

The Effect of Motivation, Competency and Commitment on Employee Performance: The Case of Ogan Ilir Regency's Regional Secretariat

Yuliani, Muhammad Idris & Choiriyah

Universitas Muhammadiyah Palembang

Corresponding author: yuliekaktus@gmail.com

Idrismuhammad727@gmail.com, choiriyahmp@yahoo.co.id

Article Information:

Received: July 31, 2024, Accepted: August 07, 2024, Published: August 10, 2024

Abstract

This study determines Work Motivation, Competence, and Organizational Commitment to the Performance of Ogan Ilir Regency Regional Secretariat Employees. The object of this study is an employee of the Regional Secretariat of Ogan Ilir Regency. The method used is quantitative research with a data collection model and questionnaires. The population in this study was 153 employees in the Regional Secretariat of Ogan Ilir Regency; the determination of the number of samples in this study using the determination of samples from the population by Isaac and Michael (error rate 5%), So that the sample amounted to 105 respondents. The analysis technique used is multiple linear regression. The results of this study show that 1) simultaneously, Work Motivation, Competence, and Organizational Commitment have a significant effect on the Performance of Ogan Ilir Regency Regional Secretariat Employees. 2) Work Motivation significantly affects the Performance of Ogan Ilir Regency Regional Secretariat Employees. 3) Competence significantly affects the performance of employees of the Regional Secretariat of Ogan Ilir Regency. 4) Organizational commitment does not significantly affect the performance of employees of the Regional Secretariat of Ogan Ilir Regency.

Keywords: Motivation, Competency, Commitment, Employee Performance

JEL Codes: M10, M11, M12

How to Cite:

Yuliani, Idris, M., & Choiriyah. (2024). The Effect of Motivation, Competency and Commitment on Employee Performance: The Case of Ogan Ilir Regency's Regional Secretariat. *International Journal of Business, Management, and Economics*, 5(3). pp. 285 – 296. DOI: <https://doi.org/10.47747/ijbme.v5i3.1950>

1. Introduction

The development of globalization requires many organizations to be able to maximize employee performance. This means that organizations must be able to analyze factors such as

Published by:

work environment, job satisfaction, and training opportunities that can affect employee performance. In overcoming this, human resources are the most essential thing that must be considered for its development because good and professional human resources will significantly help maximize organizational performance. Human resources are the most critical thing in every organization. The better the employees' ability, the better the organization's performance. Conversely, the lower the employee's ability, the lower the organization's performance. For management activities to run well, the organization must have competent employees to manage the organization as optimally as possible to increase employee performance.

The Regional Secretariat of Ogan Ilir Regency is an implementing element of regional government administration in regional administrative services led by the Regional Secretary, who is under and directly responsible to the Regent. The Regional Secretariat has the task of implementing regional policies in the regional government administration of Ogan Ilir Regency. The number of employees at the Regional Secretariat of Ogan Ilir Regency is 103 people with civil servant status, consisting of 10 people in the planning and finance division, 22 people in the protocol division, 17 people in the legal division, 10 people in the organizational division, 10 people in the economic division, 12 people in the BPJ division, 17 people in the governance division, 15 people in the general division, 20 people in the Development administration division, 20 people in the public welfare division.

The achievement of the main performance indicators (IKU) in 2023 demonstrates the low performance of employees at the Regional Secretariat of Ogan Ilir Regency. Based on the results of the target measurement, it can be concluded that the achievement of the performance accountability value in 2023 was 74.13%. This figure is 2.97% less than the average performance achievement until 2022 against the final target of the 2023 RPJMD of 71.16%. This phenomenon shows that the performance of Ogan Ilir Regency Regional Secretariat employees could be more optimal. It can be seen from the quantity of work, which requires employees to meet the standardized target of 83%, but in the final achievement, the quantity of employee work can only meet 71.16%. This phenomenon also explains the quality of work of employees of the Ogan Ilir Regency Regional Secretariat because, procedurally, the quality of employee work is expected to meet the final target of the RPJMD standardized by the agency. However, in this case, the employees cannot realize the final target of the RPJMD. In addition, regarding the phenomenon of the use of working time, it can be measured from the failure of employees to complete 83% of the final target of the RPJMD, which must be completed in 2023, so this shows that employees are unable to optimize their work results based on the period budgeted by the agency. In addition, terms of employee cooperation still need improvement because it is proven in the field that administratively, there are employees who hinder the work of their colleagues who need the necessary documents. Hence, work procedures that require systematic stages could be smoother.

Work motivation is one of the factors that affect employee performance. The phenomenon that has occurred so far is that employee work motivation could be more optimal. Based on pre-research, work motivation shows that more employees feel that the work assigned is different from their field of work because the main tasks and functions (main tasks and functions) given are different from when the employee was assigned. In addition, in terms of supervision, many employees think that leaders cannot direct employees to work because leaders tend to ignore employee work methods and do not try to provide encouragement or direct employees to carry out their work well but only directly assess the results of employee work. Many employees

stated that they had a relationship that could have been more mutually supportive with their colleagues because they were involved in a competition to win structural positions, thus hindering other colleagues and resulting in work conditions that were not conducive.

In addition to work motivation, employee performance is also influenced by competency factors. The phenomenon regarding the competence of employees of the Regional Secretariat of Ogan Ilir Regency is known from irregularities in several employees with different educational backgrounds compared to their primary duties. Based on initial data, it can be seen that several employees were given tasks that needed to match their qualifications/educational background. This raises problems related to the employees' knowledge, understanding, and skills. For example, employees with an administrative educational background are equipped with knowledge, understanding, and skills in administration. However, they are tasked with working on the financial section, which is beyond their capacity. Based on initial data, it shows that employees of the Ogan Ilir Regency Regional Secretariat have less than optimal competence; it is known that the level of employee knowledge regarding the field of work only reaches 75% in terms of understanding technical instructions and work procedures, employees only reach 65%, and in terms of employee work skills only meet 80%. In addition to motivation and competence, employee performance is also influenced by organizational commitment factors. The phenomenon regarding organizational commitment at the Ogan Ilir Regency Regional Secretariat, from the results of the interview, it was found that in terms of organizational identification, several employees still did not understand and did not want to know what the goals of their current agency were, they admitted that they only worked because they were based on the demands of their duties and work alone. In addition, in terms of involvement, some employees avoid involvement in the organization and must recognize if the performance achievements are not achieved as part of their work. Moreover, in terms of employee loyalty, it is still not good because several employees have plans to move their work location if they have exceeded 10 years of work (the requirement to move the work location is a minimum of 10 years) for various reasons without considering the interests of their agency.

2. Literature Review

Human resources are one of the most critical factors that cannot be separated from an organization, both institutions and companies. They are also the key to determining the company's development. According to Suban (2020), performance is vital for every corporate and government agency organization. Factors influencing performance are work motivation, competence, and work facilities—seeing employee work motivation's significant role in improving performance and developing productivity to achieve predetermined goals. In addition to work motivation and competence, employee performance can also be influenced by organizational commitment factors (Pramularso, 2018).

According to Walgito (2019), motivation is a state within an individual that drives behavior toward goals. Motivation can arise from within oneself and can also occur from influences outside of oneself. According to McDonald (Kartono, 2015), motivation is a change in energy within a person, which is marked by the emergence of "feelings" and responses to the existence of goals. Employee work motivation is influenced by the leader's attitude towards his subordinates. Work motivation can increase employee work productivity, and employees can work optimally to realize organizational goals; in addition, it is also supported by the use of technology as a means to optimize the process of change in the organization so that fundamental changes are needed to improve the quality of human resources. Competence is an essential characteristic of a person who may perform superior in a particular job, role, or

situation (Boulter et al. in Sutrisno, 2016). budiHuman resources in an organization must have competence so that the goals and ideals of an organization can be achieved easily. In addition to work motivation and competence, organizational commitment is also a factor that influences employee performance—according to Dynham, Grube, and Castaneda (in Nurjanah, 2010) said that high organizational commitment in each individual is closely related to the individual's sense of belonging to the organization. According to Kreitner and Kinicki (2010), Organizational commitment is an agreement to do something for oneself, other individuals, groups, or organizations. Organizational commitment reflects the level of state in which an individual identifies with an organization and is committed to its goals.

Several previous studies have linked employee performance to work motivation. First, Budi's (2019) research showed that work motivation positively and significantly influences employee performance. Second, Maharani's (2023) research showed that work motivation affects the performance of PT employees.

In addition to work motivation, competence is another variable affecting employee performance. Research on the influence of competence on performance has been carried out. First, research conducted by Suban (2020) shows that competence has a significant effect on performance. Second, Groth (2020) research shows that competence positively affects employee performance in North Kawangkoan District, Purbalingga Regency. Minahasa. Third, DwiYanti (2019) conducted research on the influence of competence and work motivation on performance. The results of the study showed that competence had a positive effect on the performance of BPR Bank Buleleng employees.

Many studies have been conducted related to the influence of organizational commitment on performance, including Pane's (2017) research on the impact of organizational commitment on employee performance, which shows that organizational commitment affects employee performance. Second, research conducted by Fauza and Yohan (2014), in analyzing factors affecting civil servants' performance, showed that organizational commitment and job satisfaction factors positively affect improving civil servant performance.

The influence of work motivation, competence and organizational commitment on employee performance. According to Kasmir (2016), the factors influencing performance include work motivation, competence, and organizational commitment. The phenomenon of employee performance is shown from the work standards explained in the previous part, which, in this case, requires employees to meet the standardized target of 83%. However, in the end, the quantity of employee work can only meet 71.16%. In addition, the phenomenon of the use of working time can be measured from the failure of employees to meet the standardized targets in the annual period, so this shows that employees cannot optimize their work results based on the period budgeted by the agency. In addition, terms of employee cooperation still need improvement because it is proven in the field that administratively, there are employees who hinder the work of their colleagues who need the necessary documents. Hence, work procedures that require systematic stages become less smooth. This is supported by research conducted by DwiYanti (2019), which states that competence and work motivation affect performance. Likewise, research by Pane (2017) states that organizational commitment affects performance.

The effect of work motivation on employee performance According to Kasmir (2016), factors that affect performance include work motivation. The phenomenon of work motivation is known based on the results of interviews with several employees of the Ogan Ilir Regency

Regional Secretariat who were used as sources; it is known that employees feel bored with the main tasks and functions given to employees because employees have to carry out work based on the main tasks and functions that are too binding continuously. In addition, in terms of supervision, employees argue that leaders tend to ignore how employees work and do not try to provide encouragement or direct employees to carry out their work well; they only directly assess the results of employee work. Employees even stated that several employees were involved in a competition to win structural positions, thus hindering other coworkers and resulting in work conditions that were not conducive. Research conducted by Dwiyanti (2019) supports this, which stated that work motivation affects performance.

The influence of competence on employee performance. According to Kasmir (2016), the factors influencing performance include competence. The phenomenon of competence is known from the oddity in several employees with different educational backgrounds compared to their primary duties. This raises problems related to the employee's knowledge, understanding, and skills. For example, an employee with an administrative and educational background and equipped with knowledge, understanding, and skills in administration is tasked with working on the finance section, which is beyond his capacity. This is supported by research conducted by Dwiyanti (2019), which states that competence affects performance. Likewise, Suban's (2020) research states that competence affects performance.

The influence of organizational commitment on employee performance. According to Kasmir (2016), the factors that influence performance include organizational commitment. The phenomenon of organizational commitment, shown from the results of the interview, is known that several employees still do not understand and do not want to know what the goals of their current agency are; they admit that they only work because they are based on the demands of their duties and work alone. In addition, some employees refrain from involvement in the organization and do not admit that performance achievements are not achieved as part of their work. Employee loyalty still needs improvement because several employees have plans to move their work location if they have exceeded 10 years of work (the requirement to move their work location is a minimum of 10 years) for various reasons without considering the interests of their agency. This is supported by research conducted by Fauza and Yohan W (2014), which states that organizational commitment affects performance. Likewise, the research of Pane (2017) states that organizational commitment affects performance.

3. Research Method

This study was conducted on employees at the Ogan Ilir Regency Regional Secretariat. Address: Ogan Ilir Regency Government Office Complex, in Tanjung Senai, Indralaya Raya Village, Indralaya District, Ogan Ilir Regency. This study was conducted from July 2023 to December 2023. The research method used in this study is descriptive research. This study is a simple linear regression analysis designed to determine the effect of independent variables, namely work motivation, competence, and organizational commitment, on the dependent variable, performance. This research is a quantitative study with a data collection model using a questionnaire. There are four variables in this study: three independent variables, namely work motivation (X1), competence (X2), and organizational commitment (X3), and one dependent variable, namely employee performance (Y). Employee performance indicators are quantity of work, quality of work, use of working time, and cooperation. The indicators of motivation are work, supervision, and coworkers. The indicators of competence are knowledge, understanding, and skills. The indicators of commitment are identification, involvement, and loyalty. Based on data from the personnel department, the number of employees in the Regional

Published by:

Secretariat of Ogan Ilir Regency is 153. The population of this study was 153 employees, so the sample taken according to the research sample determination table from Isaac and Michael was 105 people (Sugiyono, 2016). The sample from the research population was determined using the Simple Random Sampling sampling technique. The analysis method used was multiple regression analysis.

4. Findings and Discussions

Multiple linear regression analysis was used to determine the regression between work motivation, competence, and organizational commitment variables on employee performance at the Ogan Ilir Regency Regional Secretariat. Based on the results of the analysis, the multiple linear regression equation is as follows: $Y = 0.371 + 0.508 X_1 + 0.169 X_2 + 0.099 X_3$. The constant value of 0.371 indicates that if work motivation, competence, and organizational commitment are absent or have a value of 0 (zero), employee performance will remain at 0.371. The work motivation coefficient value of 0.508 indicates that work motivation positively affects employee performance. This means that if work motivation increases, it will be followed by an increase in employee performance; conversely, if work motivation decreases, it will be followed by a decrease in employee performance. The competency coefficient value of 0.169 indicates that competency positively affects employee performance. This means that if competency increases, it will be followed by an increase in employee performance; conversely, if competency decreases, it will be followed by a decrease in employee performance. The organizational commitment coefficient value of 0.099 indicates that organizational commitment positively affects employee performance. This means that if organizational commitment increases, it will be followed by an increase in employee performance; conversely, if organizational commitment decreases, it will be followed by a decrease in employee performance.

Table 1. Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	0,371	0,151	
Motivation	0,508	0,065	0,623
Competence	0,169	0,055	0,221
organizational commitment	0,099	0,055	0,111

Determining F-table with a confidence level of 95% and an error rate (α) of 5% = 0.05 with a degree of freedom (df) $v_1 = k-1 = 4-1 = 3$, and $v_2 = n-k = 105-4 = 101$, so that the Ftable value is obtained = 2.69. Based on Table 2, the F Test shows the Fcount value of 94.755 > Ftable 2.69, with a sig. F level of 0.000 < 0.05 (significant), then H_0 is rejected, and H_a is accepted, meaning that there is a significant effect of work motivation, competence, and organizational commitment on the performance of the Ogan Ilir Regency Regional Secretariat employees. The first hypothesis is proven.

Table 2. ANOVA Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	78,864	3	26,288	94,755	0,000 ^a
Residual	28,021	101	0,277		
Total	106,885	104			

Determine a t-table with a confidence level of 95%, an error rate (α) of 5% = 0.05, and a degree of freedom (df) = n-k. Then: (df) = 0.05 (105-4) is 0.05 = 101. So, the t-table value = 1.983. Based on Table 3, it can be seen as follows: The t-value is 7.792 > t-table 1.983, with a sig.t level of 0.000 < 0.05 (significant), then H02 is rejected, and Ha2 is accepted, meaning that there is a significant influence of work motivation on the performance of employees of the Ogan Ilir Regency Regional Secretariat. The second hypothesis is proven. The calculated t value is 3.080 > t-table 1.983, with a sig.t level of 0.003 < 0.05 (significant), then H03 is rejected, and Ha3 is accepted, meaning that there is a significant influence of competence on the performance of employees of the Regional Secretariat of Ogan Ilir Regency. The third hypothesis is proven. The calculated t value is 1.814 < t table 1.983, with a sig.t level of 0.073 > 0.05 (significant), then H04 is rejected, and Ha4 is accepted, meaning that there is no significant influence of organizational commitment on the performance of employees of the Regional Secretariat of Ogan Ilir Regency. The fourth hypothesis needs to be proven.

Table 3. t-test Result

	B	Std. Error	Beta	t	Sig.
1 (Constant)	0,371	0,151		2,459	0,016
Motivation	0,508	0,065	0,623	7,792	0,000
Competence	0,169	0,055	0,221	3,080	0,003
Organizational Commitment	0,099	0,055	0,111	1,814	0,073

The Influence of Work Motivation, Competence, and Organizational Commitment on Employee Performance. Based on the results of the analysis, it is known that work motivation, competence, and organizational commitment have a positive and significant influence on the performance of employees of the Ogan Ilir Regency Regional Secretariat. The results show a positive or unidirectional linear relationship between work motivation, competence, and organizational commitment on employee performance, which means that if work motivation, competence, and organizational commitment can be improved to be better, it will have an impact on improving employee performance, which becomes more optimal. This result is supported by the coefficient of determination value, which shows that work motivation, competence, and organizational commitment can contribute to the rise and fall of employee performance, with a significant contribution caused by 73%. The measurement of these factors was conducted using a [specific methodology], which ensured the accuracy and reliability of the results. Our findings are in line with Kasmir's theory (2016), which posits that work motivation, competence, and organizational commitment are pivotal in influencing performance. The fact that our study empirically proves this theoretical framework, demonstrating a positive and significant influence of these factors on the performance of employees at the Ogan Ilir Regency Regional Secretariat, should provide a sense of confidence

and reassurance.

These results are supported by research conducted by Dwiyanti et al. (2019), which states that competence and work motivation affect performance. Likewise, the study of Pane (2017) states that organizational commitment affects performance. However, our study contributes to this body of research by how your study contributes to the existing research. Based on the research findings, the respondents' descriptive answers show that two statements get the most disagreement; this indicates that the performance of employees of the Ogan Ilir Regency Regional Secretariat still needs improvement. The following are the findings of this study: Our research findings have practical implications for improving employee performance. For instance, the revelation that a significant portion of employees feel they cannot meet the work quality standards due to issues with work motivation, competence, and organizational commitment should inspire companies to address these issues and motivate employees to perform better. The statement on the cooperation indicator shows that employees have poor cooperation relationships; this is evident from the answers of 65.7% of respondents who stated that they could not collaborate with coworkers to complete work. This can occur due to problems regarding low work motivation, inadequate competence, and lack of organizational commitment, thus causing employee performance to be low. So, the company needs to pay attention to the problem of work quality to encourage improvements in employee performance.

The Influence of Work Motivation on Employee Performance. Based on the analysis's results, work motivation has a positive and significant influence on the performance of employees of the Ogan Ilir Regency Regional Secretariat. The results show a positive or unidirectional linear relationship between work motivation and employee performance, which means that if the agency is better at providing work motivation to its employees, this can improve employee performance because work motivation is a driving force that can trigger employees to devote all their best efforts to work. This result is in line with Kasmir's theory (2016:189), which states that of the several factors that influence performance, one of them is work motivation. This is in line with the results of this study, which prove that work motivation has a positive and significant influence on the performance of employees of the Ogan Ilir Regency Regional Secretariat, so the results of this study are proven theoretically. This result is supported by research conducted by Dwiyanti (2019), which states that work motivation affects performance. Based on the results of the study, two statements of work motivation were found that received the most disagreement from respondents (employees of the Regional Secretariat of Ogan Ilir Regency), as follows: The statement on the work indicator shows that employees do not like their jobs; this is evident from the respondents' answers, of which 59.1% stated that the work assigned feels less enjoyable to do continuously. This can cause employee performance to be low because employees who feel unhappy with the work that is done continuously can become bored and tired of doing it, so the performance produced will also decrease because they are less enthusiastic or not challenged by monotonous work patterns. So, agencies must implement work strategies with more exciting and challenging job designs so employees feel energized to do it continuously. The statement on the supervision indicator shows that employees feel that supervision is still not good; this is evident from the respondents' answers, 60% of whom stated that leaders cannot direct employees to work. This can cause employee performance to be low because leaders who cannot direct their employees to work can trigger employees to be less coordinated, so that employees who work become uncontrolled and not in accordance with the agency's goals, thus impacting the performance produced. So, agencies need to encourage leaders to direct employees under them to be more active in

working so that employees will be more coordinated to meet the agency's goals.

The Influence of Competence on Employee Performance. Our research has shown that competence plays a crucial role in the performance of employees at the Regional Secretariat of Ogan Ilir Regency. We found a clear, positive relationship between competence and performance, indicating that improving employee competence can lead to better performance. Competence is a key factor in supporting employees in their assigned tasks, and enhancing it can significantly improve their work outcomes. Our findings align with Kasmir's theory (2016), which posits that competence is a key factor influencing performance. This theoretical alignment lends further credibility to our research, as it substantiates the positive and significant influence of competence on the performance of employees at the Regional Secretariat of Ogan Ilir Regency. This result is supported by research conducted by DwiYanti (2019), which states that competence affects performance. Likewise, Suban's study (2020) states that competence affects performance. Based on the research results, three competency statements were found that received the most disagreement from respondents (employees of the Regional Secretariat of Ogan Ilir Regency), as follows: The statement on the knowledge indicator shows that employees have inadequate knowledge, evident from the answers of 57.2% of respondents who stated that employees have not been equipped with adequate knowledge to work. This can cause employee performance to be low because employees who are less knowledgeable in their field of work can be a trigger for work implementation to be disrupted. After all, the risk of errors in carrying out work procedures is higher due to limited knowledge. So, agencies must adjust employee work fields based on the right educational background. They can also improve employee knowledge by holding training programs and career guidance to hone employee knowledge. The statement on the understanding indicator shows that employees have inadequate understanding, which is evident from the answers of 54.3% of respondents who stated that employees could not understand various applicable work procedures. This can cause employee performance to be low because employees who need help understanding the appropriate work procedures can interfere with achieving the employee's performance. A lack of understanding can result in procedural errors and hinder the flow of work implementation. So, agencies need to adjust the employees' field of work based on the right educational background, and they can also improve employee understanding by holding training programs and career guidance to hone employee understanding. The statement on the skills indicator shows that employees have inadequate skills; this is evident from the answers of 54.3% of respondents who stated that employees do not have skills from their field of work. This can cause employee performance to be low because employees who are not skilled in the field of work they are engaged in can have an impact on suboptimal work results because to complete a job well, supporting skills are needed that are by the needs of the field of work. So, agencies need to adjust the employees' field of work based on the right educational background, and they can also improve employee skills by holding training programs and career guidance to hone employee skills.

The Influence of Organizational Commitment on Employee Performance. Based on the analysis results, it is known that organizational commitment has no significant influence on the performance of employees of the Regional Secretariat of Ogan Ilir Regency. The results show that organizational commitment does not impact employee performance, which means that if the agency can increase its commitment to its employees, it can only affect its employees. Still, it does not necessarily improve employee performance. The commitment held by an employee also needs to be supported by other factors because employees who have a strong

organizational commitment to themselves can only produce optimal performance if they are supported by their capacity to work. This result differs from Kasmir's theory (2016:189), which states that of the several factors that influence performance, one includes the organizational commitment factor. This is different from the results of this study, which prove that organizational commitment has no significant influence on the performance of employees of the Regional Secretariat of Ogan Ilir Regency. Therefore, the results of this study are not proven in theory. This result differs from the research conducted by Fauza and Yohan W (2014), which states that organizational commitment affects performance. Likewise, Pane's study (2017) noted that organizational commitment affects performance. The statement on the identification indicator shows that employees have yet to identify their organizational goals; this is evident from the results of respondents' answers of 63.8% who stated that employees need help understanding what goals the agency wants to achieve. This may not be related to low employee performance because even though employees need to understand the agency's goals, if employees have high work capacity and ability, the performance they produce will still be good. However, agencies still need to encourage employee commitment to understand the agency's goals better so that it will be embedded in employees that the goals the agency wants to achieve are part of their goals in working. The statement on the involvement indicator shows that employees have low involvement in their organization, as evidenced by the answers of 61.9% of respondents who stated that employees only sometimes feel involved in achieving agency goals. This may not be related to low employee performance. Employees who ignore their involvement in the agency can focus more on doing their work individually because employees' thoughts are only focused on completing their work. However, the agency still needs to encourage employees to be more aware of their roles and responsibilities so that it will be embedded in employees that the goals the agency wants to achieve are part of their goals in working. The statement on the loyalty indicator shows that employees have low loyalty, as evidenced by the answers of 65.7% of respondents who stated that employees are less willing always to serve the agency. This may not be related to low employee performance. Employees who are not loyal or less willing to always serve the agency will not necessarily produce low performance because they are also likely to work well to maintain their good name. However, agencies still need to foster employee commitment so that they love their current agency more because employees are expected to continue to uphold their integrity in their work.

5. Conclusion

It can be concluded that work motivation, competence, and organizational commitment significantly influence the performance of employees of the Ogan Ilir Regency Regional Secretariat. Based on the results of this study, the Regional Secretariat of Ogan Ilir Regency can improve its employees' performance by increasing work motivation to encourage the enthusiasm and passion of employees in carrying out their duties and responsibilities at work. In addition, it is expected to improve the competence of its employees to support the process of implementing the agency's program and work better because appropriate and adequate competence is needed to obtain the proper results. It is also expected to foster organizational commitment in its employees so that they become more in line with the agency's goals. The Regional Secretariat of Ogan Ilir Regency is expected to overcome the work motivation problem of its employees by implementing a work strategy with a more exciting and challenging job design so that employees who work do not feel bored doing it continuously and encouraging efforts from leaders in directing employees under them to be more active in working so that employees will be more coordinated to meet the goals to be achieved by the

agency. A mutually supportive working relationship must be established, as active cooperation and collaboration are necessary to achieve the agency's goals. The Regional Secretariat of Ogan Ilir Regency is expected to be able to overcome the competency problems of its employees by increasing the knowledge, understanding, and skills of its employees, adjusting the work fields of employees based on the right educational background, and also needing to hold training programs and career guidance to hone employee knowledge. The Regional Secretariat of Ogan Ilir Regency is expected to be able to overcome the problem of organizational commitment for its employees by encouraging employee commitment to understanding the goals of the agency better so that it will be embedded in employees that the goals to be achieved by the agency are part of their goals in working and fostering employee commitment to love their current agency more because employees are expected to continue to uphold their integrity in their work.

References

- Budi, A. S. (2019). *Pengaruh Motivasi dan Fasilitas Kerja terhadap Kinerja Pegawai*. Jurnal Ekonomi dan Bisnis, 2019, 9 (1), 1-13.
- Destin Alfianika Maharani, D. A. (2023). *Pengaruh Motivasi kerja terhadap Kinerja Karyawan PT. Hasta Puspa Sentosa Purbaling*. Journal Stiemb, 2023, 04 (1), 24-36.
- Dwiyanti N. Kadek. (2019). *Pengaruh Kompetensi dan Motivasi Kerja Terhadap Kinerja Karyawan*. BISMA : Jurnal Manajemen, Vol. 5 No. 2. Edisi Oktober 2019.
- Fauza, D. H. & Yohan, W. (2014). *Analisis Faktor-Faktor Yang Mempengaruhi Kinerja Pegawai Negeri Sipil Pada Badan Pertanahan Nasional Kabupaten Boyolali*. Jurnal Media Ekonomi dan Teknologi Industri, Vol. 22 No. 1, Edisi Maret 2014, Hal. 71 – 89.
- Groth, C. (2020). *Pengaruh Kompetensi Terhadap Kinerja Karyawan Di Kantor Kecamatan Kawangkoan Utara Kabupaten Minahasa*. Repository Umsu, 2020, 3 (2), 16-27.
- Kartono. (2015). *Pemimpinan dan Kepemimpinan*. Jakarta: Rajawali Pers.
- Kasmir. (2016). *Manajemen Sumber Daya Manusia (teori dan praktik)*. Jakarta: Raja Grafindo Persada.
- Kreitner, R., & Kinicki, A. (2016)tjo. *Perilaku Organisasi Organizational Behavior*. Jakarta: Salemba Empat.
- McShane & Von Glinow. (2015). *Organizational Behaviour*. New York: Mc Graw Hill.
- Nurjanah. (2016). *Perilaku Organisasi*. Yogyakarta: Andi Offset.
- Pane, S, G. (2017). *Pengaruh Komitmen Organisasi Terhadap Kinerja Pegawai Pada Badan Pertanahan Nasional Kota Medan*. Jurnal Riset Manajemen dan Bisnis, Vol. 2 No. 3. Edisi Oktober 2017.
- Pramularso, E.Y. (2018). *Pengaruh Kompetensi terhadap Kinerja Karyawan CV. Inaura Anugerah Jakarta*. Jurnal Sekretaris dan manajemen WIDYA CIPTA, Vol. 2 No. 1, 2018.
- Suban, G. S. (2020). *Pengaruh Motivasi Kerja, Kompetensi Dan Fasilitas Kerja Terhadap Kinerja Karyawan Pada Pt. Tropica Cocoprime Lelema*. Jurnal EMBA, Vol. 8 No. 4, Edisi Oktober 2020.
- Sugiyono. (2016). *Metode Penelitian Kuantitatif-Kualitatif Dan R&D*. Bandung: Alfabeta.

Sutrisno, E. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Media Prenada Group.

Walgito, B. (2019). *Pengantar Manajemen*. Yogyakarta: Andi Offset.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)

