

Work Environment, Competence With Motivation as a Mediating Variable on Employee Performance: (Case Study On Employees of the Indramayu District Health Office)

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ABSTRAK

This study aims to determine the work environment, competence, work motivation, and employee performance. In addition, it also aims to see work motivation as a mediation between these relationships. The Indramayu Regency Health Office served as the study site, and questionnaires were distributed to gather primary data. Saturated sampling, which involves drawing samples from the whole population, is the method utilized here. The Indramayu Regency Health Office staff constituted the 100-person sample for this research. The Structural Equation Model (SEM) was used to evaluate this data, employing data analysis approaches based on Partial Least Square (PLS). The difference between this research and previous research is in the object, population and research sample, research period, measuring instruments and research results. This research has large practical implications, especially in the context of human resource management in the public sector, especially at the Indramayu District Health Service. The findings from this research can help managers or leaders optimize their employees' performance by improving a conducive work environment, developing employee competencies and high motivation. By knowing that motivation can act as a mediating variable between the work environment and work competence and employee performance, managers can design policies or programs that are more oriented to employee needs and motivation.

INTRODUCTION

Along with the times In this era of globalization achieving its goals, a company or agency needs the development of Human Resources (HR). Human Resources are very important; with qualified Human Resources, they can compete and be independent in carrying out their duties. Therefore, in the future, the preparation of the State Civil Apparatus (ASN) must be able to compete in the development of the world, accompanied by competent expertise, to improve the quality of service to the community. Therefore, Human Resources (HR) management is needed.

The health office is one of the government agencies responsible for public health development, both at the Regency / City and Provincial levels. Based on policies set by the district, city, or province, the Indramayu District Health Office is primarily responsible for implementing health-related regional government policies and programs, as well as assisting with technical health-related operations, such as the creation and direction of health services, the prevention and eradication of infectious diseases and environmental health, family health, and pharmaceutical services.

Consistently focusing on staff performance is the key to any government agency's future growth. Reason being, high-quality human resources are the key to effective public services. In this day of cutthroat competition for public services, it is more important than ever that every employee's full ability be fully exploited by the agency in order to achieve the best possible outcomes. In order to achieve their organization's objectives, leaders must have a solid plan. Since HR has contributed to the company's success, it is essential that it has sufficient training and education. Achieving performance, both personally and institutionally, is a good indicator of how well an organization is doing at carrying out its tasks. Due to the far-reaching effects on the organization's very survival, meeting these performance goals must be of paramount importance. Employee performance is defined as the amount and quality of output generated by an organization. (Kamal et al., 2023).

Mangkunegara (2018) states that performance is the amount and quality of work a person does while doing his job as assigned. One may tell how well an employee is doing by observing his work environment, level of competency, and level of motivation. (Ratnasari et al., 2021).

The term "work environment" describes the external factors, such as institutions and pressures, that could influence how well an organization does its job. (Robbins & Judge, 2017). A harmonious connection between work and its surroundings may be fostered by the layout of the workplace. Characteristics of the workplace, including attitudes and actions of employees, make up what is known as the work environment. (Schultz & Schultz, 2015).. Changes in an employee's mental state as a result of events at work or other external factors are relevant here. (Kusuma et al., 2023).

(Suyitno & Djawoto, 2017) States competence as part of an employee development program to assess behavioral performance indicators. Many organizations use it as a competency model, namely as a measuring tool to identify behavioral factors that are relevant to performance on the job, seeing how the work is done. Senim (2014) states that competence is the ability to align employee behavior with the strategies set by the company. (Firmansyah & Nugrohoseno, 2022).

According to (Ardian, 2019), Inspiration is the key that unlocks people's passion for their work, making them desire to be a part of a team and give their best to reach their goals. Motivation is the desire in a person who provides stimulation in carrying out a job. Motivation is important and must be owned by employees because motivation indicates that there are things that support, cause, and channel individual behavior to work hard to get maximum results. Employees with high work motivation will be able to emphasize themselves as enthusiastic at work and working hard. (Rumampuk et al., 2022).

The phenomenon that occurs in the Indramayu Regency Health Office regarding the work environment, competence, and work motivation for the State Civil Apparatus is one of them regarding the work environment, based on surveys that have been carried out at the Indramayu Regency Health Office are phenomena of problems in the work environment such as work support facilities that have not been fulfilled, office lighting that has not been maximized and noise levels that are still felt in the office environment. this can interfere with employee activities at work so that employees work not optimally. Work competence Based on a survey that has been carried out, the phenomenon at the Indramayu Regency Health Office regarding work competence is that the analysis of competency development needs is not based on organizational needs. Besides, competency development is not directly related to regional development goals, and there is a need to improve public services. Based on surveys that have been carried out, the phenomenon in the Indramayu Regency Health Office is that the workload is large and excessive, there are personal problems, and the placement of work positions that are not challenging and provide work comfort.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Work environment

A positive work environment is one in which workers are treated well by their employers and therefore have a positive attitude about their job and the results they generate. The term "work environment" describes the setting in which a company's workers carry out their duties. (Hanaysha, 2016). Any and all factors that have an effect on a worker's physical and mental health are considered part of the work environment. (Virginia, 2021)

Competence

According to Lyle M. Spencer & Spencer (1993), The ability to effectively reference one's own actions and execute at a high level in a given context is fundamental to competence. (Sudarmanto, 2009). According to (Wibowo, 2012), Possessing the knowledge, abilities, and work ethic necessary to successfully

complete a task is what we mean when we talk about competence. (Rusdil et al., 2020)..

Motivation

Motivation is a drive that makes people want to work or act in a certain way. Talking about motivation, we are talking about human needs. (Ningsih, 2018). As defined by (Hasibuan, 2017), Motivating people is providing them with the driving force that makes them enthusiastic about working together, working efficiently, and integrating all their efforts to achieve objectives. (Sarton Sinambela and Prof. Dr. Lijan Poltak Sinambela, 2019). A person's behavior is stimulated, guided, and sustained toward the attainment of objectives via a cascade of processes that constitute motivation, as stated by Greenberg and Baron (2003). (Sukriyani, 2021)

Employee performance

According to Malthis & Jackson (2006), In a performance assessment, an employee's work is assessed against predetermined criteria, and the results are then shared with the person. (Veithzal Rivai Zainal, 2015) When personnel carry out their assigned tasks in a way that contributes to the organization's objectives, the end result is their performance. (Nurlaini & Almasdi, 2020). The capacity, competence, number, quality, and efficiency of a government agency's or institution's workforce are all evaluated by the performance of its personnel. If the employee's work ability still looks low, this condition will result in slow completion of work according to the predetermined target. This results in low employee performance. (Suryanto, 2019). Thus, employee performance also determines achieving a goal expected by an agency or government institution. (Rusdil et al., 2020)

Development Hypothesis

a. Relationship between work environment and work motivation

The term work environment refers to the surrounding conditions where an employee works. (Gupta & Shaw, 2014). In the literature, various work environment features have been described, e.g., physical elements, threats, assistance, health, fairness, participation, etc. (Tsai et al., 2015). (Tsai et al., 2015). Kaya et al. (2010) shown that leadership style, recognition patterns, inventiveness, and the distribution of roles and responsibilities all had an impact on employee engagement. According to research by Nasution et al. (2018), a company's culture has a substantial and beneficial effect on employee motivation. (Laras et al., 2021).

H1: Work environment has a positive and significant effect on work motivation

b. Relationship between Competence and Work Motivation

The impact of motivation on employees' drive to do good job has been the subject of several studies, the findings of which have been both positive and statistically significant. (Andreas et al., 2022; Hartati & Pandi, 2020; Nguyen et al., 2023). According to many research The preceding studies' positive and even statistically significant findings demonstrate that competence and motivation are interdependent; after all, an

employee's level of competence directly correlates to the level of motivation that drives them to do their best work. Capable of doing better in this situation due to the fact that competence is also associated with elements that influence motivation. (Ziaurrohman et al., 2022)

H2: Competence has a positive and significant effect on work motivation

c. Relationship between Work Environment and Employee Performance

Research that discusses the effect of the work environment on performance was conducted by Parashakti, Fahlevi, Ekhsan, et al. (2020), who discovered that workers might do more when given a pleasant place to work. Determined that workers would be more productive when given a pleasant place to work. Research by Jayaweera (2015) shown that elements such as temperature, humidity, light, noise, dust, and light all have an impact on employee productivity on the job. This proves that the workplace plays a role in developing performance. Employee performance may be enhanced in a healthy and cheerful work atmosphere, but productivity might be negatively impacted by a loud one, according to research. (Girdwichai & Sriviboon, 2020). The workplace is one of the many external variables that could have an impact on workers' productivity. (Kusuma et al., 2023)

H3: Work environment has a positive and significant effect on employee performance

d. Relationship between Competence and Employee Performance

Research conducted by (Suyitno & Djawoto, 2017)(Suyitno & Djawoto, 2017), When used as a metric, competence reveals the actions and characteristics of workers that have an impact on their productivity on the job. In order to evaluate behavioral performance indicators, competence models are used by several firms as part of their staff development programs. Haddad et al. (2017) argue that human competence is a term that is often used to express the potential of their work in real activities. Excellent performance depends on the characteristics of workability, skills, and talents. (Alex Winarno and Yoga Perdana, 2015) state that competence is an individual characteristic that can be measured and determined to show certain behaviors and performances in a person. (Firmansyah & Nugrohoseno, 2022)

H4: Competence has a positive and significant effect on employee performance

e. Relationship between Work Motivation and Employee Performance

When workers are eager and driven to succeed, they are more likely to put in long hours and go above and beyond. It is impossible to discount the importance of intrinsic motivation in the workplace, as Mitchell further detailed. Employees' skills are adequate, but their performance suffers when their motivation is poor. Similarly, according to (Gilbert,

2018), Performance is influenced by several aspects, the most important of which are three types of player-related variables: competency, ability, and motivation. According to Hasibuan (2004), when it comes to organizational growth, one of the overarching purposes of motivation is to boost performance by making workers happier in their jobs. Therefore, inspiration is a key component that might boost productivity in the workplace. (Parashakti, Fahlevi, & Ekhsan, 2020)

H5: Work motivation has a positive and significant effect on employee performance

- f. The relationship between work motivation mediates work environment and employee performance.

Research has found that a better work environment increases motivation and improves employee performance. (Tolu et al., 2018). Research (Iis & Yanita, 2021) found that a warm and welcoming workplace, including the physical space, had a favorable effect on employee morale. In order to accomplish organizational objectives, employees may also foster teamwork within themselves. Employees' intrinsic drive to do a good job at work may mitigate the impact of environmental factors on productivity. Work needs motivation if someone wants to be more excited about it. (Kusuma et al., 2023)

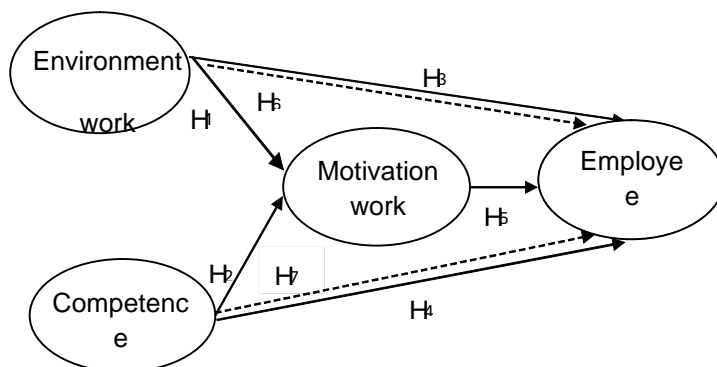
H6: Work motivation mediates Work environment on employee performance

- g. The relationship between work motivation mediates work competence and employee performance.

High competence will increase employee morale (Andriyani et al., n.d.; Napisa et al., 2021). Motivation born from competent employees will improve their performance (Citrawati, 2021). (Citrawati, 2021). Employees with knowledge, skills, and abilities will be moved to fulfill their needs with enthusiasm, which will increase their work results in quality and quantity. In other words, motivation mediates competence in performance. (Ariani & Ahmadi, 2023)

H7: Work Motivation mediates Work competency on employee performance

Conceptual Framework:



METHOD

This study relies on numerical data. Research was carried out at the Indramayu Regency Health Office in March with the purpose of determining the influence of work environment, competence, and motivation as mediating variables on employee performance. One hundred workers make up the overall population. Researchers in this research relied on survey responses from people working at the Indramayu Regency Health Office as their main source of information. Census (saturated) sampling is the method of choice for this sample, in which all employees are sampled. After all the data is obtained, the Structural Equation Model (SEM) will be used with data analysis techniques (Partial Least Square).

RESULT AND DISCUSSION

Respondent Characteristics

The following table illustrates the data from this study of respondents. Respondents in this study were ASN employees of the Indramayu Regency Health Office, totaling 100:

Table. 1

Respondent Characteristics		
Characteristics	Total	Percentage
Gender		
Men	46	46%
Women	54	54%
Age		
20 - 30	25	25%
31 - 35	38	38%
36 - 40	27	27%
< 41	10	10%
Last Education		
High School	6	6%

D3	17	17%
D4	8	8%
S1	44	44%
S2	25	25%
Length of Service		
< 1 Year	5	5%
1 - 10 Years	45	45%
11 - 20 Years	28	28%
21 - 30 Years	19	19%
> 30 Years	3	3%

The data above shows 46 male respondents (46%) and 54 female respondents (54%). As the majority of respondents are women, women's rights can be attributed to the findings of this study, which may be different for male respondents. Respondents who answered this questionnaire were mostly high school graduates, D3, D4, Bachelor (S1), and Postgraduate (S2), considering their last level of education. Of the respondents, high school (5%), D3 (17%), D4 (8%), S1 (44%), S2 (25%).

Twenty-four respondents (25%) were between 20 - 30 years old, 28 respondents (28%) were between 31 - 35 years old, 27 respondents (27%) were between 36 - 40 years old, and ten respondents (10%) were above 41 years old. Based on this data, it can be concluded that most respondents are between 31 and 35 years old, and most are still in the prime of life. To focus more on the majority of respondents at this age when examining task innovations, it is useful to distinguish age from frequently used innovations. One hundred surveys were distributed through questionnaires and collected for this study, and all 100 data were processed.

Outer Loading

Table. 2

	KJ	KP	LK	MK
KJ.1	0,847			
KJ.2	0,822			
KJ.3	0,754			
KJ.4	0,874			
KJ.6	0,826			
KJ.7	0,775			
KP.1		0,774		

KP.2		0,842		
KP.3		0,770		
KP.4		0,800		
KP.5		0,846		
KP.6		0,871		
LK.1			0,780	
LK.2			0,841	
LK.3			0,788	
LK.4			0,731	
LK.6			0,748	
LK.7			0,722	
LK.8			0,724	
LK.9			0,897	
MK.1				0,792
MK.3				0,864
MK.4				0,864
MK.5				0,888
MK.7				0,707

Source: SmartPLS 4, 2024

Table 2 reveals that the majority of the question items' values are higher than 0.70. This establishes the reliability and validity of the research tools used.

Construct Reliability and Validity

Table 3. Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)

KJ	0,900	0,903	0,923	0,668
KP	0,901	0,906	0,924	0,669
LK	0,908	0,917	0,926	0,610
MK	0,881	0,889	0,914	0,682

Source: SmartPLS 4, 2024

Table. 3 shows that the AVE values on the following variables are as follows: Work competency variable of 0.668, Work employee performance variable of 0.669, Work environment variable of 0.610, Work motivation variable of 0.682. Now, it is clear that each AVE value for these variables is valid at the same time.

R-Square (R^2)

Table 4. R Squared (R^2)

	R-square	Adjusted R-square
KP	0,738	0,730
MK	0,704	0,698

Source: SmartPLS 4, 2024

The R-squared number, which shows the coefficient of determination, shows the relative importance of the independent and dependent variables in the table above. Researchers found that competence and work environment had a 73.0% impact on performance and a 69.8% impact on motivation in this test.

Table 5. T-value test for Direct Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
KJ -> KP	0,564	0,559	0,100	5,641	0,000
KJ -> MK	0,709	0,722	0,111	6,393	0,000
LK -> KP	0,088	0,094	0,092	0,948	0,343

LK -> MK	0,185	0,174	0,123	1,501	0,133
MK -> KP	0,267	0,267	0,099	2,693	0,007

Each independent variable's direct influence on the dependent variable is explained in Table 6. To measure the impact of this research, we employed t-statistics and p-values. If the p-value is less than 0.05 at the 5% significance level or 95% confidence level, or if the T-Statistics value is more than 1.96, then the dependent variable will have a significant influence. Employee performance is impacted by job competency, according to a 95% confidence level. Skills at work have an impact on how motivated people are to get their jobs done. Workers at the Indramayu Regency Health Office are not impacted by their work environment in terms of performance or motivation, but employees are impacted by their job motivation in terms of performance.

Table 6. T-value test for Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
KJ -> MK -> KP	0,189	0,193	0,081	2,322	0,020
LK -> MK -> KP	0,049	0,046	0,038	1,305	0,192

Both the work environment and competence have an indirect influence on employee performance via the mediating role of work motivation, as shown in Table 6. Measures to ascertain if TStatistics and P-value reveal the impact of mediating factors. At the 95% confidence level, the mediating variable is impacted when the T-Statistics value is more than 1.96 and the p-value is less than 0.05. It is possible to draw the conclusion that work motivation factors have an impact and no effect as mediating variables from the data in Table 6. Authority over performance metrics used by employees The visible T-Statistics value is 2.322, which is more than 1.96, and the p-value is 0.020, which is less than 0.05. Table 6 shows that the study found that mediating factors mediate the influence of competence on employee performance. This is supported by the fact that the T-Statistics value (2.320) is more than 1.96 and the p-value (0.020) is less than 0.05. According to Table 6, factors influencing employees' willingness to work may mediate positively between competence characteristics and their performance on the job at the Indramayu district health office. Additionally, data from Table 6 shows that, when it comes to work motivation as a mediator, the work

environment does not affect employee performance. The effect of the workplace on productivity is shown by the fact that the T-Statistics (1.305) < 1.96 and the Pvalue (0.192) > 0.05. There is no positive mediation between work environment factors and employee performance at the Indramayu Regency Health Office and work motivation variables, according to Table 6. This means that the Indramayu Regency Health Office must be able to pay attention to the work environment because if the work environment is not managed properly and does not meet employee needs, it can interfere with employee performance so that related agencies must strive to create a good work environment so that employees are more comfortable and safe at work to improve employee performance, besides that agencies must increase employee work motivation in several ways such as providing awards or rewards so that employees are enthusiastic about working and enhance employee performance. Beyond that, agencies should focus on employees' competencies. This includes both technical skills related to the job and softer skills like communication, leadership, and cooperation, all of which are expected to boost employees' performance. It is also possible to utilize competencies as a predictor of performance, or the degree to which certain workers meet expectations. One way to do this is to measure according to the agency's own standards and criteria.

CONCLUSION

The following conclusions are drawn from the aforementioned research: 1) Work motivation is unaffected by the work environment. Having confidence in one's abilities at work boosts one's desire to do good job. Thirdly, workers' output is unaffected by their workplace. 4) When workers are competent in their jobs, they are more productive. 5) Employee performance is positively impacted by work motivation. 6) The work environment and employee performance are not mediated by job motivation. 7) Employee performance and competence on the job are mediated by motivation.

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Author Contribution

Ibnu Baihaqi: Conceptualization, Drafting, Data course, Formal analysis.

Fadillah Rayhan : Review and editing, super vision, validation.

Fiky Darmawan : Writing and editing, visualization

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