

The Impact of Competence and Work Environment on Employee Motivation and Performance in The Financial and Asset Management Division

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Abstract

The Regional Financial and Asset Management Agency is a regional financial management technical institution that is responsible for creating a regional financial management system that is synergized and integrated with all Regional Apparatus Organizations (OPD) aimed at improving the quality of asset data that supports regional balance sheets. The not yet optimal performance of the Regional Financial and Asset Management Agency at the Bondowoso Regency Government, which is famous for producing coffee with the aim of exporting, needs to be done with the aim of improving employee performance. The novelty of this research is the improvement of performance at the Regional Financial and Asset Management Agency by considering employee competence, work environment and employee motivation. This study aims to determine the impact of employee competence, work environment on work motivation and employee performance at the Regional Financial and Asset Management Agency of Bondowoso Regency. The number of employees at the Regional Financial and Asset Management Agency of Bondowoso Regency is 61 employees, all of which will be sampled in this study. Thus the sampling technique in this study is the saturated sample technique. The analysis technique used is the Structural Equation Model (SEM) using WarpPLS 5.0. The results of data analysis show that the variables of employee competence, work environment and work motivation have a significant effect on employee performance. Variables of employee competence and work environment have a significant effect on employee work motivation. Work motivation has a significant effect on employee performance.

Keywords: *employee competence, work environment, work motivation, employee performance*

1. Introduction

In Law 5 of 2014 concerning the State Civil Apparatus, it is explained that civil servants and government employees are professions bound by work agreements working for government agencies. ASN is regulated by a separate law, namely Law 5 of 2014 concerning the state civil apparatus. Law Number 5 of 2014 concerning State Civil Apparatus was ratified by the fifth President of the Republic of Indonesia, namely Susilo Bambang Yudhoyono on January 15, 2014. To realize national goals and implement the nation's ideals, civil servants are needed. Employees of the state civil apparatus are entrusted with the task of carrying out public service tasks, government duties, and certain development tasks, it is necessary to build a state civil apparatus that has integrity, is professional, neutral and free from political intervention, is free from practices of corruption, collusion and nepotism, and able to provide public services for the community and able to carry out the role as an element of national unity and integrity based on Pancasila and the 1945 Constitution of the Republic of Indonesia. the qualifications possessed by candidates in recruitment, appointment, placement, and promotion to positions in line with good governance and to realize the state civil apparatus as part of bureaucratic reform, it is necessary to establish the state civil

apparatus as a profession that have the obligation to manage and develop themselves and are obliged to account for their performance and apply the principle of merit in the implementation of the management of the state civil apparatus (<https://www.jogloabang.com/pustaka/uu-5-2014-aparatur-sipil-negara-asn>). To realize national goals, it is necessary to have civil servants assigned to carry out public service tasks, government duties, and certain development tasks. Public service duties are carried out by providing services for goods, services, and/or administrative services provided by state civil servants. The government's tasks are carried out in the context of implementing general government functions which include the utilization of institutions, staffing, and management. Meanwhile, in the context of the implementation of certain development tasks, it is carried out through nation building as well as through economic and social development directed at increasing the welfare and prosperity of the entire community. In carrying out their duties, the state civil apparatus is required to provide the best service to the community. Services to the community must be provided so as to provide satisfaction to the community. If the services provided can provide a level of satisfaction to the community, it can be said that the state civil apparatus has performed well.

2. Literature Review and Hypotheses

Performance is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him (Azhad et al., 2015). According to (Mangkunegara, 2010) performance is the result or output of a process carried out by an employee. (Luthans, 1995) suggests that performance is the quantity or quality of something produced or services provided by someone who does the job. (Mulyadi, 2016) suggests that performance is work performance, namely the comparison between work results and established standards. Employee performance is the result of work achieved by a person in carrying out assigned tasks including the quality and quantity of output as well as reliability at work. Many factors can improve the performance of an employee or employee. Several factors are indicated to improve employee performance, among others: competence, work environment and work motivation.

Competence is the knowledge, skills, and abilities possessed by a person, which are part of him, so that he can carry out certain cognitive, affective, and psychomotor behaviors to complete his tasks (Hutapea, 2008). A person's competence indicates the achievement and maintenance of a level of understanding and knowledge that allows a member to provide services with ease and ingenuity (Mulyadi, 2016). Competence is a basic characteristic of a person that allows employees to issue superior performance in their work so that they can provide the best results (Mangkunegara, 2010). The relationship between employee performance can be illustrated that employees who have in accordance with the field of work being occupied will give the best results. Research on the relationship between competence and employee performance has been put into research. (Amdani et al., 2019) conducted a study on Medan Polytechnic Ganesha and the result is that competence has a positive and significant effect on the performance of Medan Ganesha Polytechnic employees. Research from (Yamin & Ishak, 2018), (Wasiman, 2020), (Sriwidodo & Haryanto, 2010), (Basalamah, 2017), (Friolina et al., 2017), (Mukhtar, 2018), (Setiawati, 2017), (Nyoto et al., 2020), (Pinca, 2015), (Sujana, 2012), (Ataunur & Ariyanto, 2015), (Indiyaningsih et al., 2020), (Amdani et al., 2019), (S. Manik & Syafrina, 2018), (Rande, 2016), (Mustikawati & Qomariah, 2020), (Sulistyo et al., 2016), (Kapahang et al., 2014), (Mananeke et al., 2014), (Herawati & Mahfudurnajamuddin, 2018), (Abdi & Wahid, 2017), (Pujiarti, 2019), (Winanti, 2011), (Friolina et al., 2017), (Renyut et al., 2017), (Marhayani et al., 2019), (Abusama et al., 2017), (E. Manik & Wiarah, 2014), (Basriani, 2016), (Priyono et al., 2019), (Mananeke et al., 2014), (Sholehatusya'diah, 2017), (Saban et al., 2020) states that employee competence can improve employee performance. Several studies which state that competence has no effect on employee performance include: : (Bahri et al., 2018), (Adam & Kamase, 2019), (Utomo et al., 2019) (Wongso et al., 2020), (Chandra et al., 2020).

According to (Nitisemito, 2008), the work environment is everything that is around work and can affect an employee in carrying out the tasks assigned to him. The work environment is the whole of tools and materials faced by the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as groups (Sedarmayanti, 2011). The work environment is the overall work facilities and infrastructure around employees who are doing work that can affect the implementation of the work itself (M. S. P. Hasibuan, 2016). (Sarwono, 2005) states that the work environment is a collection of work environments in a place that has an impact on employee morale, as well as productivity both positively and negatively. The relationship between the work environment and employee performance is very close. Physical

work environment in the form of office space, lighting, coloring can make the work atmosphere comfortable. The non-physical work environment in the form of good relations between employees and co-workers and leaders can also have an impact on employee performance. A comfortable physical and non-physical environment will increase a person's performance in completing tasks from superiors. Research from (Kurniawati & Tobing, 2019), (Rozalena et al., 2018), (Anggitaningsih & Handriyono, 2019), (Soetikno, 2017), (Indris & Primiana, 2015), (Adha et al., 2019), (Aktorina, 2015), (Dessy et al., 2018), (Marhayani et al., 2019), (Iskandar & Juhana, 2014), (E. A. Hasibuan & Afrizal, 2019), (Piuh & Tawas, 2016), (Novitasari et al., 2012), (Sugiyatmi et al., 2016), (Hafifi et al., 2018), (Priyono et al., 2018b), (Yohana et al., 2020), (Kurniawati & Tobing, 2019), (Kapahang et al., 2014), (Bentar et al., 2017), (Fachreza et al., 2014), (Husnah et al., 2018), (Feel et al., 2018), (Firdaus et al., 2017), (Siregar et al., 2020), (Ardianti et al., 2018), (Susanti, 2017), (Suwondo & Sutanto, 2015), (Komaling et al., 2016), (Priyono et al., 2018b), (Abdi & Wahid, 2017), (Parhusip et al., 2020) states that a comfortable work environment can improve employee performance. Meanwhile research (Riansari et al., 2012) states that the work environment has no impact on employee performance.

The driving force that exists within a person is often called a motive. The driving force outside of a person must be generated by the leadership and so that things outside of a person's self also influence him, the leader must choose various means or tools that are suitable for other people. Motivation questions how to direct the power and potential of subordinates so that they want to work together productively to achieve and realize the goals that have been determined (Simamora, 2006). Motivation is something that moves or encourages a person or group of people to do or not do something (Mu'ah, 2002). Motivation can also be interpreted as a factor that gives hope, namely hard work in achieving expected achievements with achievements that can provide results for the benefit of the activities carried out (Mangkunegara, 2010). Motivation can be defined as something that pushes someone to do something and expends all his effort and energy for it. The nature and intensity of each person's motivation varies depending on the various influences that exist at a certain time (Mulyadi, 2016). If motivation is associated with employee performance, it will provide a very important role. With someone's motivation to get achievements and awards, the performance of an employee will also increase. Research on the role of motivation that can improve employee performance has been done a lot. Several studies which state that work motivation can improve employee performance include: (Sriwidodo & Haryanto, 2010), (Sujana, 2012), (Ahmad et al., 2014), (Vidianingtyas & Putri, 2014), (Hermawan, 2015), (Komaling et al., 2016), (Achmad, 2016), (Brury, 2016), (Wibowo & Putra, 2016), (Lopes, 2016), (Solikah et al., 2016), (Abusama et al., 2017), (Sumowo, 2017), (Ariono, 2017), (Riantoko et al., 2017) (Gala et al., 2017), (Firdaus et al., 2017), (Basalamah, 2017), (Perdana, 2018), (Sya'roni et al., 2018), (Priyono et al., 2018a), (Manggis et al., 2018), (Kosasih, 2018), (Hidayah & Tobing, 2018), (Koni, 2018), (Adam & Kamase, 2019), (Adha et al., 2019), (Samah et al., 2019), (Kurniawan et al., 2019), (Permana et al., 2019), (Soebyakto et al., 2019), (Hendrawijaya et al., 2019), (Kurniawati & Tobing, 2019), (Utomo et al., 2019), (Paais & Pattiruhu, 2020), (Atikah & Qomariah, 2020), (Qomariah, Hermawan, et al., 2020), (Hardianto et al., 2020), (Mayangsari et al., 2020), (Sari et al., 2020), (Wijianto et al., 2020), (Istanti et al., 2020), (Qomariah, Hermawan, et al., 2020), (Pancasila et al., 2020), (Qomariah, Warsi, et al., 2020).

While research which states that work motivation does not have an impact on employee performance include: (Brahmasari & Suprayetno, 2008), (Dolphina, 2012), (Muhammad Arifin,

2015), (Changgriawan, 2017), (Julianry et al., 2017), (Hanafi & Abadi, 2018).

In addition to employee performance, a factor that needs to be considered by every organization or institution, whether it is state-owned or private, is the work motivation of its employees. Motivation questions how to direct the power and potential of subordinates so that they want to work together productively to achieve and realize the goals that have been determined (Simamora, 2006). Motivation is the driving force for employees to work even harder. Motivation can be in the form of encouragement to get appreciation from superiors, encouragement to improve performance so that it gets appreciation from the community. Several factors that can increase work motivation include competence and the work environment in which employees work. Research (Ngattemin & Arumwati, 2012) demonstrate that competence has positive and significant impact on employee motivation hotel with a significant level of 2% at $\alpha = 5\%$. Another research that also discusses the problem of the relationship between competence and motivation is that conducted by (Zubaidah, 2016) the result is that to increase the motivation of SMPN Palembang teachers, it is necessary to further improve teacher competence. (Prahawan et al., 2017), (Rahim et al., 2017), (Meidita, 2019) conducting research which results in the competence possessed by employees can motivate employees to work even harder.

Work motivation can increase due to a comfortable work environment. A physical work environment is necessary for employees to work even harder. The physical environment that can provide comfort in working can be in the form of environmental cleanliness, lighting, air circulation and spatial

planning. (Prahawan et al., 2017) conduct research that connects the work environment with employee work motivation whose research results are the work environment at PT. Krakatau Bandar Samudera can increase work motivation. (Prakoso et al., 2014) states that work environment affect the job performance of employees through motivation, which means that a pleasant working environment can motivate employees to work better so as to improve employee performance. (Marwanto & Nugroho, 2014) stated that the work environment variable had a significant positive effect on the work motivation of soldiers in the KRI X Fleet Eastern Region Work Unit.

Based on the theory of improving employee performance and motivation based on competence and the work environment that exists in the institution or organization and also based on research that has been carried out by several researchers, the research hypotheses that can be developed in this study include 5 research hypotheses. The hypotheses in this study are:

H1: Employee competence can increase employee work motivation.

H2: A comfortable work environment can increase employee motivation.

H3: Employee competence can improve employee performance.

H4: A comfortable work environment can improve employee performance.

H5: Work motivation can improve employee performance.

Based on the research hypothesis that has been developed, the conceptual framework in this study can be seen in Figure 1 below.

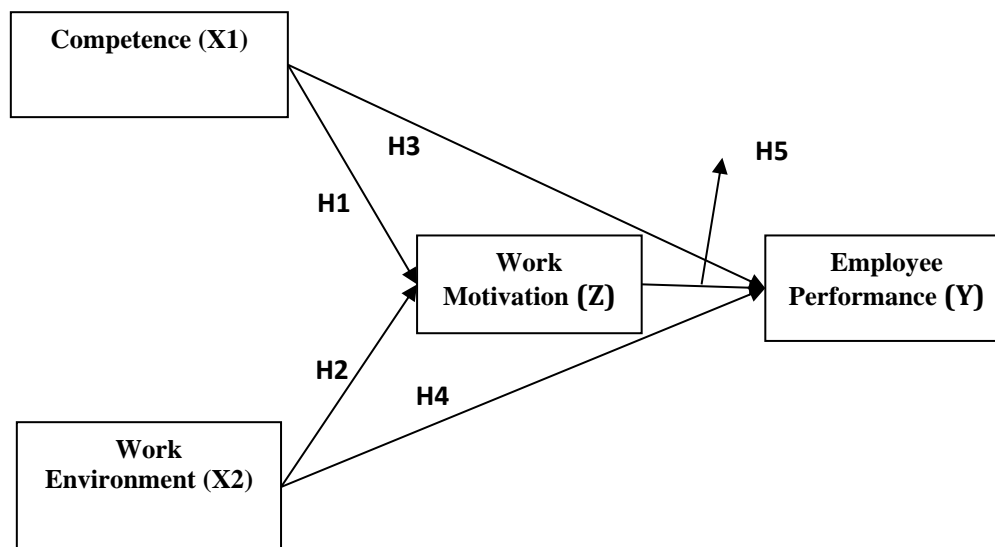


Figure 1: Conceptual Framework

This research was conducted at the Regional Financial and Asset Management Agency of Bondowoso Regency. As for the strategic issues that need serious attention and handling in the implementation of the main tasks and functions of the Regional Financial and Asset Management Agency for the next 3 (three) years, among others: 1) the utilization of regional assets is still not optimal as a source of retribution revenue; 2) there is still a need for competent personnel in the field of asset valuation for the preparation of balance sheets in order to accelerate the overall financial statements; 3) competent human resources in the field of information technology and infrastructure are still needed for SIMDA applications. With regard to the theory that has been described and also based on previous research that

has been carried out by previous researchers and based on the problems that are still faced by the Regional Financial and Asset Management Agency of Bondowoso Regency, there are 3 (three) research questions that need to be answered, namely: 1) first, Can the competencies possessed by employees increase employee work motivation? Second, can a good work environment increase employee motivation? Third, can the competencies possessed by employees improve employee performance? Fourth, can the work environment improve employee performance? Finally, can work motivation improve employee performance at the Regional Financial and Asset Management Agency of Bondowoso Regency?. The research conducted at the Regional Financial and Asset Management

Agency of Bondowoso Regency is expected to have five objectives. The first objective is to determine the effect of employee competence on employee work motivation. Second, to determine the effect of the work environment on employee motivation. Third, to determine the effect of employee competence on employee performance. Fourth, to determine the effect of the work environment on employee performance. Finally, to determine the effect of work motivation on employee performance. This study also contributes to the human resource management literature that focuses on improving the relationship between employee competence and the work environment on employee motivation and performance. This research also contributes to the Regional Work Units in each Level II Regional Government in each province related to increasing employee motivation and performance.

3. Research Methods

In this study, descriptive and quantitative research methods are used, which are methods for analyzing data by describing or describing the data that has been collected as it is without the intention of making conclusions (Sugiyono, 2017). The variables in this study have 3 (three) kinds of variables. First, the independent variable which consists of competence and work environment. Second, the intervening variable is work motivation. Third, the dependent variable is the employee performance variable. Each variable has dimensions that will later be used as a measuring tool in conducting research.

Each variable has dimensions that will later be used as a measuring tool in conducting research. (Nyoto et al., 2020) stated that the dimensions of the competency variable include:

1. Knowledge, namely awareness in the cognitive field. For example, an employee knows how to identify learning, and how to do good learning according to the needs that exist in the company.

2. Understanding, namely the cognitive and affective depth possessed by the individual. For example, an employee in carrying out learning must have a good understanding of the characteristics and working conditions effectively and efficiently.

3. Value, is a standard of behavior that has been believed and psychologically has been integrated in a person. For example, the standard of behavior of employees in carrying out their duties (honesty, openness, democracy, etc.).

4. Ability, is something that is owned by an individual to carry out the tasks or work assigned to employees. For example, the standard of behavior of employees in choosing work methods that are considered more effective and efficient.

5. Attitudes, namely feelings (happy-not happy, likes-dislikes) or reactions to a stimulus that comes from outside. For example the reaction to the economic crisis, the feeling of a salary increase.

The second independent variable is the work environment with its dimensions, among others (Marwanto & Nugroho, 2014) stating that:

1. Cleanliness of the work environment, indirectly the work environment can affect someone at work. Employees will feel more comfortable in doing their jobs if the work environment can be kept clean.

2. Lighting, which is meant not only lighting sourced from lights or electricity at night. But also lighting from the sun during the day.

3. Air exchange, namely the physical fitness of employees will increase when the room provides sufficient air exchange. The health of employees will be guaranteed if the room is adequate with ventilation.

4. Security guarantees, namely the existence of security guarantees for employees enough to provide employees with

peace of mind at work.

5. Spatial planning, namely a good room arrangement will further encourage the creation of employee comfort at work.

(Permana et al., 2019) stated that the dimensions of the work motivation variable using Maslow's Theory are:

1. Physiological needs, namely the need to eat, drink, housing and sexual. This need is the most basic for humans. In working, the needs of employees that must be met is a decent salary/wages.

2. The need for a sense of security, namely the need for protection from the threat of danger and the work environment. In working, employees need health benefits, insurance and pension funds.

3. Social needs, namely the need to be accepted in a group and to love each other. In this relationship, employees want to be accepted at work, have good and harmonious work interactions

4. Self-esteem needs, namely the need to be respected and appreciated by others. In this relationship, employees need appreciation and recognition and not be treated arbitrarily.

5. Self-actualization needs, namely the need to develop oneself and potential. In this relationship, employees need opportunities to grow and develop personally.

The dimensions of employee performance use the theory proposed by (Gomes, 2010), namely:

Quality of work, namely the quality achieved based on the terms of suitability and readiness.

Quantity of work, namely the amount of work done in a specified time period.

Job knowledge, namely the breadth of knowledge about work and skills.

Creativeness, namely the originality of ideas that arise from actions to solve problems that arise.

Cooperation, namely the willingness to cooperate with other people (fellow members of the organization).

(Sekaran, 2006) provides a general reference for determining sample size, namely that in multivariate research (including multiple regression analysis), the sample size should be 10x larger than the number of variables in the study. The number of variables in this study are 4 variables, when multiplied by 10 it is obtained 40. Thus, the minimum sample size in this study is at least greater than 40 respondents. The Regional Financial and Asset Management Agency of Bondowoso Regency has a total of 61 employees ranging from management to lower-level employees. Thus the number of population in accordance with the criteria of this quantitative research is greater than 40 respondents, namely 61 employees. The sampling technique in this study is the saturated sampling technique. Saturated sampling is a sampling technique where the entire population is used as a research sample (Ghozali, 2013). Due to the total population of 61 employees, the sample in this study is also 61 employees. The unit of analysis in this study is the employees of the Regional Financial and Asset Management Agency of Bondowoso Regency, the number of which is 61 employees who are also designated as samples in this study. The research data was obtained by distributing research measuring instruments in the form of questionnaires to employees of the Regional Financial and Asset Management Agency of Bondowoso Regency, totaling 61 employees. The distribution of questionnaires and filling out and returns takes approximately 1 month. Data processing and report preparation takes approximately 2-3 months.

The data analysis technique used in this study is Partial Least Square (PLS) using the WarpPLS 5.0 application. Partial Least Square is a multivariate statistical technique that can handle many response/bound/dependent variables as well as explanatory variables at once (Solihin & Ratmono, 2013). Based on the variables used in this study consisting of

independent variables, intervening and dependent variables, the regression equation in this study is as follows: $Y1 = a + b1X1 + b2X2 + e1$, and $Y2 = a + b1X1 + b2X2 + b3Z + e2$.

This outer model analysis is used to specify the relationship between latent variables and their indicators. The tests carried out on the analysis of the outer model are: convergent validity, discriminant validity, composite reliability. The construct reliability test can be measured by 2 (two) criteria, namely composite reliability and Cronbach's alpha. A construct is declared reliable if the composite reliability value is > 0.70 . The reliability test was also strengthened by Cronbach Alpha. Expected Cronbach Alpha value > 0.6 for all constructs. According to (Ghozali, 2016) the expected Average Variance Extracted (AVE) is > 0.5 . See and compare between discriminant validity and square root of Average Variance Extracted (AVE). The correlation can be said to be valid if it has a value > 0.5 . If the AVE value is higher than the correlation value between the constructs, then good discriminant validity is achieved. The recommended value is the AVE value must be

greater than 0.50.

Inner model analysis is used to determine the relationship between latent variables. Inner model analysis can be done with path analysis and R Square (R²). Structural path coefficient analysis is used to determine how much influence exogenous variables have on endogenous variables. R Square (R²) is the coefficient of determination used to see the ability of exogenous variables to explain endogenous variables.

4. Results and Discussion

Statistical Analysis Description

Statistics on the description of employee respondents at the Regional Financial and Asset Management Agency of Bondowoso Regency totaling 61 people related to gender, age and years of service are presented in Table 1.

Variable	Percentage
Sex	
Male	39
Female	61
Age in years	
20 – 30	15
31 – 40	43
41 – 50	30
51 – 60	12
Years of service	
0 - 10 years	34
11 – 20 years	23
21 – 30 years	33
31 – 40 years	10

Table 1: Descriptive Statistical Analysis Results

Data Analysis Results

The validity test criteria is to use the loadings factor (cross-loadings factor) with a value of more than 0.50 and average variance extracted (AVE) with a value exceeding 0.50. To test the validity of the convergent and to test the validity of the discriminant using the ratio of the roots of the AVE with the correlation between variables. The construct AVE value should be higher than the correlation between latent variables (Solihin & Ratmono, 2013). The results of WarpPLS 5.0 are presented in the Table. 2. The results of the WarpPLS 5.0 calculation in Table 2. show that each value in the cross-loading factor has reached a value above 0.7 with a p value below 0.001. Thus the convergent validity test criteria have been met. In Table 3, information can be obtained that the AVE root value of the same variable is higher than the AVE root value in different variables. This shows that the discriminant validity test criteria have been met. Thus the instrument used in this study has met all the provisions of the validity test.

Reliability testing is carried out with the aim of ensuring that the research instrument used can provide a consistent measurement of the concept without any bias. The results of the WarpPLS 5.0 data processing for the reliability test are presented in Table 4. The basis used in the reliability test is the value of composite reliability coefficients and Cronbach's alpha coefficients above 0.5. The results of the reliability test in Table 4. indicate that the questionnaire instrument in this study has met the requirements of the reliability test. The results of hypothesis testing are presented in Table 5. All hypotheses proposed are accepted.

The research model test was conducted to see the suitability of the model built in the study. A good research model will be able to describe the suitability of the relationship between the variables in the study. The use of WarpPLS 5.0 has provided calculation results that show the criteria used to assess whether the model is appropriate. The test results of this research model are presented in Table 6.

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	X1	X2	X3	Y	Type	SE	P value
X1.1	0.777	0.026	0.110	0.275	Reflect	0.101	<0.001
X1.2	0.712	0.461	-0.162	-0.517	Reflect	0.100	<0.001
X1.3	0.792	0.241	-0.096	-0.695	Reflect	0.104	<0.001
X1.4	0.772	0.178	-0.495	0.091	Reflect	0.105	<0.001
X1.5	0.765	-0.874	0.563	0.802	Reflect	0.101	<0.001
X2.1	0.187	0.788	0.250	-0.188	Reflect	0.101	<0.001
X2.2	-0.187	0.772	0.284	0.701	Reflect	0.101	<0.001
X2.3	-0.004	0.766	-0.498	0.008	Reflect	0.102	<0.001
X2.4	-0.234	0.708	0.202	0.149	Reflect	0.104	<0.001
X2.5	0.225	0.729	-0.244	-0.695	Reflect	0.103	<0.001
X3.1	0.669	0.092	0.883	0.180	Reflect	0.124	<0.001
X3.2	-0.152	0.305	0.825	-0.190	Reflect	0.096	<0.001
X3.3	0.220	-0.002	0.754	-0.420	Reflect	0.098	<0.001
X3.4	0.668	-0.452	0.849	0.396	Reflect	0.126	<0.001
X3.5	-0.208	-0.374	0.729	0.698	Reflect	0.103	<0.001
Y1.1	0.269	-0.599	0.589	0.729	Reflect	0.103	<0.001
Y1.2	-0.288	-0.717	0.580	0.766	Reflect	0.102	<0.001
Y1.3	0.001	0.506	-0.695	0.854	Reflect	0.121	<0.001
Y1.4	-0.151	0.127	-0.346	0.841	Reflect	0.102	<0.001
Y1.5	0.219	1.272	-0.783	0.746	Reflect	0.106	<0.001

Table 2: Combined Loadings and Cross-Loadings

	X1	X2	X3	Y
X1	0,7612	0,1392	0,1382	-0,0978
X2	0,2046	0,7716	0,0502	0,205
X3	-0,064	0,0182	0,7644	0,0906
Y	-0,0308	0,0198	0,0112	0,7914

Table 3: Comparison of Roots of AVE and Correlation between Variables

Variable	Composite Reliability	Cronbach's Alpha
Competence	0,782	0,752
Work Environment	0,788	0,764
Motivation	0,721	0,747
Employee Performance	0,769	0,724

Table 4: Reliability Test Results

	Hypothesis	Path Coefficients	P-value	Conclusion
H1	Employee competence affects motivation	0,214	0,039	Hypothesis Accepted
H2	The work environment affects motivation	0,588	0,001	Hypothesis Accepted
H3	Employee competence affects employee performance	0,249	0,019	Hypothesis Accepted
H4	The work environment affects employee performance	0,630	0,001	Hypothesis Accepted
H5	Work motivation affects employee performance	0,220	0,031	Hypothesis Accepted

Table 5: Recapitulation of Hypothesis Test Results

GENERAL MANAGEMENT

Information	Value	Ideal
Average path coefficient (APC)	P 0.001	$\leq 0,05$
Average R-squared (ARS)	P 0.001	$\leq 0,05$
Average adjusted R-squared (AARS)	P 0.001	$\leq 0,05$
Average block VIF (AVIF)	1,467	$\leq 3,3$
Average full collinearity VIF (AFVIF)	2,096	$\leq 3,3$
Tenenhaus GoF (GoF)	0.448	besar
Sympson's paradox ratio (SPR)	1	1
R-squared contribution ratio (RSCR)	1	1
Statistical suppression ratio (SSR)	1	$\geq 0,7$
Nonlinear bivariate causality direction ratio (NLBCDR)	1	$\geq 0,7$

Table 6: Research Model Test

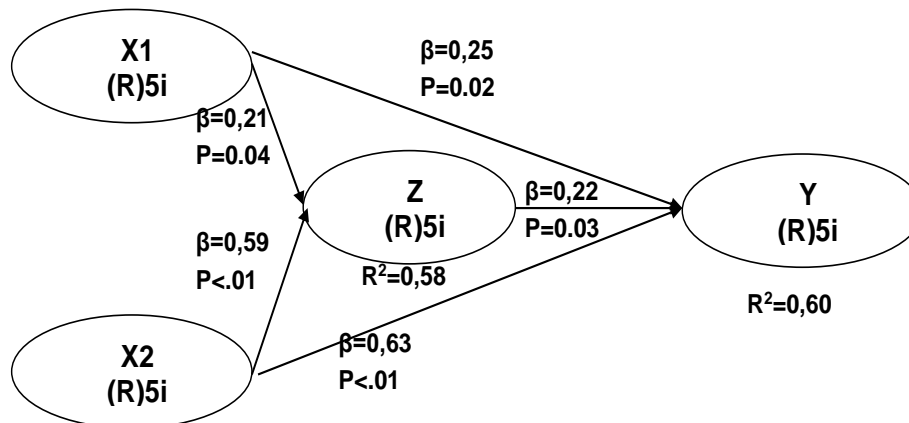


Figure 2: Path Analysis Results

Based on Table 6. it can be seen that each value in the study has met the ideal criteria. The values of APC, ARS, and AVIF that meet the ideal criteria indicate that the overall research model is good. The fit of the model can also be calculated using the goodness of fit index. The goodness of fit index (GoF) is defined as the geometric mean or root of the average communality and the average R2 for all endogenous constructs. The GoF index shows the predictive power of the overall model. The GoF value has an interval between 0 to 1. A GoF value close to 1 indicates a good path model estimation. The GoF

The results of the analysis of the influence of employee competence and work environment on work motivation, show the coefficient of determination or R2 of 0.579, from these results it means that all independent variables (employee competence and work environment) have a contribution of 57.9% to the dependent variable (work motivation). , and the remaining 42.1% is influenced by other factors not included in the study. The results of the analysis of the influence of employee competence, work environment and work motivation on employee performance, show the coefficient of determination or R square of 0.596, from these results it means that all independent variables (employee competence, work environment and work motivation) have a contribution of 59.6% on the dependent variable (employee performance), and the remaining 40.4% is influenced by other factors not included in the study. The higher the R2 value, the better the prediction model of the proposed model. (Ghozali, 2016) states that in general the coefficient of determination is low if it is worth 0.20, while in the results of this model the two coefficients are worth more than 0.20.

index for this research model is 0.448. Thus, the structural model that explains the relationship between the four variables has a good predictive power (fit).

Hypothesis testing is based on the results of the analysis of the PLS SEM model which contains all the variables supporting the hypothesis test. The PLS model with the addition of work motivation variables as mediating variables explains that the addition of variables will provide additional contributions as an explanation of employee performance. The results of the path analysis in this study can be seen in Figure 2.

Discussion

Based on the results of testing the employee competence variable on employee performance, the coefficient value is 0.249 with an -value of 0.019. Because the value of -value is smaller than ($0.019 < 0.05$), then H0 is rejected, thus there is a significant effect of employee competence on employee performance. This means that employee competence has a significant effect on the performance of employees of the Regional Financial and Asset Management Agency of Bondowoso Regency. Thus the hypothesis which states that competence affects employee performance is proven true or H1 is accepted.

Based on the results of testing the work environment variable on employee performance, the coefficient value is 0.630 with an -value of 0.001. Because the -value is smaller than ($0.001 < 0.05$) then H0 is rejected, thus there is a significant effect of the work environment on employee performance, based on the second hypothesis which states that the work environment affects employee performance. This means that the work environment has a significant effect on the performance of the employees of the Regional Financial and

Asset Management Agency of Bondowoso Regency.

Based on the results of testing the work motivation variable on employee performance, the coefficient value is 0.220 with an -value of 0.031. Because the value of -value is smaller than (0.031 < 0.05), then H0 is rejected, thus there is a significant effect of work motivation on employee performance. This means that work motivation has a significant effect on the performance of employees of the Regional Financial and Asset Management Agency of Bondowoso Regency, which is proven true or H3 is accepted. Motivation is an encouragement so that someone is motivated in doing work to be better (Mangkunegara, 2010). By having a strong motivation in order to get an award from the organization, it is possible that an employee will improve his performance.

5. Conclusions, Suggestions and Limitations

Based on the research findings that have been described, the conclusions in this study are as follows: (1) the test results prove employee competence, has a positive and significant effect on work motivation and employee performance at the Regional Financial and Asset Management Agency of Bondowoso Regency. Employee competence is the expertise possessed by employees in carrying out their duties. The better the competencies possessed by employees, the greater the confidence they will be able to complete the work, thereby increasing employee motivation at work. Successful employees who have high motivation at work are usually also able to complete work on time which means their performance is good; (2) The test results prove that the work environment has a positive and significant effect on work motivation and performance of employees of the Regional Financial and Asset Management Agency of Bondowoso Regency. The work environment used to work must be made as comfortable as possible so that employees are motivated to complete their work on time. Work that can be completed on time indicates that employees have provided good performance for the institution

where they work; (3) work motivation affects the performance of employees of the Regional Financial and Asset Management Agency of Bondowoso Regency. Employees who are motivated to work well will be able to improve performance at the institution where they work.

The suggestions that can be given based on the results of the study are: (1) Referring to the results of the study that the work environment has the strongest influence on improving employee performance, it is hoped that the Bondowoso Regency BPKAD will further improve the work environment at the Regional Financial and Asset Management Agency of Bondowoso Regency, both physically and non-physically. For other researchers, it is advisable to examine the effect of the work environment not only physically, but also non-physically. (2) For other researchers, it is recommended to consider the measurement scale that will be used in the research questionnaire, so that respondents who do not understand the question or questionnaire statement do not answer neutrally or do not have an opinion. (3) For future research, it is recommended to consider other factors that also affect work motivation and employee performance such as leadership, work environment and work discipline. (4) Subsequent research in order to expand the orientation of the research to a larger scope of organization or a larger population so that the level of generalization is higher.

Every research conducted will never be perfect, because there must be limitations in the implementation of the research. The limitations of this study are: (1) this research was only conducted within the Regional Financial and Asset Management Agency of Bondowoso Regency, where the total population was only 61 employees; (2) the work environment variables studied were only limited to the physical environment, even though there were non-physical work environments which were actually more substantive in increasing work motivation and employee performance; (3) the research was conducted in the midst of the Covid-19 pandemic which caused the completion time of this research to be longer due to the WFH (Work From Home) policy from the Government.

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