

The Effect of Competency and Working Environment on Motivation and Its Impact on Employee Performance: The Case of Musi Banyuasin Regional Secretariat's Civil Servant

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Abstract

This study aims to determine 1) the influence of competence on the motivation of State Civil Apparatus employees at the Regional Secretariat of Musi Banyuasin Regency. 2) The influence of the work environment on the motivation of State Civil Apparatus employees at the Regional Secretariat of Musi Banyuasin Regency. 3) The influence of competence on the performance of State Civil Apparatus employees at the Regional Secretariat of Musi Banyuasin Regency. 4) The influence of the work environment on the performance of State Civil Apparatus employees at the Regional Secretariat of Musi Banyuasin Regency. 5) The influence of motivation on the performance of State Civil Apparatus employees at the Regional Secretariat of Musi Banyuasin Regency. This type of research is Associative. The variables used by researchers include Competence, Work Environment, Motivation, and Performance. The population of this study consisted of all ASN employees of the Regional Secretariat of Musi Banyuasin Regency, totaling 193 employees. The sample in the study comprised 120 employees, and the sampling technique used was Cluster Random Sampling. The data used in this study are primary data collected through a questionnaire. The data analysis technique used is Structural Equation Modeling (SEM) with the LISREL Program Application. The results of this study indicate that: 1) Competence has a significant effect on the motivation of State Civil Apparatus employees at the Musi Banyuasin Regency Regional Secretariat. 2) The work environment has no effect on the motivation of State Civil Apparatus employees at the Musi Banyuasin Regency Regional Secretariat. 3) Competence has a significant effect on the performance of State Civil Apparatus employees at the Musi Banyuasin Regency Regional Secretariat. 4) The work environment has a significant effect on the performance of State Civil Apparatus employees at the Musi Banyuasin Regency Regional Secretariat. 5) Motivation has a significant effect on the performance of State Civil Apparatus employees at the Musi Banyuasin Regency Regional Secretariat. Motivation strengthens the influence of competence and work environment on the performance of State Civil Apparatus employees at the Musi Banyuasin Regency Regional Secretariat.

Keywords: Competency, Working Environment, Motivation, Employee Performance

1. Introduction

Human resources, the backbone of any organization, are the individuals who possess the skills, knowledge, and potential that can be developed to achieve organizational goals. Their role is pivotal in every organizational activity, from planning to implementation. Effective HR management practices foster a positive work environment and motivate employees, ultimately enhancing productivity and job satisfaction. In today's ever-changing and evolving world, employees are also expected to be flexible and adaptable in order to face new challenges and changing times. Understanding the background of HR within an organization helps formulate appropriate strategies for optimal management, development, and utilization of HR. This will contribute to improved performance and overall organizational success. Success in achieving these goals is not just a matter of the organization's structure and policies, but also the reliability and ability of each employee. The performance of government agencies is a result of the work requirements that employees must meet. Employees will be willing to work enthusiastically if they feel their physical and non-physical needs are met. This organization is required to produce good performance both individually and collectively. To support employee performance, competent, disciplined, and responsible employees are required, meeting the needs of a government agency ([Sedarmayanti, 2017](#)). Human resources are the most valuable and crucial asset an organization possesses. A company's success is likely achieved if its policies, procedures, and regulations related to people are interconnected and mutually beneficial to all parties involved.

Good employee performance is essential for every company. The higher an employee's performance, the greater the company's profitability, which in turn contributes to its future growth and success. Performance is the implementation of a predetermined plan. Work implementation is carried out by human resources who possess the skills, competencies, motivation, and interests. How an organization values and treats its human resources will influence their attitudes and behaviors in carrying out their work ([Wibowo, 2018](#)). According to [Kasmir \(2019\)](#), factors influencing employee performance include abilities and expertise, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

Motivation is not just a concept, but a powerful tool that can significantly influence employee performance. It addresses how to encourage subordinates' work passion, encouraging them to work hard and contribute their full abilities and skills to achieve company goals ([Sutrisno, 2017](#)). Motivation is considered crucial in influencing employee performance because it drives a series of employee behavioral processes that lead to goal achievement. Therefore, with motivation, employees will become more enthusiastic about their work, devoting all their efforts to achieving company targets. Employees with strong motivation tend to work harder than those with less motivation, resulting in improved performance. Factors influencing employee motivation include family and culture, self-concept, gender, recognition and achievement, goals and aspirations, abilities/competencies, employee conditions, the environment, work elements, and leadership efforts ([Priansa, 2018](#)).

Competence is not just a characteristic, but a fundamental trait that can lead to superior performance in a particular job, role, or situation ([Sutrisno, 2017](#)). This means that competence is not just a buzzword, but a fundamental characteristic of an employee that can produce superior performance in their work and role within the company. It relates to the employee's basic abilities, which include their capacity to perform the work they undertake. Understanding and nurturing this competence can make employees feel more capable and confident in their

roles. The work environment, because a good work environment can influence the conditions of employees working in a company. The work environment refers to the setting in which employees perform their daily tasks. A conducive work environment provides a sense of security, enabling employees to work optimally ([Mardiana, 2019](#)). The work environment can indirectly influence employee performance, as it encompasses the environment in which employees carry out their daily tasks. Therefore, if the work environment in a company is conducive or good, it will support employee work activities and improve them. Conversely, if the work environment in the company is less conducive, this will negatively impact employee performance.

Research conducted by [Idayati, Surajiyo and Hazalena \(2020\)](#), [Manippi and Saiful \(2022\)](#), [Lianasari and Ahmadi \(2022\)](#) and [Fauzi and Nugroho \(2024\)](#), shows that competence has a significant influence on employee motivation. This contrasts with research conducted by [Sulistyani and Sari \(2024\)](#), which found that competence had a positive but insignificant effect on employee motivation. The differences in research results are due to variations in the indicators used, the samples employed, and the sampling techniques employed. Research conducted by [Idayati, Surajiyo and Hazalena \(2020\)](#), and [Matualaga, Ruru and Palar \(2024\)](#) showed that the work environment significantly influences employee motivation. This contrasts with research conducted by [Lianasari and Ahmadi \(2022\)](#), which found that the work environment had a positive but insignificant effect on employee motivation. This difference in research results is due to variations in the indicators used, the samples employed, and the sampling techniques employed.

Several previous studies have linked employee performance to competence. Research conducted by [Indriyani, Suardhika and Rismawan \(2023\)](#) and [Fauzi and Nugroho \(2024\)](#), showed that competence significantly influences employee performance, while research conducted by [Nurlindah and Rahim \(2018\)](#) showed a different result, indicating that competence did not considerably influence employee performance. The differences in research results stem from variations in the indicators used, the samples employed, and the sampling techniques employed. Research by [Ma'muroh and Mariyono \(2023\)](#) also demonstrated that the work environment has a positive and significant impact on employee performance. Conversely, research by [Indriyani, Suardhika and Rismawan \(2023\)](#) demonstrated that the work environment has a negative and insignificant effect on employee performance. These differences in previous research suggest that the work environment can have either a positive or negative impact on employee performance. This is because the work environment is also influenced by the employee's ability to adapt to it. Therefore, whether a work environment is good or bad largely depends on the employee's acceptance of it. These differences in research results stem from variations in the indicators used, the samples employed, and the sampling techniques employed. Research linking employee performance to motivation includes studies conducted by [Nurlindah and Rahim \(2018\)](#) and [Saptalia, Idris and Asiati \(2022\)](#), which have shown that motivation significantly influences employee performance. Meanwhile, research conducted by [Siahaan and Bahri \(2024\)](#) showed that motivation had no significant effect on performance. These differences in research results stem from variations in the indicators used, samples, and sampling techniques.

One government agency that pays attention to employee performance is the Musi Banyuasin Regency Regional Secretariat. The study focused on Civil Servants at the Musi Banyuasin Regency Regional Secretariat. The Musi Banyuasin Regency Regional Secretariat is where operational activities and work procedures are carried out. Musi Banyuasin Regency Regional

Secretariat employees are required to have a shared sense of responsibility in efforts to improve performance, competency, and engagement, while adhering to various performance improvement parameters. Performance assessments of Musi Banyuasin Regency Regional Secretariat employees are crucial for effective management and personnel development. Targets are measured against established strategic objectives by comparing performance targets with actual performance, which is then used to measure performance. The Government Agency Performance Accountability System (SAKIP) score indicates that the Musi Banyuasin Regency Regional Secretariat's stated objectives are still not optimal and are not exceeding the established targets. In 2022, the SAKIP score reached only 65.99, falling short of the set target of 70. In 2023, the score increased from 65.99 to 67.59, but still fell short of the established target. In 2024, the target score of 70 was still not achieved, with a score of 69.07 being achieved. This phenomenon suggests that the Musi Banyuasin Regency Regional Secretariat's goals are not yet fully optimized. Based on the key performance report, the performance only reaches the standard level without any notable innovation or employee efforts to improve it. Employees often work merely to fulfill their basic obligations rather than to maximize their potential.

Employee performance at the Musi Banyuasin Regency Regional Secretariat is suboptimal in terms of work standards. Inconsistencies between work results and established standards are still found. Several administrative reports, correspondence, and supporting documents for government activities often fail to meet the expected quality criteria, both in terms of completeness and content accuracy. Meanwhile, delays in task completion and report submission continue to be observed. Furthermore, many activities are not carried out according to schedule, resulting in delays in achieving targets. The performance of Musi Banyuasin Regency Regional Secretariat employees can be influenced by competence, as competent employees tend to produce optimal performance. Based on employee competency index data, it is evident that the competency of Musi Banyuasin Regency Regional Secretariat employees is suboptimal. This is particularly true in terms of knowledge of standard operating procedures (SOPs), field understanding, and work skills, which range from 70.9% to 76.8% and fall within the sufficient category. This suggests that employees have not fully developed their competencies in these areas. Regarding these competencies, three (3) competency indicators for Musi Banyuasin Regency Regional Secretariat employees are still suboptimal. First, knowledge, as employees often lack a clear understanding of the correct standard operating procedures (SOPs) and continue to make mistakes in their implementation.

Furthermore, in terms of understanding, employees are less able to comprehend the work areas designated by the agency and tend to exceed their authority in those areas. Furthermore, employees lack the necessary skills to carry out and complete their work correctly. For example, when preparing the annual work budget at the Musi Banyuasin Regency Regional Secretariat, employees often struggle to find alternatives and complete reports effectively and efficiently. The motivational phenomenon that can be observed is the reward received by employees, such as awards and promotions, which are often based on personal closeness among employees. Additionally, the provision of special education and career guidance is used to enhance the capacity of high-achieving employees. Working conditions, including slow communication between lines, can make the relationship between colleagues less harmonious and often lead to misunderstandings or miscommunication. The work itself, both in terms of its nature (level of difficulty) and sometimes the tasks assigned by superiors, is often too brief, resulting in subpar work outcomes and non-optimal results from employees at the Regional

Secretariat of Musi Banyuasin Regency. In addition to competence and motivation based on the results of direct observation at the Regional Secretariat of Musi Banyuasin Regency, it is evident that the work environment at the Regional Secretariat of Musi Banyuasin Regency remains suboptimal. There is a phenomenon in the work structure indicator, it is known that the established work structure is not in accordance with the position and function assigned to employees, the mismatch between qualifications and background causes civil servant employees to be unable to do their work according to the specified standards because of limited knowledge and skills that do not match their educational background (field), so that employees are less aware of the most effective work mechanism to do their work. For example, employees with an academic background in the Financial Sector carry out Public Relations Protocol tasks, ensuring that their knowledge is not biased towards or inclined towards Public Relations Protocol tasks. Another problem related to the indicator of attention and support from leaders is that leaders still do not coordinate the work of employees who are on duty to provide services, despite having supervised them. Still, leaders are less active in directing the course of employee work activities, as they often allow employees to work independently and rarely provide direct coaching. Furthermore, there is a phenomenon in the responsibility indicator where the employees of the Musi Banyuasin Regency Regional Secretariat when given the task of making a report and have not finished it during break time, it is seen that the employees still often procrastinate after break time, and employees are usually late in completing tasks or reports.

2. Literature Review

The Influence of Competence on Motivation. Among the myriad factors that influence employee motivation, competence stands out as a significant variable. It is a key determinant that can significantly impact an individual's motivation, as highlighted by [\(Priansa, 2018\)](#). Research conducted by [Idayati, Surajiyo and Hazalena \(2020\)](#), [Manippi and Saiful \(2022\)](#), [Fauzi and Nugroho \(2024\)](#), and [Lianasari and Ahmadi \(2022\)](#) showed that competence significantly influences employee motivation. This contrasts with research conducted by [Sulistyani and Sari \(2024\)](#), which found that competence had a positive but insignificant effect on employee motivation. This discrepancy in research results is due to differences in the indicators used, the sample, and the sampling technique. Based on observations, issues were found in the competency of Civil Servant employees at the Musi Banyuasin Regency Regional Secretariat, particularly in their knowledge, understanding, and skills. These issues impacted the motivation of Civil Servant employees at the Musi Banyuasin Regency Regional Secretariat, particularly in their perception of rewards, working conditions, and the nature of their work.

The Influence of the Work Environment on Performance. Another crucial variable that influences employee motivation is the work environment. It is a factor that can significantly shape an individual's motivation, as emphasized by [\(Priansa, 2018\)](#). Research conducted by [Idayati, Surajiyo and Hazalena \(2020\)](#), and [Matualaga, Ruru and Palar \(2024\)](#) shows that the work environment has a significant influence on employee motivation. This contrasts with research conducted by [Lianasari and Ahmadi \(2022\)](#), whose results indicated that the work environment had a positive but insignificant effect on employee motivation. This discrepancy in research results is due to differences in the indicators used, the sample size, and the sampling technique employed. Initial observations have revealed significant issues in the work environment of Civil Servant employees at the Musi Banyuasin Regency Regional Secretariat. These issues, particularly in work structure, leadership attention and support, and responsibility, have a direct impact on the motivation of these employees.

The Influence of Competence on Performance. According to [Kasmir \(2019\)](#), factors influencing employee performance include abilities and expertise, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. In this case, competence is a variable influencing performance. Several previous studies have linked employee performance to competence. Research conducted by [Indriyani, Suardhika and Rismawan \(2023\)](#) and [Fauzi and Nugroho \(2024\)](#), has shown that competence significantly influences employee performance. Research conducted by [Nurlindah and Rahim \(2018\)](#) showed different results, indicating that competence had no significant effect on employee performance. These differences in research results stem from variations in the indicators used, the samples employed, and the sampling techniques employed. Based on observations, issues were found in the competency of Civil Servant employees at the Musi Banyuasin Regency Regional Secretariat regarding indicators (knowledge, understanding, and skills). These issues impacted the performance of Civil Servant employees at the Musi Banyuasin Regency Regional Secretariat, leading to problems with objectives, work standards, and time management.

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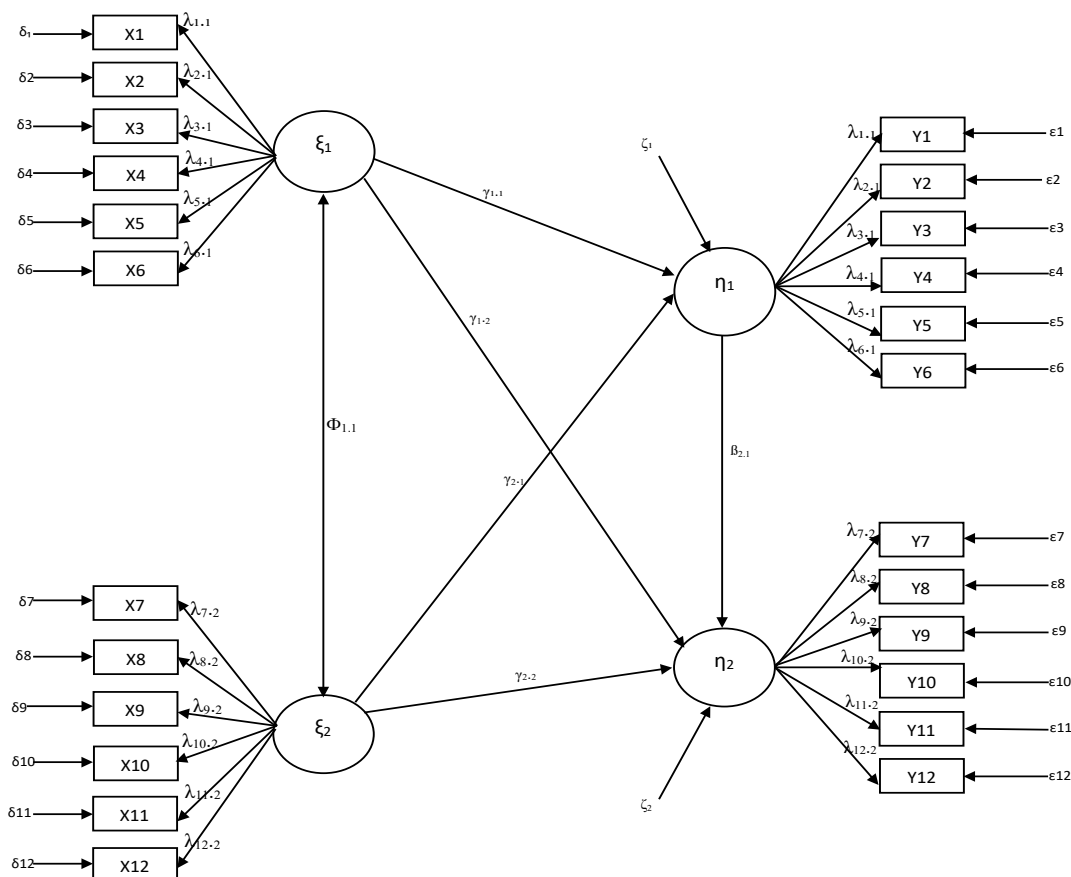
The Influence of Motivation on Performance. According to [Kasmir \(2019\)](#), factors influencing employee performance include ability and expertise, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. In this case, motivation is a variable that influences performance. Research linking employee performance to motivation includes studies conducted [Nurlindah and Rahim \(2018\)](#) and [Saptalia, Idris and Asiati \(2022\)](#), which demonstrate that motivation significantly influences employee performance. Meanwhile, research conducted by [Siahaan and Bahri \(2024\)](#) showed that motivation had no significant effect on performance. The differences in these research results stem from variations in the indicators used, the samples employed, and the sampling techniques employed. Based on observations, problems were found with the motivation of Civil Servant employees at the Musi Banyuasin Regency Regional Secretariat regarding indicators (remuneration, working

conditions, and the work itself). These problems impacted the performance of Civil Servant employees at the Musi Banyuasin Regency Regional Secretariat, leading to issues with objectives, work standards, and time management.

3. Research Method

This research was conducted at the Musi Banyuasin Regency Regional Secretariat. The independent variables in this study were competency (X1), work environment (X2), and the intervening variable motivation (Y1), while the dependent variable was performance (Y2). Indicators of employee performance were goals, work standards, and working hours. Indicators of motivation included remuneration, working conditions, and the nature of the work itself. Indicators of competency were knowledge, understanding, and skills. Indicators of the work environment were work structure, leadership attention and support, and responsibility. The population used in this study was finite (measurable), consisting of all 193 State Civil Apparatus employees at the Musi Banyuasin Regency Regional Secretariat. The sample used in this study included 120 employees at the Musi Banyuasin Regency Regional Secretariat. The sampling technique used above was probability sampling with cluster sampling. The data collection method used in this study was a questionnaire. The data analysis technique to measure the variables in this study used structural equation modeling (SEM).

Figure 1. Structural Equation Modeling



Note:

ξ_1 : Exogenous latent variable of competency

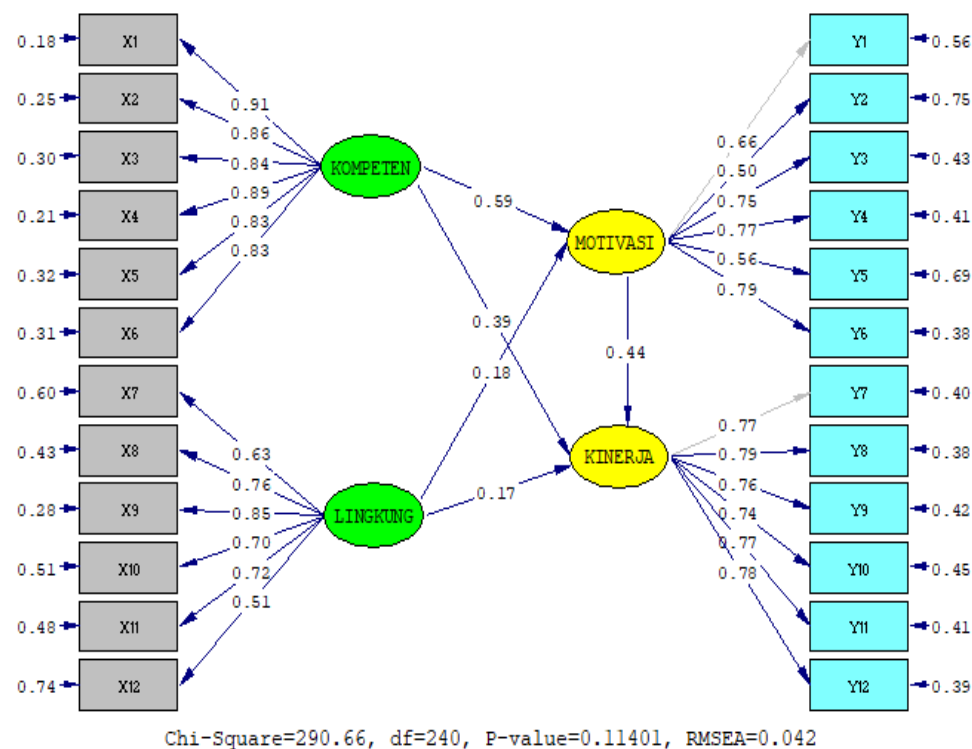
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- ξ_2 : Exogenous latent variable of working environment
 η_1 : Endogenous latent variable of motivation
 η_2 : Endogenous latent variable of employee performance
 γ : Direct relationship with exogenous towards endogenous variable
 ζ : Error term
 β : Direct relationship with endogenous towards endogenous variable
 δ : Measurement error of exogenous variable
 Φ : Covariance matrix of construct
 E : Measurement error of exogenous variable's indicators
 λ : The relationship between exogenous/endogenous variables towards its indicators
 X_1 - X_6 : Indicators of competency
 X_7 - X_{12} : Indicators of working environment
 Y_1 - Y_6 : Indicators of motivation
 Y_7 - Y_{12} : Indicators of employee performance

4. Findings and Discussions

Confirmatory Factor Analysis. This analysis is conducted on all constructs separately in order to test the measurement model through an evaluation of construct validity and reliability. Competency refers to kompetensi, motivation refers to motivasi, working environment refers to lingkungan and employee performance refers to kinerja.

Figure 2. Confirmatory Factor Analysis



The CFA results show that all loading factor variables have values greater than the error value (0.05). This indicates that the initial CFA (Confirmatory Factor Analysis) test has met the requirements for subsequent testing.

Table 1. Goodness of Fit Index

Goodness Of Fit Index	Cut Of Value	Result	Conclusion
P-Value	$\geq 0,05$	0.11	Good Fit
RMSEA	$\leq 0,1$	0.04	Good Fit
GFI	$\geq 0,90$	0.83	Fit
NNFI	$\geq 0,90$	0.99	Good Fit
SRMR	$\leq 0,1$	0.05	Good Fit
IFI	$\geq 0,90$	0.99	Good Fit
CFI	$\geq 0,90$	0.99	Good Fit
RFI	$\geq 0,90$	0.94	Good Fit
NFI	$\geq 0,90$	0.95	Good Fit

Based on the results of the goodness of fit index, it can be concluded that the model is good because the overall goodness of fit index criteria are in the good fit category.

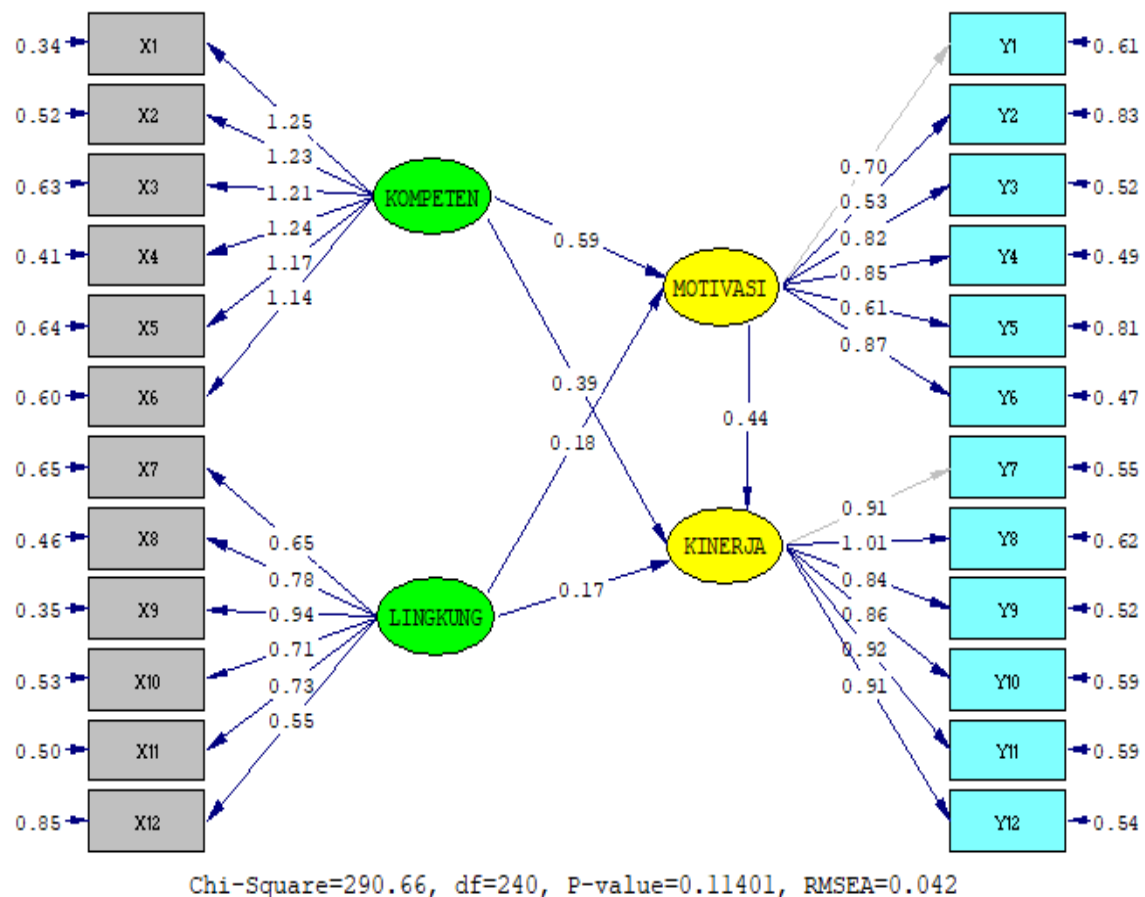


Figure 3. Structural Equation Modeling Coefficient

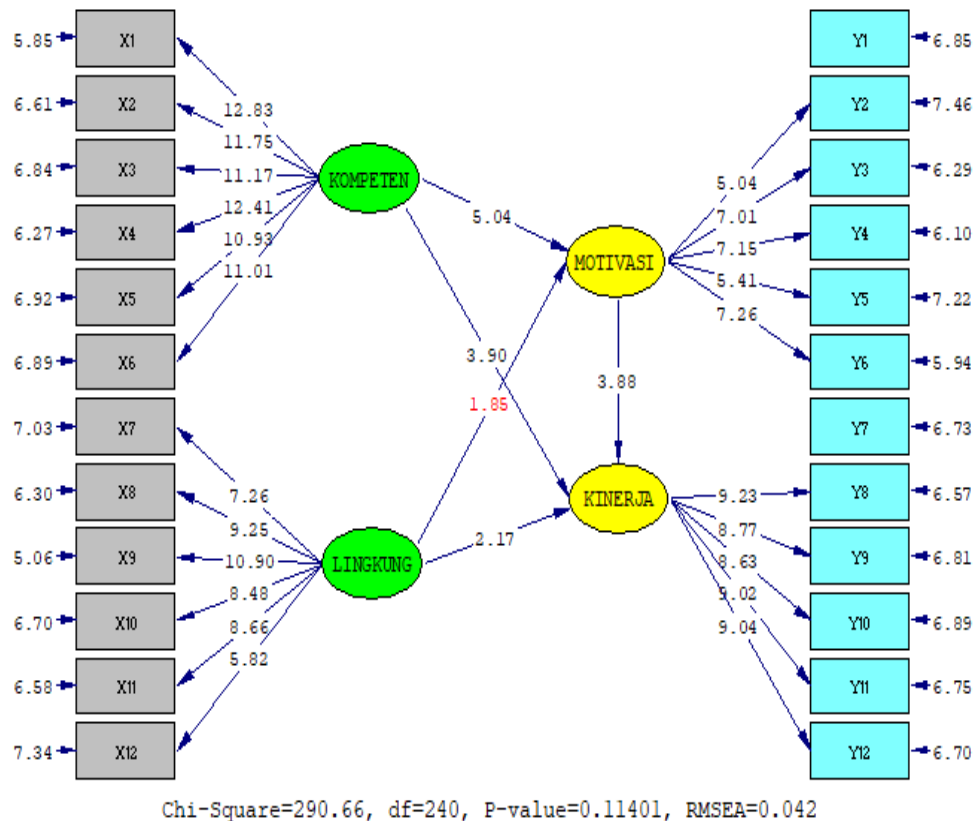


Figure 4. Structural Equation Modeling t-value

The Effect of Competence on Motivation. The t-value is 5.04, which is greater than 1.96; therefore, H_01 is rejected. This means that Competence has a significant effect on Civil Servant Motivation at the Musi Banyuasin Regency Regional Secretariat. The results of this study suggest that enhancing employee competency will lead to increased motivation. Conversely, a decrease in competency will decrease the motivation of Civil Servant employees at the Musi Banyuasin Regency Regional Secretariat. These results align with the theory (Priansa, 2018), which states that one factor influencing employee motivation is competency. This research aligns with the findings of Idayati, Surajiyo and Hazalena (2020), Manippi and Saiful (2022), Fauzi and Nugroho (2024), and Lianasari and Ahmadi (2022). Their studies also demonstrated that competence has a significant influence on employee motivation. This consensus is a testament to the robustness of our understanding in this area. However, it's important to note that there are dissenting voices, such as the study by Sulistyani and Sari (2024), which found that competence had a positive but insignificant effect on employee motivation. The reason this study differs from Sulistyani and Sari (2024) is based on several aspects, namely the differences in indicators used; the previous study used knowledge, skills, abilities, and perseverance. While this study only focused on three indicators, namely knowledge, understanding, and skills, the sample used in the study by Sulistyani and Sari (2024) was 35 respondents, while in this study, a sample of 120 respondents was used; the different sample sizes indicate that, in general, a larger sample can get more accurate results.

The Effect of the Work Environment on Motivation. H_02 is accepted. This means that the Work

Environment has no significant effect on Civil Servant Motivation at the Musi Banyuasin Regency Regional Secretariat. The results of this study indicate that although the work environment plays a role in supporting work activities, its presence in this context is not strong enough to directly influence the increase or decrease in work motivation among State Civil Apparatus employees at the Musi Banyuasin Regency Regional Secretariat. These results align with the theory ([Priansa, 2018](#)), which states that one factor influencing employee motivation is the work environment. This research aligns with research conducted by [Idayati, Surajiyo and Hazalena \(2020\)](#), and [Matualaga, Ruru and Palar \(2024\)](#). Their results suggest that the work environment has a substantial impact on employee motivation. This contrasts with research conducted by [Lianasari and Ahmadi \(2022\)](#), which found that the work environment had a positive but insignificant effect on employee motivation. The reason this study differs from [Lianasari and Ahmadi \(2022\)](#) study lies in several aspects, specifically the differences in the indicators used. The previous study used lighting, air temperature, noise, technology, sense of security, and harmonious relationships. Meanwhile, this study only focuses on three indicators: work structure, leadership attention and support, and responsibility. The sample used in [Lianasari and Ahmadi \(2022\)](#) study consisted of 111 respondents, whereas this study utilized 120 respondents. The difference in indicators in the previous study focused on the physical environment, while this study focuses on the non-physical work environment. The reasons why work environment variables have no significant effect on motivation are: first, because elements in indicators other than those asked by the researcher may influence motivation. In this case, the researcher selected only three indicators that were closest to the objectives of the questions asked to respondents, as these indicators were deemed the most representative or appropriate to the phenomena and facts observed. However, the results obtained by researchers from the questionnaires that were distributed and processed actually indicate that environmental variables have no significant effect on motivation. In addition to that, the condition of the work environment is not the primary focus for employees when working; on the other hand, employees pay more attention to other factors, such as compensation or increasing their competence.

The Influence of Competence on Performance. H_0 is rejected. This means that Competence has a significant effect on the performance of the State Civil Apparatus at the Regional Secretariat of Musi Banyuasin Regency. This suggests that enhancing employee competency can lead to improved performance, while a decrease in competency can lead to decreased performance. These results align with [Kasmir \(2019\)](#) theory, which emphasizes the importance of competence in influencing employee performance. This research aligns with studies conducted by [Indriyani, Suardhika and Rismawan \(2023\)](#) and [Fauzi and Nugroho \(2024\)](#), which have shown that competency significantly influences employee performance. However, research conducted by [Nurlindah and Rahim \(2018\)](#) showed different results, indicating that competency did not considerably influence employee performance. The reason this study differs from [Nurlindah and Rahim \(2018\)](#) study lies in several aspects, namely the differences in the indicators used; the previous study employed knowledge, skills, values, and attitudes. While this study focused on only three indicators — knowledge, understanding, and abilities — the sample used in the [Nurlindah and Rahim \(2018\)](#) study consisted of 56 respondents, whereas this study had 120 respondents. This difference in sample size is notable, as larger samples can yield more accurate results.

The Effect of the Work Environment on Performance. Rejecting H_{o4} . This means that the work environment has a significant influence on the performance of civil servants at the Musi

Banyuasin Regency Regional Secretariat. The results of this study suggest that an improved work environment is associated with enhanced employee performance, while a deterioration in the work environment is linked to decreased employee performance. The results of this study align with [Kasmir \(2019\)](#) theory, which suggests that one factor influencing employee performance is the work environment. This research is supported by research conducted by [Ma'muroh and Mariyono \(2023\)](#), which also demonstrated that the work environment has a positive and significant impact on employee performance. Conversely, research by [Indriyani, Suardhika and Rismawan \(2023\)](#) demonstrated that the work environment has a negative and insignificant effect on employee performance. The reason this study differs from [Indriyani, Suardhika and Rismawan \(2023\)](#) study lies in several aspects, primarily the differences in the indicators used. The previous study used indicators of facilities, noise, air circulation, and work relations. While this study focused on only three indicators — work structure, leadership support and attention, and responsibility — the sample used in [Indriyani, Suardhika and Rismawan \(2023\)](#) study comprised 100 respondents, whereas this study included 120 respondents. The difference lies in the indicators used, as this study focused on only three indicators and concentrated more on the non-physical environment.

The Effect of Motivation on Performance. The results of this study suggest that increased motivation will improve employee performance. Conversely, decreased motivation will decrease the performance of Civil Service employees at the Musi Banyuasin Regency Regional Secretariat. These results align with [Kasmir \(2019\)](#) theory, which states that motivation is one of the key factors influencing employee performance. This research is supported by studies conducted by [Nurlindah and Rahim \(2018\)](#) and [Saptalia, Idris and Asiati \(2022\)](#), which have shown that motivation influences employee performance. Meanwhile, research conducted by [Siahaan and Bahri \(2024\)](#) showed that motivation had no significant effect on performance. The reason this study differs from [Siahaan and Bahri \(2024\)](#) study lies in several aspects, namely, the differences in the indicators used—the previous study employed engagement, commitment, satisfaction, and turnover as indicators. Meanwhile, in this study, three indicators were used: remuneration, working conditions, and the nature of the work itself. The sample used in [Siahaan and Bahri \(2024\)](#) study consisted of 107 respondents, whereas this study included 120 respondents. The difference in indicators used in the previous study was that the focus was on employee involvement and turnover, while in this study, the focus was on the need for appreciation and employee comfort at work.

5. Conclusion

It can be concluded that there is a significant influence of competency and working environment on motivation and it is also impact on employee performance. Institutions are advised to pay attention to competency, work environment, and motivation, as these three variables significantly influence employee performance. Competency can be provided through training, regular monitoring, and evaluation. Furthermore, a conducive environment, both physically and psychologically, needs to be created to support employee comfort. Moreover, work motivation also needs to be strengthened through a fair reward system, adequate facilities, and challenging and meaningful work assignments. By optimizing these three aspects, employee performance is expected to improve overall. Researchers recommend that employees focus on competency, especially knowledge, by providing technical training relevant to their respective areas of responsibility. Furthermore, understanding can be addressed through internal coaching and monitoring programs involving senior or experienced employees appointed as mentors. Skills can be evaluated through regular evaluations to improve employee skills.

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