

## The Influence of Competence and Motivation on ASN Performance moderated by the Work Environment at the Makassar City Regional Financial and Asset Management Agency.

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### **Abstract**

*The purpose of this study is to determine and analyze the influence of competence and motivation on the work environment and performance at the Makassar City Regional Asset Management Agency. This study took a sample of 70 employees at the Makassar City Regional Asset Management Agency. The results of this study found that Competence did not have a significant effect on ASN performance at the Makassar City BPKAD office. Motivation had a positive and significant effect on ASN performance at the Makassar City BPKAD office. The work environment does not have a significant effect on ASN performance at the Makassar City BPKAD office. The role of the work environment is not significant in moderating the relationship between competence and ASN performance at the Makassar City BPKAD office. The role of the work environment is not significant in moderating the relationship between motivation and ASN performance at the Makassar City BPKAD office.*

**Keywords:** *Competence, Motivation, Work Environment and Performance*

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Today's organizations face demands to produce high employee performance to achieve organizational goals. Human resources (HR) are a vital element in ensuring organizational success. Employee competencies, including ability, motivation, self-image, and knowledge, play an important role in creating optimal performance. Organizations need to implement approaches such as competency-based performance appraisal to improve employee performance.

Effective leadership also contributes significantly to motivating employees through rewards, promotions, and benefits. However, in the public sector, ASN is often criticized for its performance which is considered less productive and efficient. ASN performance reform requires a comprehensive approach, including leadership, reward systems, career development, and work culture.

This study focuses on the performance of ASN at the Makassar City Regional Financial and Asset Management Agency (BPKAD), which shows fluctuations from 2019 to 2022. The timeliness of APBD determination always reaches 100%, but the BPK's opinion on the financial report decreased in 2021. Employee facilities and infrastructure also experienced a significant decline in 2022. However, the increase in ASN capacity showed a positive trend in 2022.

Previous studies have revealed that competence, motivation, and work environment affect employee performance. However, these influences vary depending on the context. Some studies show that the work environment moderates the relationship between work discipline and performance, while other studies find that the influence of organizational culture on performance is not moderated by the work environment.

Based on this, this study aims to explore the influence of competence and motivation on ASN performance, with the work environment as a moderating variable at BPKAD Makassar City. This study is expected to contribute to designing strategies to improve ASN performance effectively and efficiently to support the achievement of organizational goals.

### ***Connection Between Variables And Development Hypothesis***

The conceptual framework in this study describes the relationship between interrelated variables, namely competence, motivation, work discipline, and employee performance, with the work environment as a moderating variable. According to Sugiyono & Lestari (2021), this conceptual framework theoretically connects the independent, dependent, and moderating variables that will be analyzed in depth in the context of the Makassar City Regional Financial and Asset Management Agency office. Competence and motivation function as independent variables, while employee performance becomes the dependent variable, with the work environment moderating the relationship between these variables. Competence, as defined by Dwiswara (2023) and Mulia & Saputra (2021), includes knowledge, skills, and attitudes that are relevant to organizational and professional requirements. This concept is more than just technical ability, because it also includes cognitive, affective, and psychomotor elements that are reflected in individual work habits (Wibowo in Thalib et al., 2020; Spencer in Thalib et al., 2020).

Competency theory is closely related to employee performance which is defined as work results that are measurable in quality and quantity based on individual responsibility (Mangkunegara & Hasibuan, 2019; Borman & Motowidlo in Andriyani et al., 2021), where competence is the main factor in increasing ability and motivation to achieve optimal work results.

Competency dimensions such as work ability, working conditions, goal achievement, and work energy (Chang et al., 2021) are important factors in building high performance, while competency indicators such as performance excellence, responsibility, effectiveness, and

perseverance contribute directly to employee performance, both task, adaptive, and contextual (Pradhan & Jena in Andriyani et al., 2021).

Several previous studies conducted by Ramonzha et al. (2024) and Arifin (2024) support the finding that competence has a significant effect on performance, both directly and through moderation of external factors of the work environment. Research by Dzuljalali et al. (2024) at the Makassar City Regional Revenue Agency also confirmed that work discipline, motivation, and work environment play an important role in improving ASN performance, while Alghifari et al. (2023) showed that the integration of competence with work environment factors and leadership style contributed to improved performance.

In the context of this study, the relationship between work motivation and employee performance is the main focus that needs to be explained thoroughly. Work motivation reflected in the need for achievement, affiliation, and power, as explained by McClelland in Robbins et al. (2019), can affect the quality and quantity of employee performance. The need for achievement drives individuals to achieve higher goals, while the need for affiliation leads to increased cooperation between employees, and the need for power drives individuals to show initiative and leadership in the organization.

Intrinsic and extrinsic motivation play an important role in influencing dimensions of employee performance. Intrinsic motivation that comes from within the individual encourages them to work with a sense of responsibility and high enthusiasm, which has an impact on improving the quality and quantity of their work (Tremblay, et al. in Andriyani et al., 2021). On the other hand, extrinsic motivation that comes from external factors, such as rewards and recognition, can also improve employee performance, especially in terms of cooperation and initiative. Along with this, indicators of work motivation including interest, self-satisfaction, and awareness of the value of activities, can be linked to the work results obtained by employees.

Based on the views of Mangkunegara & Hasibuan (2019), employee performance can be measured through the dimensions of quality, quantity, cooperation, and initiative. Good performance is not only determined by the technical abilities of employees, but also by the motivation that underlies their work behavior. Therefore, motivation is the main factor in encouraging employees to achieve the targets set in the organization. High performance can be achieved if employees have strong motivation, both from within themselves (intrinsic motivation) and from external influences (extrinsic motivation), and are supported by conducive situational factors, such as a supportive work environment and democratic leaders (Siagian, 2017; Marat in Sudirman, 2021).

Thus, the relationship between motivation and employee performance is very complex, involving various dimensions and indicators that influence each other. High motivation will affect the improvement of employee performance, which in turn will have an impact on the achievement of overall organizational goals. In this study, the dimensions of motivation consisting of the need for achievement, affiliation, and power can be used as relevant indicators to measure the influence of motivation on employee performance, which includes quality, quantity, cooperation, and initiative in their work.

Work motivation, both intrinsic and extrinsic, plays an important role in improving employee performance in various organizational sectors. As the main factor influencing individual behavior and goal achievement, work motivation is closely related to the quality and quantity of employee performance. As stated by McClelland (in Robbins et al., 2019), motivation that comes from the need for achievement, affiliation, and power can encourage employees to achieve higher standards, work collaboratively, and show initiative. In this case, intrinsic motivation that arises from within employees, such as a sense of responsibility and personal achievement, contributes to improving work quality (Tremblay et al., in Andriyani et al., 2021). On the other hand, extrinsic motivation influenced by external factors, such as rewards and recognition, has a significant impact on encouraging employees to improve their performance through better collaboration and

more optimal achievement of organizational goals.

Previous studies have also shown a significant relationship between work motivation and employee performance. As found by Ramonzha et al. (2024) and Dzuljalali et al. (2024), work motivation can be strengthened by factors such as compensation and work environment, which directly affect employee work outcomes. Situational factors, such as a conducive work environment and supportive leaders, also play an important role in creating positive motivation (Siagian, 2017; Marat in Sudirman, 2021).

In this context, research by Arifin (2024) revealed that a good work environment can moderate the relationship between competence and motivation in increasing work engagement, which in turn affects overall employee performance. Thus, it can be concluded that work motivation, both from within the employee (*intrinsic*) and from outside (*extrinsic*), must be strengthened through supportive policies, such as fair compensation, a supportive work environment, and leadership that encourages initiative and collaboration, in order to achieve optimal employee performance.

In management studies, various experts also state that the work environment has a significant influence on employee performance. Sunyoto in Irma & Yusuf (2020) states that the work environment is all physical and non-physical conditions around employees that can affect their performance, such as cleanliness, air temperature, and level of job security. Nitisemito in Setiawan (2018) added that the work environment is everything around employees that affects them in carrying out their duties. This shows that work environment factors, both physical and non-physical, are very important in improving organizational performance.

In addition, Sumamur in Manihuruk & Tirtayasa (2020) explains that factors such as physical, chemical, biological, and socio-economic factors also affect the ability of employees to carry out their duties. Therefore, the creation of a conducive and comfortable work environment, by paying attention to these various factors, can have a positive impact on improving employee performance.

Previous studies have shown a strong relationship between work environment and employee performance. For example, research conducted by Ramonzha et al. (2024) revealed that although the work environment does not mediate the relationship between competence and work motivation, environmental factors still play an important role in moderating the effect of compensation on work motivation. In addition, Arifin's (2024) research shows that the work environment plays a role in moderating the effect of competence and motivation on employee *work engagement*. These results indicate that the work environment can affect the level of employee engagement in their work.

Furthermore, research by Dzuljalali et al. (2024) also found that the work environment has a positive and significant effect on employee performance at the Makassar City Regional Revenue Agency. This shows that a good environment can directly improve employee performance. Other studies, such as those conducted by Waroi et al. (2024), also show that the work environment, along with work experience and organizational culture, have a significant effect on employee performance. Thus, the results of this study reinforce the importance of creating a supportive work environment to improve employee performance in various agencies.

## METHODOLOGY

The research approach used in this study is a quantitative approach using a *survey research type*, namely research that takes samples from the population using a questionnaire as the main data collection instrument (Sugiyono & Lestari, 2021).

This study was preceded by setting a goal where this study aims to obtain empirical evidence of the influence of competence and motivation on ASN performance moderated

by the work environment at the Makassar City Regional Financial and Asset Management Agency. This study uses 4 (four) variables consisting of 2 (two) *exogenous variables*, namely competence and motivation, 1 (one) *endogenous variable*, namely ASN performance and 1 (one) *moderating variable*, namely the work environment.

Based on the research objectives, this research is a type of explanatory research *which* explains the causal relationship between *exogenous variables* and *endogenous variables* which are strengthened by moderating variables through hypothesis testing.

This research location was conducted at Regional Financial and Asset Management Agency of Makassar City, located at Jl. Jend. Ahmad Yani No. 2 Makassar. This research was conducted in November to December 2024.

Population is the entirety of the subjects observed in a study. (Sugiyono & Lestari, 2021) stated that population is a generalization area consisting of subjects or objects that have certain qualities and characteristics determined by the researcher. The population in this study was all ASN at the Makassar City Regional Asset Management and Finance Agency, totaling 73 people.

Furthermore, Sugiyono & Lestari (2021) defines a sample as part of the number and characteristics possessed by a population, considering that the population is not too large, namely less than a hundred people, this study uses the census research method. In line with that, according to (Tanzeh & Arikunto, 2020) explains that if the number of subject populations is less than 100, then all members of the population can be used as samples. Thus, the sampling method used is a saturated sample with a sample size of 73 respondents.

### ***Method Analysis Data***

After the data is collected and processed, the next process is to test the hypothesis using the following data analysis methods:

#### **1. Descriptive analysis**

Descriptive analysis is used to describe descriptively the characteristics of respondents and research variables through frequency distribution, average, and percentage. Descriptive analysis uses interval level value analysis (NJI). After the total value of all indicators is known, the interval can be determined using the following formula (Sugiyono & Lestari, 2021) :

$$NJI = \frac{\text{Nilai tertinggi} - \text{Nilai Terendah}}{\text{Jumlah kriteria pertanyaan}}$$

Where:

The highest score	=	highest score x number of questions x number of respondents
Lowest value	=	lowest score x number of questions x number of respondents
Number of question criteria	=	Number of gradations/grade formations

According to (Sugiyono & Lestari, 2021) to determine the classification of each indicator, after the interval level value (NJI) is known, the assessment is classified into categories according to the gradation or value formation (very good, good, less good, not good, very bad) which is made based on the interval class. The calculation of the interval class for this study is that the number of statements of 14 statement items with an assessment score of 1-5 and the total research sample is 73 employees, then an interval class can be made as in table 1 below.

The highest score	=	5x14x73	=	5.110
Lowest Value	=	1x14x37	=	1,022
$NJI = \frac{5.110 - 1.022}{5} = \frac{4.088}{5} = 817,6$				

Table 1. Interval Class

Total Answer Score	Scoring Criteria
1,022 – 1839.6	Very Bad (STB)
1839.6 – 2657.1	Not Good (TB)
2657.2 – 3474.8	Not Good (KB)
3474.8 – 4292.4	Good (B)
4292.4 – 5110	Very Good (SB)

Source: processed by researchers, 2024.

After the interval class is determined, the author can *map* the total score of the research results based on the interval class that has been created so that it can be known whether the score criteria from the respondent's answer results are in the category of very bad, bad, less good, good and very good. Then, the next step can be interpreted the condition of the variables studied.

Verification analysis aims to determine the level of causality between variables and to test the hypothesis whether it is in accordance with expectations or standard theories (Suryana in Priadana & Sunarsi, 2021) . The analysis method used in this study is *Partial Least Square* (PLS). PLS is a *powerful analysis method* because it is not based on many assumptions (Ghozali, 2018) . The advantages of this PLS method are that the data does not have to be *multivariate normally distributed*, the sample size does not have to be large, and PLS can not only be used to confirm the theory, but can also be used to explain the presence or absence of a relationship between latent variables.

PLS-SEM analysis usually consists of two sub-models, namely the measurement model or often called *the outer model* and the structural model or often called *the inner model* . The measurement model shows how the manifest variable or *observed variable* represents the latent variable to be measured. While the structural model shows the strength of the estimate between the latent variable and the construct (Ghozali, 2018)

a. Measurement Model ( *Outer Model* )

According to (Abdillah & Hartono in Kumalasari, 2022) , *the outer model* is a measurement model that describes the relationship between the indicator block and its latent variables. *The outer model* is a test to measure the validity and reliability of data.

1) Validity Test

Validity measurement includes testing how well the value of an instrument developed in measuring a study. The higher the value of the instrument, the better it is in representing the research question (Wijaya in Oktaviani et al., 2024) . To measure validity, it is necessary to test the relationship between the relationships between variables, including: *Discriminant Validity* and *Average Variance Extracted (AVE)* with the expected AVE value > 0.5. The AVE (*average variance extracted*) formula can be formulated as follows:

$$AVE = \frac{\sum_{i=1}^n \lambda_i^2}{n}$$

Information:

AVE is the average percentage of variance scores extracted from a set of latent variables estimated through *standardized loading* of its indicators in the iteration process of the PLS algorithm.

$\lambda$  represents *the standardized loading factor* and  $i$  is the number of indicators.

Early stage research of measurement scale development, loading factor value of 0.5-0.6 is still considered sufficient (Chin in Ghazali, 2018). Furthermore (Ghozali, 2018) revealed *convergent validity* related to the principle that different construct measurers ( *manifest variables*) should not be highly correlated.

Furthermore, *discriminant validity* is related to the principle that different construct measures ( *manifest variables* ) should not be highly correlated. *Discriminant validity* occurs when two different instruments that measure two constructs that are predicted to be uncorrelated produce scores that are indeed uncorrelated (Hartono in Budiyanto et al., 2019). The way to test *discriminant validity* with a *reflective indicator* is to see the *cross loading value* for each variable must be  $> 0.70$  and its value is higher than other variables (Ghozali, 2018). By using *the output* produced by SmartPLS, *composite reliability* can be calculated using the following formula:

$$pc = \frac{(\sum \lambda)^2}{(\sum \lambda_i)^2 + \lambda_i \text{var}(\epsilon_i)}$$

## b. Structural Model Evaluation (Inner Model)

According to (Abdillah & Hartono in Budiyanto et al., 2019) states that *the inner model* or structural model describes the causal relationship between latent variables that are built based on the substance of the theory. The structural model is evaluated using *R-square* for the dependent construct, the *path coefficient value* or *t-values* of each path to test the significance of the construct in the structural model.

### 1) R-Square ( $R^2$ )

R-square for each endogenous latent variable as the predictive power of the structural model. Changes in the R-square value can be used to explain the influence of certain *exogenous latent variables on endogenous latent variables whether they have a substantive influence*. R-square values of 0.75, 0.50 and 0.25 can be concluded that the model is strong, moderate and weak (Ghozali, 2018). The higher the value means the better the prediction model and the proposed research model.

### 2) Path Coefficient

*Path Coefficient* is used to determine the magnitude of partial influence and to show the direction of the relationship between variables, whether the relationship between variables is positive or negative.

### 3) F-Square

*F-Square* is a measure used to assess the relative impact of an influencing variable (exogenous) on the influenced variable (endogenous). An *f square value* of 0.02 is considered

small, 0.15 is considered medium, and a value of 0.35 is considered large (Juliandi in Tupti et al., 2022) .

c. Hypothesis Testing (Bootstrapping)

In assessing the significance of the influence between variables, a *bootstrapping procedure needs to be carried out* . The *bootstrapping procedure* uses the entire original sample to *resample* again (. Hair et al. (2011) and Henseler et al. (2009) in Wulandari, 2023) suggest a *number of bootstrap samples* of 5,000 with the note that this number must be greater than *the original sample* . However, some literature (Chin in Ghozali, 2018) suggested a *number of bootstrap samples* of 200-1000 is sufficient to correct the PLS standard *error estimate* (Ghozali, 2018) . In the *bootstrap resampling method* , the significance values used (*two-tailed*) t-value 1.65 ( *significance level* = 10%), 1.96 ( *significance level* = 5% and 2.58 ( *significance level* = 1%).

d. Moderation Variable Analysis

In the final stage of testing, namely *the direct effect*, a variable can be said to be a moderating variable and will be declared significant if the significant t value is less than or equal to 0.05. The criteria used as a basis for comparison are as follows:

- The hypothesis is rejected if the t-count < 1.96 or the sig value > 0.05
- The hypothesis is accepted if the t-count > 1.96 or the sig value < 0.05.

Then, a *simple slope test* was also carried out to test the moderating variable using a *slope plot* (Hair, et.al in Larasati Ahluwalia, 2020) . Where the 2 (two) lines in the *slope test* consist of the relationship between endogenous variables and *exogenous variables* for low and high levels of a moderator variable. Usually a moderating variable with a low level is when the standard deviation is below its average value, while for a high level of the moderating variable, it uses a standard deviation above its average value.

Measurement of Variables

Operational Definition in research is a detailed explanation of how the variables in the research will be measured or defined concretely. Definition operational give instruction Which clear and measurable about method

Measurement Variables

Operational Definition in the context of research is a detailed explanation of how variables in study will measured or defined in a way concrete. Operational definition provides clear instructions and measurable regarding the method of data collection and measurement of variables used in the research as follows:

Table. 2 Definition Operational

Variables	Operational Definition	Indicator Variables	Operational Definition Indicator Variables	Measurement
Competence X1  (Chang et al., 2021)	Competence is also seen as something that can clearly differentiate between high performance and mediocre performance, or a condition that	Knowledge	the level of employee understanding regarding information, principles, methods and work procedures related to the tasks and responsibilities they carry out	5 point scale Likert
		Understanding	the level of employee competence in interpreting and applying the knowledge they have to complete	5 point scale Likert



	differentiates between the characteristics of individuals who have effective performance and those who do not have effective performance.		their work tasks	
		Skills	the level of practical skills possessed by employees in carrying out their main tasks and functions effectively and efficiently.	5 point scale Likert
		Attitude	employee behavior in carrying out their work duties.	5 point scale Likert
Motivation X2	Work motivation is a condition that drives employees to produce high work performance consciously and consistently.	Need for achievement	The motivation or desire of employees to achieve high performance in carrying out their duties	5 point scale Likert
		The need for affiliation	Employees' desire to establish effective kinship or solidarity relationships with colleagues	5 point scale Likert
		The need for power	Encourage employees to carry out their duties well in order to obtain job promotions	5 point scale Likert
Work environment (Z)	Conditions and situations of the space or place where employees carry out their main duties and functions	Working atmosphere	The psychological and emotional conditions of employees as felt in carrying out their duties at their workplace	5 point scale Likert
		Work relationship	The quality of interaction and communication between employees and between employees and subordinates	5 point scale Likert
		Work facilities	Availability of work facilities and infrastructure used in carrying out employee work duties	5 point scale Likert
Performance (Y)	The work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.		Work quality is the extent to which employees can produce work that meets standards and on time, and achieves targets set by the organization.	5 point scale Likert
			Quantity of work is the amount or volume of work completed by employees, as well as the abilities and skills used in completing their tasks.	5 point scale Likert
			Cooperation is the extent to which employees work together with their colleagues in achieving organizational goals, as well as the ability to maintain harmonious and effective relationships in the workplace.	5 point scale Likert

			Initiative is the extent to which employees demonstrate a proactive and creative attitude in carrying out their duties and efforts to improve the quality of work independently without waiting for orders from management.	5 point scale Likert
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RESULTS AND DISCUSSION

Hypothesis Test Results

Testing the level of significance of each research variable is done by analyzing the *t-statistic value* on the path coefficient between the exogenous and *endogenous latent variables*, which is then compared with the *t-table value* . Before conducting the *t-statistic test* , it is necessary to ensure that the proposed hypothesis has a clear direction of relationship. This procedure is carried out through the *bootstrapping technique* using sample data from a previously estimated structural model.

The hypothesis testing process must meet three main criteria. First, ensuring the direction of the hypothesis relationship by reviewing the *original sample values* , where a positive value indicates a positive relationship direction, and vice versa. Second, observing the *t-statistic value* to evaluate the significance of the relationship between variables, which is considered significant if the *t-statistic value* exceeds the *t-table* (1.96) at a significance level of  $\alpha = 0.05$  or a 5% error rate. Third, checking the *p-value*, where a value smaller than 0.05 indicates a significant relationship. The results of the *path coefficient test* can be seen in table 3.

Table 3. Path Coefficient Values

Coefficient Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Competence -> Performance	0.228	0.258	0.173	1,321	0.187
Motivation -> Performance	0.433	0.414	0.162	2,679	0.008
Work Environment -> Performance	0.236	0.215	0.144	1,639	0.102
Moderating Effect 1 -> performance	-0.033	-0.025	0.216	0.153	0.878
Moderating Effect 2 -> performance	0.046	0.032	0.205	0.223	0.824

Source: Primary Data Processing Results, 2025.

*path coefficient test* as presented in Table 3 are used to prove the previously proposed research hypothesis as follows:

- a. Hypothesis Testing 1 (The effect of competence on ASN performance at BPKAD Makassar City)
- From table 4 we can see the *original sample value* The estimate of the Competence variable (X1 ) is 0.228 with a significance of  $> 0.05$  and a *t- statistic value* of 1.321 which is smaller than the t-table value of 1.96. The positive *original sample estimate value* indicates that competence has a positive and insignificant effect on ASN performance at the Makassar City BPKAD. Thus, H1 in this study is rejected and H0 is accepted.

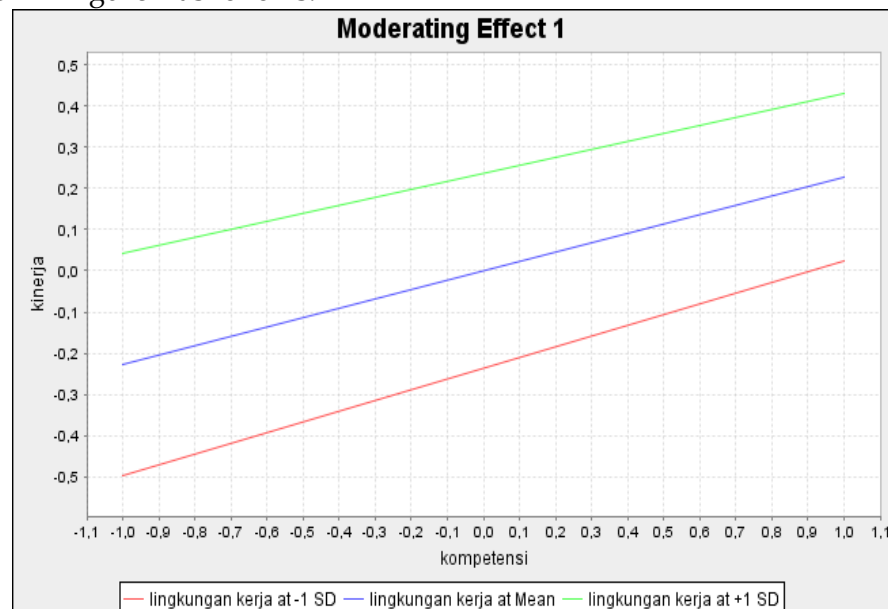
Table 4. Effect Size Results ( F2 )

Construct	Performance (Y)	Indication
Competence (X <sub>1</sub> )	0.041	Currently

Motivation ( $X_2$ )	0.045	Currently
Work Environment (Z)	0.136	Currently
Competence ( $X_1$ ) > Work Environment (Z)	0.001	Weak
Motivation ( $X_2$ ) > Work Environment (Z)	0.001	Weak

Source: Primary Data Processing Results, 2025.

- b. Hypothesis Testing 2 (The effect of motivation on ASN performance at BPKAD Makassar City)  
Based on table 3 above, it can be seen that the *original sample estimate value* (O) for the work motivation variable is 0.433 with a significance of  $<0.05$ , and the *t-statistics value* of 2.679 is greater than the *t-table* of 1.96. The *original sample value* showing a positive value and p-values below 0.05 indicates that the work motivation variable ( $X_2$ ) has a positive and significant effect on ASN performance at the Makassar City BPKAD. In conclusion, H2 in this study is accepted and H0 is rejected.
- c. Hypothesis Testing 3 (The influence of the work environment on ASN performance at the Makassar City BPKAD)  
Table 3 shows the *original sample values. estimate of* the work environment variable (Z) is 0.236 with a significance of  $> 0.05$  and a *t- statistic value* of 1.639 which is smaller than the *t-table value* of 1.96. The positive *original sample value* indicates that the work environment (Z) has a positive but insignificant effect on ASN performance at the Makassar City BPKAD because the *p-values* are greater than the significance level of 0.05. Thus, H3 in this study is rejected and H0 is accepted.
- d. Hypothesis Testing 4 (The effect of competence on ASN performance moderated by the work environment at the Makassar City BPKAD)  
Based on table 3, the *original sample estimate value* is -0.033 with a significance of  $> 0.05$  and the *t- statistic value* for competence on ASN performance moderated by the work environment at the Makassar City BPKAD. 0.153 is smaller than the *t-table value* of 1.96. This means that the moderating role of the work environment weakens the influence of competence on ASN performance at the Makassar City BPKAD and it can be concluded that the fourth hypothesis is rejected and H0 is accepted. Furthermore, a *simple slope analysis approach* is also used to support the understanding of the moderating effect, the results of which can be seen in Figure 2 as follows:



**Figure 2. Simple Slope of the Influence of Competence on ASN Performance Moderated by the Work Environment**

Source: Primary Data Processing Results, 2025.

Based on Figure 2 above, it shows the moderating effect of work environment on the relationship

between competence and performance. This graph plots three lines based on different levels of work environment moderation: at -1 SD (low work environment), at the mean value (medium work environment), and at +1 SD (high work environment).

It can be observed that the line representing a high work environment (+1 SD) has the steepest gradient or slope compared to the other lines. This indicates that when the work environment is more conducive (high), the relationship between competence and performance becomes stronger. Conversely, in a low work environment (-1 SD), the relationship is weaker, as seen from the slope of the line which is more gentle.

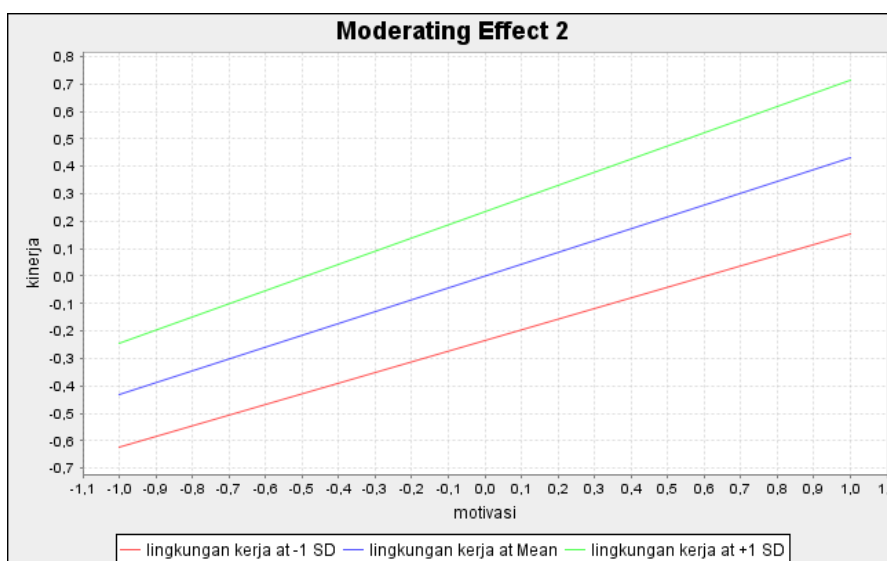
Thus, it indicates that the work environment plays an important role as a moderator in strengthening the influence of competence on performance. In other words, a better work environment can increase the effectiveness of ASN competence in supporting performance. This finding emphasizes the importance of paying attention to moderating factors such as the work environment in managing the relationship between competence and performance results at the Makassar City BPKAD.

- e. Hypothesis Testing 5 (The effect of motivation on ASN performance moderated by the work environment at the Makassar City BPKAD)

f.

Table 3 shows the *original sample* estimate value is 0.046 with a significance of  $> 0.05$  and the *t-statistic value* for motivation towards ASN performance moderated by the work environment at the Makassar City BPKAD 0.223 is smaller than the t-table value of 1.96. This means that the moderating role of the work environment weakens the influence of motivation on ASN performance at the Makassar City BPKAD and it can be concluded that the fifth hypothesis is rejected and  $H_0$  is accepted. To strengthen this analysis, a *simple slope analysis test* was carried out to visualize the moderating effect as shown in Figure 3 as follows:

**Figure 3. Simple Slope of the Influence of Motivation on ASN Performance Moderated by the Work Environment**



Source: Primary Data Processing Results, 2025.

Based on Figure 3 above, it shows the moderating effect of the work environment on the relationship

between motivation and ASN performance at the BPKAD of Makassar City. There are three lines that represent various levels of the work environment: low (-1 SD), average ( *Mean* ), and high (+1 SD). Based on this graph, the line with a high work environment (+1 SD) has a steeper gradient compared to a low work environment (-1 SD) and the average. However, the difference in the slope of this line is not too significant, thus strengthening the results of previous statistical tests which show that work environment moderation does not significantly influence motivation on ASN performance.

This analysis shows that although the work environment can influence the relationship between motivation and performance, its role in this context is not strong enough to strengthen the relationship. Thus, empirically, the work environment does not act as a significant moderator in the relationship between ASN motivation and performance at BPKAD Makassar City, and the moderating effect tends to weaken the relationship. This finding emphasizes the importance of a more comprehensive approach in understanding the factors that influence ASN performance.

## CONCLUSION

Based on results study And study Which has outlined previously, then it can be concluded into several things as follows:

1. Competence does not have a significant effect on ASN performance at the Makassar City BPKAD office.
2. Motivation has a positive and significant effect on ASN performance at the Makassar City BPKAD office.
3. The work environment does not have a significant effect on ASN performance at the Makassar City BPKAD office.
4. The role of the work environment is not significant in moderating the relationship between competence and ASN performance at the Makassar City BPKAD office.
5. The role of the work environment is not significant in moderating the relationship between motivation and ASN performance at the Makassar City BPKAD office.

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