disaster management. This research aims to identify and analyze how the work environment affects employee performance at the BPBD East Kalimantan Province. As well as this, the results of this study are expected to provide theoretical contributions to the advancement of Public Administration as a field of study, particularly in the field of Public Management, which highlights the dynamics of human resource management in the public sector. In practical terms, the findings are also intended to serve as a valuable reference for the BPBD in understanding the existing work environment and identifying the factors that influence employee performance.

## **Method**

This study adopts a quantitative research design with a causal-associative approach, aimed at examining whether the work environment influences employee performance and to what extent such an effect occurs, not just a correlational relationship. The research utilizes a non-probability sampling technique with a census approach, ensuring comprehensive data collection. According to (Sugiyono, 2022) a census should be used for research with fewer than 100 respondents, which means that every member of the target population is included as a respondents. This means that member 63 employees of the BPBD East Kalimantan Provincial who are civil servants and government employees under work agreements were included as research respondents.

Research data was obtained through structured observation, documentation, and Likert scale questionnaires with a score range of one to five. Data analysis was performed using inferential statistics with SPSS software version 25. Before conducting the analysis, the research instruments were tested for validity and reliability. Classical assumption tests, such as residual normality and heteroscedasticity tests, were conducted to ensure that the estimated parameters met the Best Unbiased Linear Estimation (BLUE) criteria. Additionally, correlation analysis, linearity tests, and simple linear regression were used to determine the influence of the work environment on employee performance. Hypothesis testing was performed to assess the significance of the effect of independent variables on dependent variables, while the coefficient of determination was used to see the extent of the contribution of independent variables to dependent variables. The results of this analysis formed the basis for answering the hypotheses and drawing research conclusions.

## **Result and Discussion**

### **1. Overview of Research Location**

Badan Penanggulangan Bencana Daerah (BPBD) East Kalimantan Provincial is a local government agency whose main task is to coordinate, organize, and providing administrative services at the field of disaster management. This agency was established based on East

Kalimantan Provincial Regulation No. 13 of 2009 regarding the Organization and Work Procedures of Other Institutions within the East Kalimantan Provincial Apparatus.

BPBD has a significant role in disaster management as a local government organization, which covers various stages, from prevention, emergency response, rehabilitation, to reconstruction. In addition, the BPBD East Kalimantan Provincial has a main function, namely to formulate and establish disaster management policies, including the handling of refugees with the motto of being responsive, agile, and resilient. The BPBD's existence is crucial because the planned, integrated, and thorough execution of disaster management initiatives ensure that mitigation, emergency response, and post-disaster recovery efforts must proceed in accordance with the established protocols.

## 2. Data Presentation and Data Analysis

To examine the influence of the work environment on employee performance at the East Kalimantan Provincial BPBD, a simple linear regression analysis was employed. This analytical method aimed to determine the extent to which the independent variable (work environment) could explain variations in the dependent variable (employee performance). The simplified regression results are presented below through several other test stages:

### Descriptive Statistics

**Table 4. Descriptive Statistics Results**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Work Environment	63	37.00	88.00	58.0794	10.31019
Employee Performance	63	30.00	60.00	40.7143	7.21653
Valid N ( <i>Listwise</i> )	63				

Descriptive statistical analysis showed that the work environment variable, based on responses from 63 participants, had a mean score of 58.08 and a standard deviation of 10.31. This indicates that, despite some variability among respondents, most employees perceived their work environment as fair to good. Meanwhile, the employee performance variable recorded a mean of 40.71 and a standard deviation of 7.21, suggesting that performance levels were generally moderate with relatively consistent distribution. Overall, both variables demonstrated a reasonably normal distribution and were classified within the adequate to good category, making them suitable for further inferential analysis.

### Validity Test

**Table 5. Validity Test Results for Work Environment Variables**

Variable	Indikator	Code	r-count	</>	r-table (n=63, $\alpha=0,05$ )	P-Value	Decision
Work Environment	Safe	W1	0.310	>	<b>0.248</b>	0.013	Valid
		W2	0.357	>	<b>0.248</b>	0.004	Valid
		W3	0.460	>	<b>0.248</b>	0.000	Valid
		W4	0.391	>	<b>0.248</b>	0.002	Valid
		W6	0.284	>	<b>0.248</b>	0.024	Valid
		Mean	<b>0.360</b>				

Variable	Indikator	Code	r-count	</>	r-table (n=63, $\alpha=0,05$ )	P-Value	Decision
	Decent Place	W7	0.418	>	<b>0.248</b>	0.001	Valid
		W8	0.458	>	<b>0.248</b>	0.000	Valid
		W9	0.464	>	<b>0.248</b>	0.000	Valid
		W10	0.574	>	<b>0.248</b>	0.000	Valid
		W11	0.604	>	<b>0.248</b>	0.000	Valid
		W12	0.400	>	<b>0.248</b>	0.001	Valid
		<b>Mean</b>	<b>0.486</b>				
	People in the Work Environment	W13	0.601	>	<b>0.248</b>	0.000	Valid
		W14	0.609	>	<b>0.248</b>	0.000	Valid
		W15	0.693	>	<b>0.248</b>	0.000	Valid
		W16	0.749	>	<b>0.248</b>	0.000	Valid
		W17	0.675	>	<b>0.248</b>	0.000	Valid
		W18	0.363	>	<b>0.248</b>	0.003	Valid
		<b>Mean</b>	<b>0.615</b>				

Table 6. Validity Test Results for Employee Performance Variables

Variable	Indicator	Code	r-count	</>	r-table (n=63, $\alpha=0,05$ )	P-Value	Keterangan
Employee Performance	Quantity	E1	0.609	>	<b>0.248</b>	0.000	Valid
		E2	0.600	>	<b>0.248</b>	0.000	Valid
		E3	0.526	>	<b>0.248</b>	0.000	Valid
		E4	0.496	>	<b>0.248</b>	0.000	Valid
		<b>Mean</b>	<b>0.557</b>				
	Quality	E5	0.284	>	<b>0.248</b>	0.002	Valid
		E6	0.383	>	<b>0.248</b>	0.000	Valid
		E7	0.435	>	<b>0.248</b>	0.004	Valid
		E8	0.361	>	<b>0.248</b>	0.000	Valid
		<b>Mean</b>	<b>0.365</b>				
	Cooperation	E9	0.426	>	<b>0.248</b>	0.000	Valid
		E10	0.492	>	<b>0.248</b>	0.000	Valid
		E11	0.545	>	<b>0.248</b>	0.000	Valid
		E12	0.623	>	<b>0.248</b>	0.000	Valid
		<b>Mean</b>	<b>0.521</b>				

The validity test results for both the work environment and employee performance variables indicated that all indicator items had calculated correlation values greater than the table value (0.248) and significance levels of  $p < 0.05$ . This demonstrates that all questionnaire items were valid and reliable instruments for measuring employee performance.

## Reliability Test

Table 7. Reliability Test Results

Variable	Total Items	Cronbach's Alpha	</>	r-count	Standar cronbach's alpha	Decision
Work Environment	17	0.804	>	0.248	0.7	Reliabel
Employee Performance	12	0.714	>	0.248	0.7	Reliabel

Based on the reliability test results, this research instrument is considered reliable, where the Work Environment variable with 17 statement items obtained a Cronbach's Alpha value of 0.804 (good category), and the Employee Performance variable with 12 statement items obtained a value of 0.714 (acceptable category). Both values are greater than 0.7 and also greater than the rtabel.

## Residual Normality Test

Table 8. Results of the One-Sample Kolmogorov–Smirnov Normality Test

Variable	N	Mean	Std. Deviation	Most Extreme Differences (Absolute)	Positive	Negative	Test Statistic (K-S)	Asymp. Sig. (2-tailed)
Unstandardized Residual	63	0.0000000	5.38082825	0.074	0.074	-0.050	0.074	0.200

The normality test, conducted using the One-Sample Kolmogorov–Smirnov Test, produced a significance value (Asymp. Sig. 2-tailed) of 0.200. Since this value exceeds the threshold of  $\alpha = 0.05$ , it can be concluded that the residuals are normally distributed. Consequently, the normality assumption required for regression analysis is satisfied, confirming that the model is appropriate for further testing.

## Heteroscedasticity Test

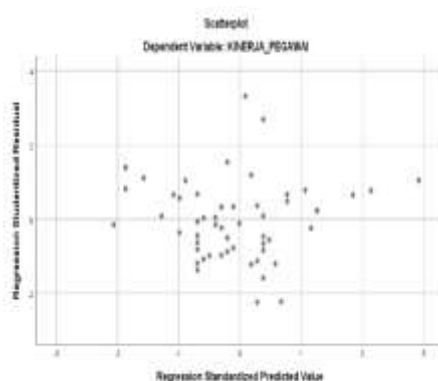


Figure 1. Heteroscedasticity Test Results

The scatterplot results showed that the data points were randomly distributed above and below the zero (0) line without forming any distinct patterns. This indicates that the regression model does not exhibit heteroscedasticity, thereby meeting one of the classical assumptions of regression analysis.



## Correlation Test

Table 9. Results of Pearson Correlation Test

Variables	Work Environment	Employee Performance
Work Environment	1.000	0.666*
Employee Performance	0.666*	1.000
Sig. (2 tailed)	0.000	0.000
N	63	63

As the obtained significance value was less than 0.05, it can be concluded that there exists a statistically significant relationship between the work environment and employee performance. The correlation coefficient of 0.666 further demonstrates a strong positive association, suggesting that a better work environment corresponds to higher levels of employee performance.

## Linearity Test

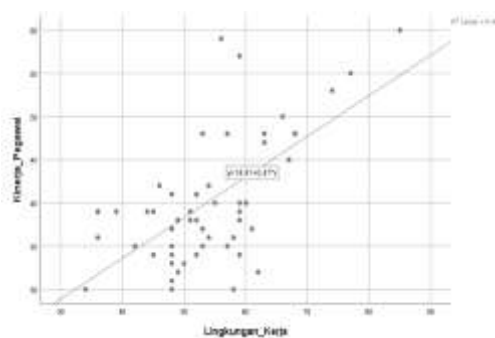


Figure 2. Linearity Test Results

Before conducting the regression analysis, a linearity test was performed to verify that the relationship between the independent and dependent variables followed a linear pattern. The results showed that the data points formed a straight line distribution extending from the bottom left to the top right, confirming a positive and linear relationship between variable X (Work Environment) and variable Y (Employee Performance).

## Simple Linear Regression Results

Table 10. SLR Test Results

Variable	<i>coefficient(β)</i>	<i>t-value</i>	<i>Sig.</i>
Constant	14.808	3.924	0.000
Work Environment	0.470	6.980	0.000

Model Persamaan RLS:

$$Y = \alpha + \beta X + \varepsilon$$

$$Y = 14.808 + 0.470(X)$$

The results of the simple linear regression analysis revealed a constant value ( $\alpha$ ) of 14.808 with a significance level of 0.000, along with a regression coefficient ( $\beta$ ) for the work environment variable of 0.470, also significant at 0.000. This coefficient implies that for every

one-unit improvement in the work environment, employee performance increases by 0.470 units.

### Hypothesis Test (t-test)

**Table 11. t-Test Results**

Variable	<i>t-value</i>	<i>Sig.</i>	Decision
Work Environment	6.980	0.000	Significant

The test pair of the initial and alternative hypotheses in the t-test is as follows:

$H_0: \beta = 0$  (the independent variable has no significant effect on the dependent variable), this means that the work environment has no significant effect on employee performance at the BPBD East Kalimantan Provincial.

$H_1: \beta \neq 0$  (the independent variable has a significant effect on the dependent variable), this means that the work environment has a significant effect on employee performance at the BPBD East Kalimantan Provincial.

Hypothesis testing was conducted with a significance level ( $\alpha$ ) of 0.05 and degrees of freedom ( $df$ ) =  $n - (k + 1) = 63 - 2 = 61$ . The corresponding t-table value was 1.670. The results of the t-test indicate that the calculated t-value of 6.980 exceeds the critical t-table value of 1.670, while the obtained significance level (p-value) of 0.000 is less than 0.05. These results confirm that  $H_0$  is rejected and  $H_1$  is accepted, leading to the conclusion that the work environment variable has a statistically significant effect on employee performance at the East Kalimantan Provincial BPBD.

### Coefficient of Determination Test ( $R^2$ )

**Table 12. Coefficient of Determination Test Results**

<i>Model Summary</i>				
Model	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.666 <sup>a</sup>	0.444	0.435	5.425
<b>a. Predictors: (Constant), Work Environment</b>				

According to the analysis presented in the Model Summary table, the correlation coefficient ( $R$ ) of 0.666 demonstrates a strong and positive association between the work environment and employee performance. Furthermore, the coefficient of determination ( $R^2$ ) value of 0.444, or 44.4%, suggests that the work environment accounts for 44.4% of the variance in employee performance, while the remaining 55.6% is attributed to other factors not examined in this study.

#### a. The Influence of Work Environment on Employees' Performance at the BPBD East Kalimantan Provincial

The contribution of the work environment's influence, reaching 44.4%, indicates that both physical and non-physical conditions in the workplace are critical factors in determining employee work quality in carrying out official duties, especially considering the characteristics of BPBD which require quick responsiveness, precision, and solid team coordination. The indicator concerning people within the work environment scored the highest, indicating that interpersonal relationships, team coordination, and leadership support are in the good category. This finding aligns with the theory (Khaeruman et al., 2021) which states that effective

communication, harmonious relationships, and a supportive work climate are important determinants of performance achievement.

This implies that the more conducive the work environment, the greater the opportunity for improving employee performance in carrying out their duties. This research finding is also supported by previous studies, namely (Kaffah & Anggapradja, 2023) which stated that the work environment has a positive and significant effect on employee performance at the General Bureau of the West Java Regional Secretariat. The results of this study emphasize that the work environment plays a crucial role in shaping the performance of employees at the East Kalimantan Provincial BPBD. Although interpersonal relationships among employees have become a key strength of the organization, improvements in physical aspects, security, spatial arrangement, and workload balance are still necessary to enhance employee performance sustainably.

Therefore, improvements in the work environment, both physical and psychological, are a strategic priority to support the effectiveness of BPBD in carrying out disaster management services, especially in East Kalimantan Province.

## **Conclusion**

Based on the findings and analysis conducted in this study, it can be concluded that the work environment significantly affects employee performance at the Regional Disaster Management Agency (BPBD) of East Kalimantan Province. The statistical analysis results show a correlation coefficient of 0.666 with a significance value of 0.000, along with a positive regression coefficient of 0.470. These results indicate a strong and positive relationship between the work environment and employee performance, meaning that improvements in the work environment correspond with increased employee performance. Furthermore, the work environment was found to contribute substantially, accounting for 44.4% of the improvement in employee productivity at BPBD East Kalimantan Province. Therefore, the findings of this study reinforce the fact that effective work environment management plays a strategic role in enhancing employee performance, particularly in public institutions such as BPBD, which holds a vital role in disaster management efforts.

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