

The Effect of Work Competency, Non-Physical Work Environment, And Work Motivation on the performance of ASN Employees in the Civil Servant Police Unit of Bandung District

Kusriani Agnes Ritmasari¹, Arie Hendra Saputro²

Universitas Indonesia Membangun^{1,2}

Email: KAgesRitmasari@student.inaba.ac.id

Abstrac. This study aims to analyze the effect of job competence, non-physical work environment, and work motivation on the performance of Civil Servants (ASN) at the Civil Service Police Unit (Satpol PP) of Bandung Regency. The research employed a quantitative approach with descriptive and verification methods. Data were collected through questionnaires distributed to the entire population of ASN, totaling 44 individuals (total sampling). The results of the validity and reliability tests indicated that all research instruments were valid and reliable. Multiple linear regression analysis was used to test the hypotheses. The t-test results revealed that job competence, non-physical work environment, and work motivation each have a positive and significant influence on employee performance. The F-test results showed that the three variables simultaneously have a significant effect on employee performance. These findings highlight the importance of improving competence, creating a supportive work environment, and strengthening work motivation to optimize civil servant performance.

Keywords: *Job Competence, Non-Physical Work Environment, Work Motivation, Employee Performance, Civil Servants.*

INTRODUCTION

The era of information and communication technology advancements has brought significant changes to the workplace landscape, including human resource management. Ease of access to information, work flexibility, and business process automation require organizations to adapt and innovate in human resource management, including maintaining employee performance. Management's role is increasingly strategic in formulating policies and work systems that accommodate technological advancements while ensuring employees remain productive, maintain integrity, and maintain high discipline.

Human resource management (HRM) plays a central role in achieving optimal employee performance in every organization. Through HRM functions such as recruitment and selection, training and development, performance appraisal, and compensation and benefits, organizations can create systems and work environments that support employee performance (Sutrisno, 2020). It is crucial for organizations to integrate work discipline

values into every aspect of HRM, from recruitment to employee career development (Singodimedjo, 2019).

In the context of regional government, the Public Order Agency (Satpol PP) plays a crucial role in enforcing local regulations and maintaining public order. As the frontline enforcers of regulations, the performance of Satpol PP employees directly impacts the image and effectiveness of local government. The Ministry of Administrative and Bureaucratic Reform (KemenPAN-RB) reported in its 2020 report that 26.94% of Indonesian Civil Servants (ASN) have not met performance expectations. This indicates that efforts to improve ASN performance remain a significant challenge. The dynamic work environment of Satpol PP, which often demands rapid response and adaptation to various situations, can pose a challenge in maintaining employee performance.

Based on the work performance data obtained by researchers at the Bandung Regency Public Order Agency (Satpol PP), there are still many issues regarding the performance of Bandung Regency Satpol

PP employees, which are not yet optimal. The researchers summarized the data regarding the performance of Bandung

Regency Satpol PP employees in the following table:

Table 1.1 Performance Data of Civil Service Officers of the Civil Service Police Unit (Satpol PP) of Bandung Regency 2023-2024.

Civil Service Officer (Satpol PP) Performance Data for 2023					
Month	Number of ASN	Rate-rate	Minimum	Maximum	Percentage Below Average
January	54	56,88	22,34	70	27,78%
February	54	68,27	62,06	70	9,26%
March	54	66,18	26,92	70	12,96%
April	43	68,14	61,38	69,7	37,21%
May	51	68,00	56,02	69,66	23,53%
June	48	68,62	60,04	69,94	34%
July	50	67,38	47	69,61	20%
August	50	68,75	67,5	69,7	45,45%
September	52	68,76	67,2	69,6	36,36%
October	51	69,05	67,9	69,8	36,36%
November	53	68,79	67,9	69,6	45,45%
December	53	68,96	67,4	69,7	45,45%
Civil Service Officer (Satpol PP) Performance Data for 2024					
Month	Number of ASN	Rate-rate	Minimum	Maximum	Percentage Below Average
January	45	67,52	54,44	68,88	34,45%

February	49	68,1 3	63,6 1	69, 2	29,59% %
March	47	68,3 6	68,1 7	69, 79	28,19%
April	46	67,9	68,2 8	69, 43	28,17%
May	43	68,3 7	68,2 9	69, 5	30,23%
June	47	68,1 2	67,8 5	69, 57	27,66%
July	46	69,1 9	67,4 5	69, 71	28,26%
August	45	67,4 4	63,7 4	69, 68	33,33%
September	45	69,7 4	63,4 7	69, 79	28,89%
October	45	63,5 6	63,5 6	69, 74	35,56%
November	45	68,8 7	66,1 7	69, 57	33,33%
December	44	68,6 9	66,1 7	69, 6	31,82%

Source: Data on Additional Income Allowance (TPP) - Civil Servants at the Civil Service Police Unit (Satpol PP) in Bandung Regency for 2023 and 2024 (Data processed by researchers in 2024).

The performance data above was collected from the monthly recapitulation of the Civil Service Discipline Compensation (TPP) of Bandung Regency Civil Service Police Unit (Satpol PP) in 2023. To obtain a more proportional picture, the percentage of civil servants with below-average performance scores was calculated by considering the total number of civil servants in each month. For example, in January 2023, there were 14 civil servants with below-average scores out of a total of 54 civil servants. Thus, the percentage of civil servants with below-average work discipline scores in January 2023 was 27.78%. This percentage calculation was performed for each month to obtain a more accurate picture of the proportion of civil servants with below-average work discipline scores.

Data obtained from the Bandung Regency Public Order Agency (Satpol PP)

shows fluctuations in employee performance levels throughout 2023 and 2024. Based on this data, several significant challenges remain that impact organizational performance. 2023 showed a fairly high level of performance fluctuation, with monthly averages ranging from 56.88 to 68.14. The minimum performance in some months even reached a very low figure, namely 22.34, indicating a group of employees whose performance was far below standard. Although in 2024 there was an increase in minimum performance to 54.44, the distribution of performance remains a concern, with some employees still performing far below average.

Furthermore, the performance level pattern among employees shows quite striking inequality. In 2023, the percentage of employees with below-average performance reached up to 45.45% in certain months. Although this figure decreased in 2024 to a maximum of 35.56%, it remains significant and reflects the challenges in encouraging more equitable employee performance. This imbalance not only has the potential to

reduce overall team effectiveness but also hinders the organization from achieving higher performance targets. This raises questions about the factors that cause unstable performance of Bandung Regency Public Order Agency (Satpol PP) employees. One factor influencing ASN employee performance is Work Competence. Research by Simbolon (2020) shows that work competence has a positive and significant influence on employee work discipline.

Job competency is defined as the combination of knowledge, skills, and

attitudes possessed by an individual that is necessary to perform a job effectively according to predetermined standards. Spencer and Spencer in Simbolon (2020:87) define competency as a fundamental characteristic of an individual that is directly related to effective or superior performance in a job or situation. Job competency can include technical abilities (*technical skills*), social skills (*social skills*), as well as personal attributes that contribute to work results. To support this factor, the researcher conducted a pre-survey, as can be seen in Table 1.2:

Table 1.2 Results of the Pre-Survey of Work Competencies of the Civil Service Police Unit (Satpol PP) of Bandung Regency

WORK COMPETENCIES					
No	Statement	Agree		Don't agree	
		People	Percentage	People	Percentage
1	I feel I have sufficient knowledge to carry out the job duties.	37	83%	7	17%
2	I feel I have the technical skills necessary to get the job done well.	16	37%	28	63%
3	I feel capable of working together with colleagues to achieve organizational goals.	18	41%	26	59%
4	I feel that the leader provides training or coaching to improve my abilities.	25	56%	19	44%

Source: Pre-survey table processed by researchers, 2023

The results of a pre-survey questionnaire on job competency among 44 civil servants working in the Bandung Regency Public Order Agency (Satpol PP) showed that the majority of employees (83%) felt they had sufficient knowledge to carry out their duties, but only 37% felt they had adequate technical skills, with another 63% feeling their skills were lacking. Furthermore, 59% of employees found it difficult to collaborate with their colleagues, indicating challenges in team coordination. Leadership support in the form of training or coaching was also considered less than optimal by 44% of respondents, although the majority (56%) felt they received attention. These findings highlight the need for improved technical skills and teamwork through more structured training programs, as well as stronger leadership support for the overall development of employee competency.

Another factor influencing employee performance is the work environment. This finding is supported by previous research by Ridha Nurhidayani (2023), which showed that the work environment has a positive and significant influence on employee performance. The work environment refers to the overall conditions and factors surrounding employees while

they work, including all circumstances in the workplace that can directly or indirectly influence employees (Kurniawan, 2024:56). These conditions can be physical, such as workspace layout, lighting, and room temperature, or non-physical, such as employee relationships, leadership style, and organizational culture. A conducive work environment can increase employee motivation, performance, and job satisfaction, while a negative work environment can lead to stress, conflict, and decreased performance.

A conducive work environment, both physically and non-physically, is an important factor in supporting the creation of optimal work discipline. Adequate office conditions and facilities, the availability of complete and well-functioning operational equipment, and a harmonious and supportive work atmosphere are expected to increase the motivation and work performance of Satpol PP members. However, the reality in the field often shows various challenges related to the work environment, such as a lack of support from superiors, or the existence of internal conflicts between members. To support this factor, researchers conducted a pre-survey, as can be seen in Table 1.3.

Table 1.3 Results of the Pre-Survey of the Work Environment of the Civil Service Police Unit (Satpol PP) of Bandung Regency

WORK ENVIRONMENT					
No	Statement	Agree		Don't agree	
		People	Percentage	People	Percentage
1	I feel comfortable with the physical conditions of my workspace (lighting, temperature)	25	56%	19	44%

	ure, cleanline ss, etc.)				
2	I have adequate work equipme nt and it is functioni ng properly.	29	65%	15	35%
3	I feel that the relations hip between employe es at my workpla ce is harmoni ous and supporti ve.	23	52%	21	48%
4	I feel that the leadershi p provides sufficien t support and appreciat ion for my performa nce.	20	46%	24	54%

Source: Pre-survey table processed by researchers, 2023

The results of a pre-work environment survey of 44 civil servants at the Bandung Regency Public Order Agency (Satpol PP) showed that 56% of employees felt comfortable with the physical condition of their workspace, while 44% felt uncomfortable. Sixty-five percent of employees stated that they had adequate and well-functioning work equipment, while 35% felt that their work equipment

was inadequate. On the other hand, only 52% of employees felt that relationships between employees were harmonious and supportive, and 46% felt that their leadership provided insufficient support and appreciation. These data indicate that the physical work environment at the Bandung Regency Public Order Agency (Satpol PP) is quite good, but the non-

physical work environment still needs to be improved.

Another factor influencing work discipline among Satpol PP members is work motivation. This finding is supported by previous research by Yulianty (2023), which found that work motivation has a positive and significant influence on employee performance. Work motivation, as an internal drive that influences the intensity and direction of a person's work behavior, plays a crucial role in achieving optimal work discipline. According to Maslow, every individual has five hierarchical levels of needs: basic physiological needs, the need for security,

the need for social relationships, the need for recognition or self-esteem, and the need for self-actualization (Safrizal, 2022:206). Satpol PP members with high work motivation tend to be more enthusiastic, responsible, and proactive in carrying out their duties. However, maintaining work motivation within the Satpol PP environment is not easy. High-risk tasks, heavy physical and mental demands, and negative stigma from some members of the community can all contribute to decreased work motivation. To support this factor, researchers conducted a pre-survey, as seen in tables 1.4 and 1.5:

Table 1.4 Results of the Pre-Survey on Work Motivation of the Civil Service Police Unit (Satpol PP) of Bandung Regency

WORK MOTIVATION					
No	Statement	Agree			Don't agree
		People	Percentage	People	Percentage
1	I feel my workload is commensurate with my abilities and responsibilities.	23	52%	21	48%
2	I often have to work beyond my normal working hours.	25	56%	19	44%
3	I feel that the relationship between employees at my workplace is harmonious and supportive.	26	59%	18	41%

4	I feel that the leadership provides sufficient support and appreciation for my performance.	25	56%	19	44%
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Source: Pre-survey table processed by researchers, 2023

The results of a pre-work motivation survey of 44 civil servants working in the Bandung Regency Public Order Agency (Satpol PP) showed that 52% felt their workload was commensurate with their abilities and responsibilities, while 48% felt it was not. Fifty-six percent admitted to frequently working longer hours, and 59% felt that the demands of their superiors were stressful. Furthermore, 56% felt that their work contributed significantly to society,

while 44% did not. These data indicate that extrinsic employee motivation, influenced by external factors such as workload and superior demands, tends to be suboptimal. However, intrinsic employee motivation, which originates from within, such as a sense of belonging to the community, remains relatively well-maintained. The work discipline data for Satpol PP civil servants are as follows:

Table 1.5 Data on Civil Service Work Discipline of the Bandung Regency Civil Service Police Unit (Satpol PP) in 2024

Civil Service Work Discipline Data for Satpol PP in 2024					
Month	Number of ASN	Rate-rate	Minimum	Maximum	Percentage Below Average
January	45	27,81	21,66	30	52.17 %
February	49	28,06	20,91	30	53.06 %
March	47	28,11	23,16	30	48.94 %
April	46	28,32	23,82	30	47.83 %
May	43	27,66	24	30	51.16 %
June	47	27,81	23,25	30	48.94 %
July	46	27,51	21,69	30	52.17 %
August	45	27,46	21,66	30	53.33 %

September	45	28,02	23,67	30	46.67 %
October	45	27,87	24,93	30	51.11 %
November	45	27,94	25,44	30	48.89 %
December	44	27,85	23,4	30	50.00 %

Source: Pre-survey table processed by researchers, 2023

The 2024 work discipline data for civil servants (ASN) in Bandung Regency's Satpol PP (Public Order Agency) shows several noteworthy phenomena. Although the maximum work discipline score consistently reached 30.00 each month, there was significant variation in the minimum and average work discipline scores. The lowest minimum score reached 20.91 in February, and several other months also showed minimum scores below 25.00, indicating that there were civil servants with work discipline levels far below average. Furthermore, the percentage of civil servants with work discipline scores below average was quite high, ranging from 46.67% to 53.33%, indicating that nearly half of the total civil servants had work discipline that needed to be improved. Low work discipline can be an indication of low work motivation, which can ultimately reduce employee performance.

Employee performance is a key factor in an organization's success in achieving its strategic goals (Sutrisno, 2020). Various factors can influence employee performance, including work competency, work environment, and work motivation. Work competency reflects an employee's abilities and expertise in carrying out their duties (Sugiyono, 2022). The work environment, particularly the non-physical work environment, which includes relationships between coworkers and organizational culture, also plays a crucial role in creating a conducive work environment (Dwiyanti, 2019). Furthermore, work motivation serves as a strong internal driver for employees to

deliver their best performance (Safrizal, 2022).

Based on the descriptions above and from several expert opinions, the aim of this study is to determine whether Work Competence, Non-Physical Work Environment and Work Motivation influence the performance of Civil Service Police Unit employees in Bandung Regency.

METHOD

1. Type of Research

The type of research used was descriptive and verification. Descriptive methods aim to provide a systematic and accurate description of the characteristics, facts, or phenomena of a specific population or area (Sugiyono, 2022: 147). In this study, descriptive methods were used to describe the conditions of work competency, non-physical work environment, work motivation, and performance of ASN employees at the Bandung Regency Civil Service Police Unit.

Furthermore, the verification method aims to test hypotheses and explain causal relationships between variables through statistical testing (Sugiyono, 2022:8). This study will use the verification method to empirically examine the influence of work competency, non-physical work environment, and work motivation on employee performance.

In this study, the researcher used a quantitative approach, which is a research approach that emphasizes the collection and analysis of numerical data

to test hypotheses and identify patterns of relationships between variables (Sugiyono, 2022:14).

2. Data Collection Techniques

The data collection technique used in this study was a questionnaire. A questionnaire is a list of written questions given to respondents to answer (Setianingsih, 2022:142). The questionnaire in this study was designed to measure respondents' perceptions of the research variables: work competency, non-physical work environment, work motivation, and employee performance.

The data collected from the questionnaire will be processed and analyzed using relevant statistical methods to test the research hypotheses. Data analysis will be performed using statistical software (SPSS).

3. Population

According to Januarta (2020:80), a population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. In this study, the population is all Civil Servants (ASN) working at the Bandung Regency Civil Service Police Unit (Satpol PP). This population consists of all civil servants actively serving in the agency at the time the study was conducted. Based on data from the Bandung Regency Satpol PP, the total number of ASN employees in this agency is 44 people.

4. Sample

The sample in this study used a total or census sampling technique. According to Alsyah (2022), a total sample is a sampling technique in which all members of the population are selected as research respondents. This technique is considered appropriate because the population of civil servants (ASN) at the Bandung Regency Public Order Agency (Satpol PP) is relatively small and easily accessible to researchers. By using a total sample, it is hoped that the data obtained will be more representative and able to describe the condition of the population as a whole. Based on data from the Bandung Regency Satpol PP, the total number of civil servants (ASN) at this agency is 44 people. All of these employees served as respondents in this study.

RESULTS AND DISCUSSION

1. Validity Test

Validity testing was conducted to determine the extent to which the questionnaire instrument was able to measure what it was supposed to measure. In this study, validity testing was conducted on all question items in the variables of Work Competence, Non-Physical Work Environment, Work Motivation, and Employee Performance. Testing was conducted using SPSS software through Pearson Product Moment correlation. The decision-making criteria were based on the calculated r value $>$ r table (with $n = 44$ and $\alpha = 0.05$, then r table ≈ 0.296). The following table shows the results of the validity test:

a. Work Competence (X^1)

Table 2.1 Validity Table of Work Competency Instruments

Item	r count	Information
KK1	0,652	Valid
KK2	0,703	Valid
KK3	0,618	Valid
KK4	0,577	Valid

Validity test results on variables Work Competencies shows that all items have a calculated r value greater than the table r (0.296). Therefore, all instrument items in this variable are

stated valid and can be used for data collection.

b. Non-Physical Work Environment (X²)

Table 2.2 Validity Table of Non-Physical Work Environment Instruments

Item	r count	Information
LK1	0,685	Valid
LK2	0,711	Valid
LK3	0,743	Valid
LK4	0,698	Valid

All items in the Non-Physical Work Environment variable have a strong and significant correlation with the total score, indicated by a calculated r value of > 0.296. Thus, all

questions in this variable are statistically valid.

c. Work Motivation (X³)

Table 2.3 Validity Table of Work Motivation Instruments

Item	r count	Information
MK1	0,688	Valid
MK2	0,725	Valid
MK3	0,669	Valid
MK4	0,612	Valid

The four items in the Work Motivation variable were declared valid, as each showed a positive and significant correlation with the total score of the variable. This indicates

that the instrument is capable of accurately measuring the dimensions of work motivation.

d. Officer Performance (Y)

Table 2.4 Employee Performance Instrument Validity Table

Item	r count	Information
KP1	0,734	Valid
KP2	0,779	Valid
KP3	0,741	Valid
KP4	0,697	Valid

All items in the Employee Performance variable had high and significant correlations with the total score, thus being declared valid. This indicates that the questions used in this instrument can representatively describe employee performance.

The validity test results showed that all questionnaire items for the four variables had a calculated r value > 0.296, indicating that all items were valid. Thus, the questionnaire was suitable for use in this study because it met the instrument's validity requirements.

2. Reliability Test

Reliability testing was conducted to determine the internal consistency of the instruments used. This test was conducted using the Cronbach's Alpha

method. An instrument is considered reliable if the Cronbach's Alpha value is > 0.60 .

The following are the results of the reliability test on each variable:

Table 2.5 Reliability Test Table

Variables	Number of Items	Cronbach's Alpha	Information
Work Competencies	4	0,789	Reliable
Non-Physical Work Environment	4	0,812	Reliable
Work motivation	4	0,771	Reliable
Employee Performance	4	0,845	Reliable

Based on the test results above, all variables have a Cronbach's Alpha value above 0.60, so it can be concluded that all questionnaire instruments in this study are reliable.

Hypothesis Testing

1. Partial Hypothesis Testing Y (T-Test)

Partial hypothesis testing using T Test aims to determine how much influence each independent variable has, namely Work Competence (X_1), Non-Physical Work Environment (X_2), And Work Motivation (X_3) on the dependent variable, namely Officer Performance (Y), separately or individually. This test is carried out with the help of software

Latest version of SPSS using multiple linear regression method.

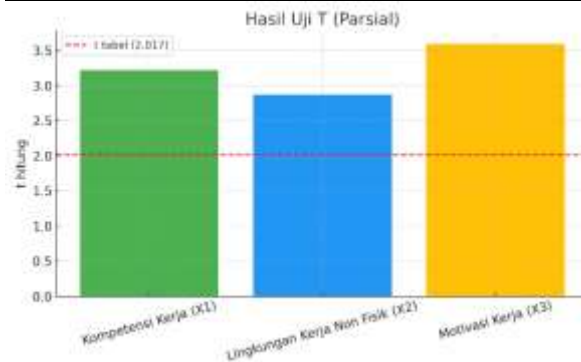
The decision-making criteria in the T-test are as follows:

- If the significance value (p-value) < 0.05 , then H_0 is rejected and H_a is accepted, which means there is a significant influence of the independent variable on the dependent variable.
- If the significance value (p-value) $> 0,05$, then H_0 is accepted and H_a is rejected, which means there is no significant influence of the independent variable on the dependent variable.

The results of the T test are displayed in the following table and graph:

Table 2.6 T-Test Results Table

Independent Variables	t count	Say. (p-value)	Information
Work Competence (X ₁)	3,215	0,002	Significant
Non-Physical Work Environment (X ₂)	2,874	0,006	Significant
Work Motivation (X ₃)	3,597	0,001	Significant



Based on these results, all independent variables have a calculated t value > t table (with df = 41 and $\alpha = 0.05$, then t table ≈ 2.017) and p-value < 0.05, so it can be concluded that:

1. Work Competence (X₁) has a positive and significant effect on Employee Performance (Y). This shows that the higher the employee's work competence, the better the performance shown.
2. The non-physical work environment (X₂) also has a positive and significant influence on employee performance. This means that a harmonious work environment, good communication, and social support within the organization can improve employee performance.
3. Work Motivation (X₃) has a significant positive influence on

Employee Performance. This means that employees with high motivation, both intrinsic and extrinsic, tend to demonstrate more optimal work performance.

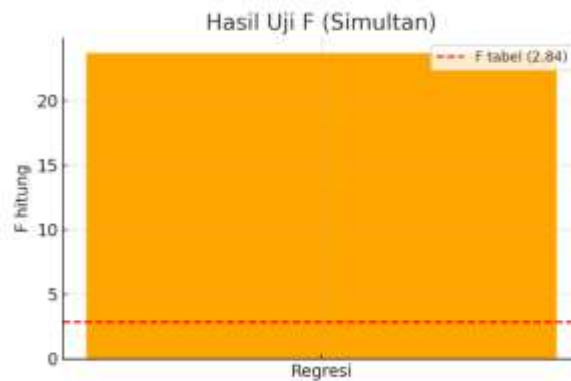
Overall, the results of the T-test indicate that the three factors of work competence, non-physical work environment, and work motivation are important determinants in improving employee performance in the Bandung Regency Civil Service Police Unit.

2. F Test Results

The F test was conducted to determine whether simultaneously (together), the variables Work Competence, Non-Physical Work Environment, and Work Motivation had a significant influence on Employee Performance.

Table 2.7 F Test Results

Source of Variation	F count	Say. (p-value)	Information
Regression	23,674	0,000	Significant



Interpretation:

- Calculated F value = $23.674 > F_{table} = 2.84$ ($df_1 = 3, df_2 = 41, \alpha = 0.05$)
- The significance value is $0.000 < 0.05$, so the regression model is declared significant.

Simultaneously, Work Competence, Non-Physical Work Environment, and Work Motivation have a significant influence on the Performance of ASN Employees at the Civil Service Police Unit of Bandung Regency.

CONCLUSION

Based on the results of research on the influence of work competency, non-physical work environment, and work motivation on the performance of ASN employees at the Bandung Regency Civil Service Police Unit, the following conclusions can be drawn:

1. Job competency has a positive and significant impact on employee performance. The higher an employee's knowledge, technical skills, and social abilities, the better their performance. The t-test results show a significance value that meets the criteria ($p\text{-value} < 0.05$).
2. The non-physical work environment also has a positive and significant impact on employee performance. Harmonious inter-employee relationships, a supportive leadership style, and a healthy work culture have been shown to drive improved performance.

3. Work motivation has a positive and significant impact on employee performance. Employees with high work motivation, both intrinsic and extrinsic, are more likely to demonstrate responsibility, work enthusiasm, and make positive contributions to the organization.
4. Simultaneously, the three independent variables (work competence, non-physical work environment, and work motivation) were proven to have a significant influence on the performance of ASN Satpol PP Bandung Regency employees based on the F test.

SUGGESTION

1. Enhancement of technical and soft skills training programs Regular training needs to be conducted to strengthen employee work competencies, particularly in technical skills and teamwork, which pre-survey results indicated were still weak.
2. There is a need to strengthen the non-physical work environment by improving internal communication, strengthening supportive leadership, and creating a collaborative and mutually respectful work culture.
3. Strategies to increase employee work motivation can be focused on aligning workloads, providing rewards for performance, and providing adequate psychological and social support from leaders and fellow coworkers.
4. Satpol PP HR Management needs to conduct regular evaluations of

employee performance, with a comprehensive and data-based approach, to identify factors inhibiting performance and determine strategic steps for improvement.

5. Further research can expand the research object to other government agencies or add new variables such as leadership style, job satisfaction, or organizational culture to enrich the study results and increase generalizability.

ACKNOWLEDGEMENT

The author expresses his deepest gratitude to all parties who provided support and contributions to the implementation of this research. He especially thanks the Bandung Regency Civil Service Police Unit for providing permission and the data necessary for the research process.

Thanks are also extended to the supervisors, colleagues, and ASN respondents who were willing to take the time to fill out the questionnaire and provide very valuable information.

The author would also like to express his appreciation to the journal's editorial team and reviewers for their input in improving this article. Hopefully, the results of this research can make a tangible contribution to the development of civil servant performance management in local government.

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