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**The Influence of Competence, Motivation, Work Environment,
and Job Satisfaction on Employee Performance in the Department
of Public Works and Spatial Planning of Gorontalo City**

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ABSTRACT

The purpose of this study is to determine the effect of work competence, work motivation, work environment and job satisfaction on employee performance at the Gorontalo City PUPR Office. The total population sampled in this study was 80 with data analysis techniques using multiple linear regression and hypothesis testing. The research instrument used in this study is in the form of a likert scale. The results showed that the influence of competence, motivation, work environment and job satisfaction combined on performance was 27.8%. The remaining 72.2 (100% - 27.8%) was influenced by other factors. In other words, the variability of performance that can be explained using variables of competence, motivation, work environment and job satisfaction is 27.8%. It was concluded that simultaneously competence, work motivation and job satisfaction together have a positive and significant effect on employee performance at the Gorontalo City Public Works and Spatial Planning Office.

Work Competence, Work Motivation, Work Environment, Job Satisfaction, Performance

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INTRODUCTION

The Policy of Regional Autonomy is carried out by decentralizing the authorities that have been centralized in the hands of the central government (Harpis & Bahri, 2020). In this decentralization process, the power of the central government is transferred to the regional governments, resulting in a shift of power from the central government to the districts and cities throughout Indonesia. In carrying out their roles, the Gorontalo City Local Government is assisted by several departments, including the Department of Public Works and Spatial Planning of Gorontalo City.

Employee performance is an issue that needs to be addressed by government agencies, as not all employees in the Department of Public Works and Spatial Planning of Gorontalo City meet the expected performance standards. This is evidenced by observations that there are still some damaged infrastructures in Gorontalo City during the implementation of public services. Initial research conducted in the Department of Public Works and Spatial Planning of Gorontalo City found a phenomenon regarding employees' perceived suboptimal performance, characterized by a decrease in work results achieved by some employees, particularly in carrying out tasks assigned by the Department Head, as well as some employees being absent during office hours or after national holidays or long weekends. This indicates that performance among civil servants has not developed as a collective consciousness.

There are many factors that can influence employee performance, such as competence. This is supported by research findings that job competence has a positive and significant influence on employee performance ((Krisnawati & Bagia, 2021; Muslimah, 2016). Competence refers to the abilities possessed by employees, enabling them to work systematically and efficiently, and to fulfill their job requirements according to their expertise (Muslimah, 2016). Based on this, it can be concluded that competence is one of the factors that influence employee performance.

In addition to competence, motivation is also a factor that influences employee performance. This is consistent with research findings that motivation has a positive and significant impact on employee performance (Suaiba et al., 2021). Mangkunegara (2009) explains that motivation is the directed or targeted energy that drives employees to achieve the organizational goals of the company. A positive mental attitude towards work strengthens the employees' motivation to achieve optimal performance. Three key elements of motivation are effort, organizational goals, and needs (Mahardhika et al., 2020). Therefore, motivation plays a crucial role in achieving the desired performance goals of an organization and individual employees.

Furthermore, another factor that can influence employee performance is job satisfaction. Affandi (2016) states that job satisfaction leads to improved performance, as satisfied workers tend to be more productive. Similarly, Wirawan (2013) suggests that individuals' positive or negative feelings and attitudes towards their work have implications for themselves and the organization. If someone is satisfied with their job, they will be motivated and willing to perform their tasks with high performance. On the other hand, if someone is dissatisfied with their job, their motivation and performance will be low. Job satisfaction is defined as a pleasant or emotionally positive state that

arises from an individual's evaluation of their job or work experience (Setiwan & Ghozali, 2019). It is a positive feeling about one's job that results from an evaluation of its characteristics (S. P. Robbins & Judge, 2008).

According to Wirawan (2013), job satisfaction is an individual's perception of various aspects of their job. Perception can be in the form of feelings and attitudes towards the job, which can be positive or negative. If someone has a positive attitude towards their job, they are satisfied with it. Conversely, if an employee has a negative attitude towards their job, they are dissatisfied with it. This is also supported by research findings that job satisfaction influences employee performance (Indrawati, 2013; Paparang et al., 2021; Wijaya, 2018).

From the previous discussion, it can be illustrated that employee performance is one of the most important aspects for an organization. This is because employee performance serves as an indicator of organizational success. However, there are several factors that can influence employee performance, enabling it to be optimized. Factors such as competence, motivation, and job satisfaction play significant roles. Therefore, based on the aforementioned issues, the objective of this study is to examine the influence of competence, motivation, and job satisfaction on employee performance in the Department of Public Works and Spatial Planning of Gorontalo City.

RESEARCH METHODE

The method of data analysis used in this research is quantitative data analysis. Quantitative data analysis is a method of data analysis that utilizes numerical calculations to make decisions in problem-solving, and the obtained data is analyzed using established theories. The analysis tool used in this study is multiple linear regression analysis, with the following equation:

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Information:

Y	= Performance
X1	= Competency
X2	= Motivation
X3	= Work Environment
X4	= Job Satisfaction
B1,B2,B3,B4	= Variable regression coefficient
a	= constant
ϵ	= Errors

RESULT AND DISCUSSION

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In this study, partial hypothesis testing was carried out on each independent variable as shown in table 1 below:

Tabel 1.
Partial Test Results

	Model	t	Sig.
	(Constant)	3,612	,001
	Competence_X1	,527	,064
1	Motivation_X2	,864	,390
	Work_Environment	,567	,076
	X3	3,465	,004

Based on table 1, the partial test results can be explained as follows:

Hypothesis Test : The Influence of Competence on Employee Performance

The calculated t-value for the competence variable (X1) is 0.527, which is smaller than the t-table value of 1.668, with a significance value (sig) of 0.064 > 0.05. This means that the competence variable has a positive but not significant partial effect on employee performance.

Hypothesis Test: The Influence of Motivation on Employee Performance

The calculated t-value for the motivation variable (X2) is 0.864, which is smaller than the t-table value of 1.668, with a significance value (sig) of 0.390 > 0.05. This means that the motivation variable has a positive but not significant partial effect on employee performance.

Hypothesis Test: The Influence of Work Environment on Employee Performance

The calculated t-value for the work environment variable (X3) is 0.864, which is smaller than the t-table value of 1.668, with a significance value (sig) of 0.076 > 0.05. This means that the work environment variable has a positive but not significant partial effect on employee performance.

Hypothesis Test: The Influence of Job Satisfaction on Employee Performance

The calculated t-value for the job satisfaction variable (X4) is 3.465, which is greater than the t-table value of 1.668, with a significance value (sig) of 0.004 < 0.05. This means that the job satisfaction variable has a positive and significant partial effect on employee performance.

Simultaneous F-test

This test essentially determines whether all the independent variables included in this model have a joint influence on the dependent variable. The results of the F-test can be seen in Table 2 below.

Table 2.
Simultaneous Test Results (F)

ANOVA ^a						
	Model	Sum of	D	Mean	F	Sig
	Regression	137,062	3	45,687	9,75	,000
1	Residual	355,925	76	4,683		
	Total	492,988	79			

Based on Table 2, it is found that the calculated F-value of 9.756 is greater than the F-table value of 2.49, and the significance value of 0.000 is smaller than 0.05. This indicates that the research results show that the variables of Competence (X1), Motivation (X2), Work Environment (X3), and Job Satisfaction (X4) have a positive and significant simultaneous effect on employee performance.

Coefficient of Determination (R²)

The value used to examine the coefficient of determination in this study is the adjusted R-square. This is because the adjusted R-square is not susceptible to the addition of independent variables. The coefficient of determination value can be seen in Table 3 below.

Table 3.
Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,	,278	,250	2,164

The value of the coefficient of determination (R²) is 0.278. This value can be used to assess the combined influence of competence, motivation, and job satisfaction on performance by calculating the Coefficient of Determination (CD) using the following formula:

$$D = R^2 \times 100\%$$

$$D = 0,278 \times 100\%$$

$$D = 27,8\%$$

The value indicates that the combined influence of competence, motivation, work environment, and job satisfaction on performance is 27.8%. The remaining 72.2% (100% - 27.8%) is influenced by other factors. In other words, the variability in performance explained by competence, motivation, work environment, and job satisfaction is 27.8%, while the remaining 72.2% is attributed to variables outside this model.

Discussion

Influence of Competence on Employee Performance

Based on the hypothesis testing results, it is found that competence has a positive but not significant impact on employee performance in the Public Works and Spatial Planning Office of Gorontalo City.

The findings also indicate that 33.8% of the respondents express disagreement and 6.2% express strong disagreement regarding the statement on the usefulness of office facilities that facilitate work. This suggests that the respondents feel less supported by the existing office facilities since they rely on personal equipment such as laptops and printers, which hinder their work.

Competence in knowledge can be enhanced by attending relevant training programs in their field of work. This enables employees to deepen their knowledge and skills, leading to better task completion and improved performance. Work experience also influences job outcomes, as more experience allows employees to better understand their roles and responsibilities, leading to enhanced performance.

According to Romberg as cited in Sutrisno (2009), employees have high competence when they possess work experience, educational backgrounds that support their profession, specific skills, and knowledge. Work experience can improve performance as employees become more adept at handling different conditions, taking risks, and producing competent individuals.

These research findings are consistent with previous studies. Gatot (2014) conducted a study on the influence of competence on employees in Gunung Kidul, which also found a significant effect of competence on employee performance.

The Influence of Motivation on Employee Performance

Based on the hypothesis testing results, it is found that motivation has a positive but not significant impact on employee performance in the Public Works and Spatial Planning Office of Gorontalo City. Mangkunegara (2012) states that there is a positive relationship between achievement motivation and performance. This means that employees with high achievement motivation will achieve high performance, while those with low performance are likely caused by low motivation. The convergence point between motivation and performance is that high motivation leads to high work outcomes and encourages individuals to exert extra effort for increased productivity. When this condition is not met, a decline in work productivity may occur.

As observed during the study, it can be seen that the issue of work motivation has an impact on employee performance. This can be observed from the following observations:

First, employees tend not to comply with rules, especially regarding attendance and punctuality. There is also a lack of reward and punishment system, which is a system of recognizing work outcomes beyond basic income as a professional incentive. Both lazy and diligent employees receive the same treatment. Furthermore, during working hours, employees use the provided internet network for accessing social media instead of work-related tasks. One consequence of this situation is that employees leave the office earlier than the established regulations.

Second, there is a rigid promotion system. The promotion system for employees should be based on competence qualifications or educational levels. This qualification system aims to create high work productivity. However, this system is not appropriate when applied to employees who do not meet the competence qualifications. Psychologically, these employees will lack the drive to work. In other words, they will lose the motivation to achieve targets because they know they will not experience promotion, as stated by Kadarisman (2012), where motivation is the driving force for human action.

Third, the unfulfilled IT needs, especially in terms of computers. The presence of IT equipment to support employee performance is crucial, especially in providing prompt information to the public. Based on the researcher's observation during the study, employees use their personal laptops to support their work. Employees also express dissatisfaction with the availability of IT and other supporting equipment. These findings align with previous research conducted by Mulyanto (2009), which found that motivation, job satisfaction, and organizational commitment have an impact on employee performance.

The Influence of the Work Environment on Employee Performance

Based on the hypothesis testing results, it is found that the work environment has a positive but not significant impact on employee performance in the Public Works and Spatial Planning Office of Gorontalo City. According to Bambang (2018), the work environment is one of the factors that influence an employee's performance. An employee working in a supportive work environment that enables them to work optimally will produce good performance. On the other hand, if an employee works in an inadequate and unsupportive work environment, they may become lazy and easily fatigued, resulting in low performance.

The work environment in the Public Works and Spatial Planning Office of Gorontalo City plays a crucial role in improving employee performance. The better the work environment in the office, the better the performance of the employees, which continues to improve.

The Influence of Job Satisfaction on Employee Performance

Based on the hypothesis testing results, it is found that job satisfaction has a positive and significant impact on employee performance in the Public Works and Spatial Planning Office of Gorontalo City. The results of this study also support Gibson's opinion in Wibowo (2011), which depicts the reciprocal relationship between satisfaction and performance. On one hand, it is said that job satisfaction leads to improved performance, meaning that satisfied workers are more productive. On the other hand, job satisfaction is also influenced by performance, as more productive workers will experience satisfaction. In summary, the more satisfied the employees are, the better the results, and vice versa.

In efforts to improve and enhance performance, understanding the interests and tendencies of employees in their work becomes a focal point to increase job satisfaction. Therefore, job placement is essential to achieve the expected targets. Considering job satisfaction is a dynamic issue that employees face.

Firstly, employees may perceive their work as routine. It means that they perform tasks that are repetitive every day without any challenging aspects that require development, as described by Siagian (2012) as the employee's passion for work to achieve targets. Employees tend to desire attentive and understanding supervisors. Such an attitude is desired to create a good work environment because employees feel supported, cared for, and safe. The presence of segregated and enclosed spaces creates communication barriers between subordinates and superiors. This spatial arrangement occurs in all departments. The indirect impact felt by employees is the hesitation to express ideas and suggestions directly to superiors. Moreover, communication between superiors and subordinates is crucial for enhancing employee productivity.

This issue aligns with Robbins in Wibowo (2011), who describes job satisfaction as a general attitude towards one's job, indicating the discrepancy between the rewards received by workers and the rewards they believe they should receive. These findings are consistent with previous research conducted by Suwardi (2011), which found that motivation, job satisfaction, and organizational commitment have a significant impact on performance.

The Influence of Competence, Motivation, Work Environment, and Job Satisfaction on Employee Performance

The results of the fourth hypothesis testing indicate that competence, motivation, work environment, and job satisfaction collectively have a significant influence on employee performance at the Department of Public Works and Spatial Planning in Gorontalo City. These findings provide an

explanation that in order to achieve good and improved performance, there is a need for improvement and greater efforts to create a comfortable work environment while simultaneously enhancing the competence and motivation of employees. The combined influence of competence, motivation, work environment, and job satisfaction on employee performance in this study also supports the viewpoint of A. Dale Timple (1992) as cited in Mangkunegara (2011), stating that work motivation is not the sole factor influencing employee performance at the Department of Public Works and Spatial Planning in Gorontalo City. Additionally, employees have been working according to regulations, which limits them from taking responsive actions in line with community developments.

On one hand, this reflects employees' responsibility for their work, but on the other hand, as public servants, they need to be sensitive to the situation within the community. This condition is further supported by the lack of attention from superiors towards subordinates, as well as the weak system of rewards and punishments as a form of appreciation for the completion of assigned tasks. These factors contribute to additional issues that lead to low motivation and job satisfaction. Ultimately, the expected employee performance should support the achievement of the Department of Public Works and Spatial Planning's objectives as a service provider to the community.

The results of this study are consistent with previous research conducted by Wahab (2012), which showed that job satisfaction and work motivation significantly influence employee performance. The study indicates that work motivation and job satisfaction collectively have a significant impact on employee performance.

CONCLUSION

Based on the previous analysis, the following conclusions can be drawn: (1) Competence has a positive and significant influence on employee performance at the Department of Public Works and Spatial Planning in Gorontalo City. (2) Motivation has a positive and significant influence on employee performance at the Department of Public Works and Spatial Planning in Gorontalo City. (3) Work environment has a positive and significant influence on employee performance at the Department of Public Works and Spatial Planning in Gorontalo City. (4) Job satisfaction has a positive and significant influence on employee performance at the Department of Public Works and Spatial Planning in Gorontalo City. (5) Simultaneously, competence, motivation, work environment, and job satisfaction have a positive and

significant influence on employee performance at the Department of Public Works and Spatial Planning in Gorontalo City.

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