

THE INFLUENCE OF MOTIVATION, WORK ENVIRONMENT, AND COMPETENCY ON ASN PERFORMANCE IN THE PUBLIC WORKS, SPATIAL PLANNING, HOUSING AND SETTLEMENT AREA (PUTRPKP) ENVIROMENT OF TAKALAR DISTRICT

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ABSTRACT

The Influence of Motivation, Work Environment, and Competence on the Performance of Civil Servants in the Public Works, Spatial Planning, Housing and Settlement Areas Office (PUTRPKP) of Takalar Regency, guided by Andi Mappatempo Badawi and Dg. Maklassa. This study aims to analyze and explain the Influence of Work Motivation, Work Environment, and Competence on the Performance of Civil Servants in the Public Works, Spatial Planning, Housing and Settlement Areas Office (PUTRPKP) of Takalar Regency. This type of research is quantitative research, which is research based on data that can be calculated to produce a solid assessment using SPSS. This study used 68 respondents using multiple linear analysis techniques. The results of this study show that work motivation has a significant positive influence on ASN performance with $P = 0.007 < 0.05$ with a coefficient value of 0.380. The work environment has a positive and insignificant influence on ASN performance with $P = 0.502 > 0.05$ with a coefficient value of 0.118. Competence has a significant positive influence on ASN performance with $P = 0.024 < 0.05$ with a coefficient value of 0.280. The Work Motivation variable is the most dominant variable that affects ASN Performance.

KEYWORDS Motivation, Work Environment, Competence, and Performance of ASN.



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INTRODUCTION

One of the Human Resources in a district government, especially in a Regional Apparatus Organization (OPD) is the State Civil Apparatus. The State Civil Apparatus (ASN) in their daily work to realize the implementation of government duties and state development in an effective and effective manner, as

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mentioned in Law of the Republic of Indonesia No. 43 of 1999, article 12, paragraph 1.

In order to realize a professional, competent, and competitive State Civil Apparatus in accordance with the mandate of Law Number 2014 concerning the State Civil Apparatus and in order to implement the provisions of Article 36 of Government Regulation Number 49 of 2018 concerning the Management of Government Employees with Employment Agreements and the provisions of Article 61 paragraph (1) of Government Regulation Number 30 of 2019 concerning Performance Assessment of Civil Servants, It is considered necessary to establish a Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform concerning the Performance Management of State Civil Apparatus Employees which aims to clarify the roles, results, and responsibilities of employees in achieving organizational performance goals and objectives. The State Civil Apparatus (ASN) in their ability to show their professionalism, responsibility, honesty, and fairness can be realized, one of which is discipline (PP RI No. 94 of 2021)

Employee performance reflects work results, not just job descriptions and behaviors shown in working and interacting with others. The main key to employee performance management is performance dialogue. Through the performance dialogue, we are actually providing flexibility to leaders to set expectations for their employees, not limited to the job description of the employee concerned (Permen PAN and RB RI Number 6 of 2022). Especially in article 10 paragraph 3, regarding employee performance behavior standards. Employee work behavior is manifested in the basic value of ASN which is the standard of employee performance behavior.

Meanwhile, the work motivation of ASN can be understood that a person who will carry out maximum efforts, in order to achieve the production goals of his work unit and the organization where he works is someone who is very motivated in working (Widardi, 201). Motivation questions how to encourage the work passion of subordinates, so that they are willing to work hard by giving all their abilities and skills to realize the company's goals (Hasibuan, 2018). The effect of work motivation on employee performance is when the State Civil Apparatus (ASN) carries out maximum efforts to achieve the goals of its work production in its organization where he works through performance assessment is considered to meet the target if

have a better impact. The results of the study show that work motivation on the performance of ASN employees in the Public Works, Spatial Planning, Housing, and Regional Planning Office of Takalar Regency has a positive and significant effect on their performance.

The work environment is a very important component in employees to carry out their work activities. Therefore, leaders need to pay attention to a good work environment or create working conditions that are able to motivate and motivate employees at work. According to Kasmir (2018), the work environment is the environment or conditions around the workplace in the form of rooms, layouts, facilities and infrastructure as well as working relationships with colleagues. According to Serdamayanti (2017), the work environment is a location in which various groups can work together to achieve company goals that are in line with the

vision and goals of the organization. The influence of the work environment on employee performance is when ASN realizes that his existence is a very important component in the employee to carry out his work activities to achieve the goals of work production in his organization where he works through performance assessment is considered to meet the target if it has a better impact. The results of the study show that the work environment on the performance of ASN employees at the Public Works, Spatial Planning, Housing, and Administrative Areas of Takalar Regency has a positive and significant effect on their performance.

The influence of competence on employee performance is when ASN is aware of his knowledge, skills, and high morals including, his honesty, motives, personal character, self-concept, then becomes his basic characteristics/characteristics that indicate himself in his way of thinking, attitude, and actions. This is in line with Distyawaty (2011: 56) who said that competence is a basic characteristic that a person possesses that allows to provide superior performance in a certain job, role or situation. Meanwhile, work competence according to Priansa (2019: 239) is an employee's capacity map for the work attributes they carry, which is a collection of an employee's abilities, skills, experience, effectiveness, efficiency, and success in carrying out their job responsibilities. The results of the study showed that the competence of ASN employees in the Public Works, Spatial Planning, Housing, and Settlement Areas of Takalar Regency had a positive and significant effect on their performance.

Pre-research at the Public Works, Spatial Planning, Housing and Settlement Areas Office (Dinas PUTRPKP) of Takalar Regency obtained employee attendance data based on attendance as shown in table 1 below.

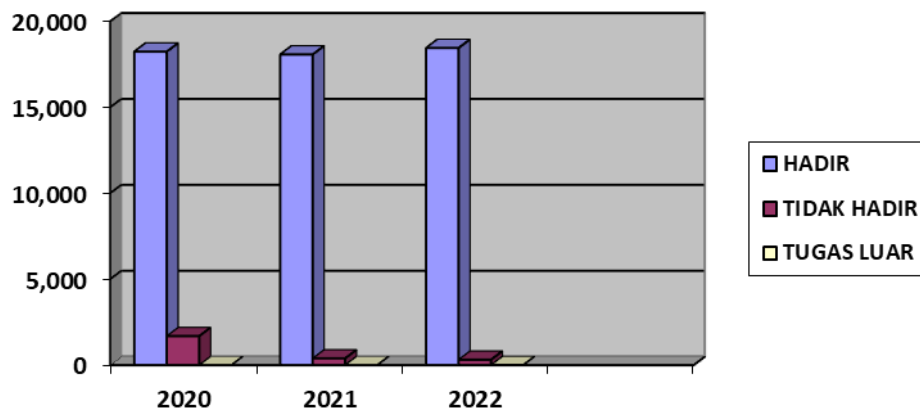


Table 1 Summary of Attendance of State Civil Apparatus Employees in the Takalar Regency PUTRPKP Office 2020-2022

Source: TU Section of the PUTRPKP Office of Takalar Regency

Based on the data mentioned above, the picture of the presence of ASN activities within the Public Works, Spatial Planning, Housing and Settlement Areas Office (Dinas PUTRPKP) of Takalar Regency is in normal conditions because it appears that the presence of ASN and its absence (including outside duties) are very

different. This is a consideration related to the realization of performance achievements in the E-Performance Report in 2020-2022 which was found to be in the poor category with an average score of 55.49%. From the findings of this pre-study, the performance of ASN employees at the Public Works, Spatial Planning, Housing and Settlement Areas Office (Dinas PUTRKP) of Takalar Regency is not optimal.

This phenomenon is one of the reasons, so the author considers that there needs to be further research. The studies in question are research between the results of one research and the results of another as explained by Christine, Hendry, Yovie Ernanda (2021). Positive and significant results of competence, motivation, and work environment for researchers Ayu Wahyuni and Budiono (2022). Motivation results do not mediate competence on employee performance, so work motivation has no effect on employee performance. Competence has a significant positive effect. Meanwhile, the work environment has no effect on employee performance. Tyas Nugroho Ningrum, Sri Hartono, Sudarwati, Legowo Dwi Restiono (2021). The results showed that competence, motivation, and work environment were positive and significant on the performance of employees of the Karangasem Village Office, Laweyan District with researchers Rr. Mega Ayu Pratiwi & Widiartanto. As a result, motivation and work environment have a positive influence. Employees who have high motivation in carrying out their duties will achieve what are the goals and expectations. Thus, the work environment has a significant influence. A comfortable and conducive work environment will increase employee morale and productivity. Meanwhile, competence does not have a significant effect on employee performance. Ryani Dhiyan Parashakti, Mochammad Fahle vi, Mu hammad Ekhsan, Acep (2019). The results showed that the work environment and competence had a positive and significant effect on performance both directly and indirectly through motivation with researchers Abdul Rahim, Saiyid Syecih, and Muhammad Zahari (2017). As a result, the work environment and competence together through work motivation can be directly and indirectly affected by employee performance at the East Tanjung Jabur Regency Education Office. Sabil, Suhartono, Slamet Heri Winarno, Oeta Pratama Putra, Dwiyatmoko Puji Widodo (2021). As a result, work motivation is significantly influenced by employee competency factors. Meanwhile, employee performance is significantly influenced by work environment factors and employee work motivation with researchers Ditta Amelia, B. Isyandi, and Raden Lestari Ganasih (2020). As a result, Motivation affects performance, competence and the work environment have a direct and indirect effect on performance. This means that motivation does not play a role as a mediator between competence and the work environment on performance. Rahmah Putri Lubis, Fajar Pasaribu, Zulaspan Tufly (2021). The results showed that the Variables of Competence, Work Motivation, and Work Environment had a significant effect on the performance of teachers of SMA N 15 Medan with Bukhari researcher, Syahril Effendi Pasaribu (2019). As a result, motivation and work environment have no significant effect on performance. Simultaneously showing that motivation, competence, and work environment have a positive and significant effect on performance.

Based on this background, this study will solve the problem of why the performance of employees within the Public Works, Spatial Planning, Housing and Settlement Areas Office (Dinas PUTRPKP) of Takalar Regency is not optimal.

RESEARCH METHODS

This research utilizes a quantitative approach with explanatory research design, aiming to examine relationships between variables, specifically the influence of work motivation, work environment, and competence on the performance of State Civil Apparatus (ASN) in Takalar Regency's PUTRPKP Office. The population consists of 68 ASN within the office, encompassing various units such as Planning, Finance, and Spatial Planning. The study employs a census method, collecting data from the entire population. The primary data is descriptive and explores the positive and significant impacts of the independent variables on ASN performance.

To ensure data validity and reliability, a questionnaire is used, with the validity of responses checked by comparing correlation values to predetermined thresholds. Reliability is tested using Cronbach's Alpha through SPSS, where an alpha value of 0.60 or higher is deemed reliable. For data analysis, multiple linear regression assesses the influence of each independent variable, supported by tests for classical assumptions, including normality, multicollinearity, and heteroscedasticity. Hypotheses are further tested through the coefficient of determination and partial t-tests to validate individual variable impacts.

The research concludes with data processing via SPSS version 20.0, facilitating the computation of statistical values for analysis. Through this method, the study aims to provide robust findings on how work motivation, work environment, and competence collectively and individually affect ASN performance in the specific context of the Takalar Regency PUTRPKP Office.

RESULT AND DISCUSSION

In this chapter, the results of the research are explained, the analysis of the research measurement. The explanation carried out includes an overview of the research object, an explanation of the characteristics of the respondents, followed by multiple linear regression analysis and testing of the hypothesis.

Responder Features

This study explains the characteristics of respondents who are employees at the Office of Public Works, Spatial Planning, Housing and Settlement Areas (Dinas PUTRPKP) in Takalar Regency obtained through a questionnaire. The characteristics in question are the identity of ASN employees consisting of; 1) gender, 2) education level 3) age and 4) position. Briefly, the characteristics of the pond can be seen in table 2 as follows:

Table 2. Composition of Respondents by Gender, Education Level, Age, and Position

It	Resonance characteristics	Frequency	Percentage (%)
Gender			
1	Man	49	72%
	Woman	19	28%
Education Level			
2	High School/Vocational School	22	32%
	D3	2	3%
	S1	36	53%
	S2	8	12%
	S3	0	0%
Age			
3	25 - 35	4	6%
	36 - 45	34	50%
	46 - 55	28	41%
	Days 56	2	3%
Position			
4	Secretary, Head of Field, and Head of Sub-district	10	15%
	Staff	58	85%

Source: Primary Data (processed) 2024.

Descriptive Statistical Analysis

This research analyzes four primary variables—motivation, work environment, competence, and performance—of the State Civil Apparatus (ASN) at Takalar Regency’s PUTRKP Office. Descriptive statistics were employed to interpret average scores for each indicator, offering insights into the factors shaping the research model. Scores were evaluated based on Schafer’s scale, from “unimportant” to “very important.” The motivation variable had an overall “good” score of 4.19, with “security needs” rated highest, while “self-actualization” scored lowest. This suggests that employees highly value job security, which influences their motivation positively.

The work environment variable scored an average of 4.22, interpreted as “very good” or “very important.” Environmental conditions were the highest-rated indicator, showing that a conducive, supportive workplace is crucial for ASN employees. On the other hand, “conflict management” scored the lowest within this variable, implying an area for potential improvement. Competency indicators, which include character, motive, knowledge, and skills, scored an overall average of 4.16, indicating a high level of competency among employees. “Skills” received the highest rating, while “motive” was rated lowest, hinting at a need to further cultivate intrinsic motivation.

The performance of ASN employees averaged 4.02, reflecting an overall good performance level. The highest scores were in loyalty, while the lowest were in accountability and collaboration. This underscores the need to focus on fostering teamwork and responsibility to improve overall job performance. Loyalty to the organization was seen as an essential factor influencing quality work, commitment,

and professional behavior, while adaptive and collaborative skills need further enhancement to reach optimal levels.

In terms of data analysis, the study included a validity and reliability test to confirm that responses accurately reflect the variables measured, using SPSS for multiple linear regression analysis. Classic assumption tests were performed to ensure data normality, independence among variables, and homogeneity of variance, fulfilling the requirements for reliable statistical modeling.

The research concludes that while ASN employees exhibit strong performance driven by high motivation, a supportive work environment, and solid competencies, there are areas for growth. Emphasis on enhancing conflict resolution, fostering intrinsic motivation, and promoting accountability can further improve the employees' effectiveness in fulfilling their roles within the organization.

Analysis of Research Results

Test the validity of the research instrument.

The validity aims to determine the level of validity of the instruments used in the research. Through the validity test, it is known that the statement items presented in the questionnaire are really able to reveal with certainty about the problem being researched. The technique used to test the validity in this study is item analysis, meaning that every value in each statement item in the questionnaire is correlated with the total value of all statement items for a variable through the Product Moment formula.

How to test validity by using the Product Moment formula with a significance level of 0.05. If $r_{xy} > r_{table}$, then the data is valid, but if $r_{xy} < r_{table}$, then the data is invalid. The validity can also be known from the significance of the correlation results, if the significance of the correlation results is less than 0.05, then the test is a strong construct. Based on the data obtained in this study, the results of testing the validity of the research instrument are as follows:

Table 3. Recapitulation of Validity and Reliability Test Results

Variable	Item	r	Mr.	Information	Reliability	Information
Work motivation	X1.1	0.589	0.000	Valid	0.645	Reliable
	X1.2	0.645	0.000	Valid		
	X1.3	0.375	0.002	Valid		
	X1.4	0.666	0.000	Valid		
	X1.5	0.694	0.000	Valid		
Work environment	X2.1	0.533	0.000	Valid	0.602	Reliable
	X2.2	0.521	0.000	Valid		
	X2.3	0.437	0.000	Valid		
	X2.4	0.545	0.000	Valid		
	X2.5	0.470	0.000	Valid		
Competence	X3.1	0.578	0.000	Valid	0.630	Reliable
	X3.2	0.672	0.000	Valid		
	X3.3	0.384	0.001	Valid		
	X3.4	0.564	0.000	Valid		
	X3.5	0.732	0.000	Valid		
ASN Performance	Y1.1	0.755	0.000	Valid	0.623	Reliable
	Y1.2	0.712	0.000	Valid		

Y1.3	0.601	0.000	Valid
Y1.4	0.396	0.001	Valid
Y1.5	0.510	0.000	Valid
Y1.6	0.576	0.000	Valid
Y1.7	0.400	0.001	Valid

Source : appendix 3 of the validity and reliability test results.

Based on Table 3, it can be seen that the research instruments for all items and variable indicators are valid.

Reliability Test of Research Instruments

Reliability is an index that shows the extent to which a measuring tool can be trusted or relied upon. A new measuring tool can be trusted and relied upon when consistent results are obtained from unchanged measurement symptoms performed at different times. To conduct reliability tests, the Alpha Cronbach technique can be used, that is, a research instrument is said to be reliable if it has a reliability coefficient or alpha of 0.6 or more.

Based on the results of the reliability test of the research instruments, as shown in Table 9, the test results show that all research instruments are reliable. It can be seen that all variables of this study have a reliability coefficient/alpha greater than 0.6. When the results of this reliability test are associated with the reliability coefficient index criterion according to Arikunto (2006), it shows that the reliability/alpha of the research instrument is high. Thus, the research data is valid and suitable for testing research hypotheses.

Regression Analysis and Hypothesis Testing

Regression Analysis

Regression analysis was carried out to prove the hypothesis proposed in this study, namely to analyze the influence between independent variables on bound variables. To test the research hypothesis that has been put forward previously.

The basis for hypothesis testing in this study uses probability values, both for partial and complete tests. In general, the hypothesis put forward in this study is as follows:

Ho: There is no effect between the independent variable and the bound variable.

Ha: There is an influence between the independent variable on the bound variable.

The basis for the decision is:

$P \leq 0.05$, take a ditolak.

$P > 0.05$, then Ho is accepted

Testing this hypothesis was carried out by multiple linear regression statistical analysis technique. From the processed computer results of the SPSS for Windows sub-program which will be presented through significance tables. The following explanation is in accordance with the hypothesis that has been formulated.

Hypothesis Testing

Based on the empirical model proposed in this study, tests were carried out on the hypothesis proposed through regression coefficient testing. The test results in Table 10 are hypothesis tests by looking at the p value, if the p value is less than

0.05, then the influence between the variables is significant. The test results are presented in the following table:

Table 4. Hypothesis Testing

HIP	Independent Variables	Dependent Variables	B	Beta	t	Sig	Information
H1	Work motivation	ASN Performance	0.380	0.391	2.794	0.007	Signifikan
H2	Work environment	ASN Performance	0.118	0.098	0.675	0.502	Insignifikan
H3	Competence	ASN Performance	0.280	0.265	2.329	0.024	Signifikan
R = 0,741R Squre = 0,549F = 23, 925			Sig = 0,000Y = 0,975 + 0,380X1 + 0,118X2 + 0,280X3 + e				

Source: Appendix 5

From the overall model, there are three hypothesized direct influences, two are significant and one is insignificant. The interpretation of Table 10 can be explained as follows:

- Work motivation has a significant positive influence on ASN performance with $P = 0.007 < 0.05$ with a coefficient value of 0.380, this coefficient shows that the better the work motivation has, the performance of ASN employees within the Public Works, Spatial Planning, Housing and Residential Areas Office of Takalar Regency will also increase.
- The work environment has a positive and insignificant influence on the performance of ASN with $P = 0.502 > 0.05$ with a coefficient value of 0.118, this coefficient shows that a good work environment at the office of the Public Works, Spatial Planning, Housing and Residential Areas Office of Takalar Regency does not affect the performance of ASN.
- Competence has a significant positive influence on ASN performance with $P = 0.024 < 0.05$ with a coefficient value of 0.280, this coefficient shows that the better the competencies that employees have, the better ASN performance will be.
- Significant F Test with $\text{Sig} < 0.05$, meaning that the model built describes the conditions at the research site or the results of this research can be generalized to the office of the Public Works, Spatial Planning, Housing and Settlement Areas Office of Takalar Regency.
- R Square produced a value of 0.549, meaning that the model built described the conditions at the research site by 54.9% and the remaining 45.1% were facts beyond the researcher's ability or there were still things that the researcher did not include as indicators of each research variable.

Classic Assumption Testing

To obtain an unbiased and efficient conjecture value from a multiple regression equation, the data must meet the following classical assumption criteria:

Multicollinearity

Multicollinearity is a state in which there is a very high correlation between independent variables in the regression equation. According to Gujarati (2009:157) multicollinearity means that there is a high correlation (close to perfect) between

free variables. To detect the presence or absence of multicollinearity is carried out by looking at the Variance Inflating Factor (VIF), if the VIF value is less than 5, then multicollinearity does not occur in the model (Santoso, 2003 and Sulaiman, 2004).

Table 5. Multicollinearity Test

Independent variable	Tolerance	VIF	Information
Work motivation	0.503	1.988	Non Multicollinearity
Work environment	0.470	2.128	Non Multicollinearity
Competence	0.662	1.512	Non Multicollinearity

Source: Appendix 5

Based on Table 5, it is known that none of the VIF values exceed the value of 5, thus it can be concluded that there is no multicollinearity.

Heterokedasticity

Heterokedasticity results in inefficient estimation of regression coefficients. The results of the assessment became less than they should be. Heterokedasticity contradicts one of the basic assumptions of linear regression, which is that the residual variation is the same for all observations or called homoscedasticity (Gujarati, 2009). The diagnosis of heterokedasticity can be made by paying attention to residual (*ZRESID) and predicted variables (*ZPRED). If the distribution of points in the plot is scattered around the number zero (0 on the Y axis) and does not form a specific pattern or trend of the line, then it can be said that the model does not meet the assumption of heterokedasticity or the regression mode is said to be qualified for prediction (Santoso, 2010 and Sulaiman, 2004). Heterokedasticity was tested using *Scatterplot charts*. The results of the heteroscedasticity test are shown in the figure in appendix 4.

Based on the figure, it can be seen that there is no heteroscedasticity because there is no clear pattern and the points are spreading. The basis for making the decision is:

- a. If there is a certain pattern that forms a certain pattern that is regular, then heteroscedasticity occurs
- b. If there is no clear pattern and the points are spreading, then heteroscedasticity does not occur.

Normality

The normality test is used to detect whether the data distribution of the free variable and its bound variable is normal. The normality test is intended to see whether the analyzed data has a residual value that is around zero (normal data) or not. If it is around zero, then the assumption of normality is fulfilled, and vice versa (Yarnest, 2004). A good regression model is to have a normal or near-normal data distribution. To test or detect this normality, it is known from the normal view of *the probability plot*. If the data is spread around the diagonal line and follows the direction of the diagonal line, then the regression model meets the assumption of normality. If the data spreads far away from the diagonal line, then the regression model meets the assumption of normality. If the data spreads far away from the diagonal line and/or does not follow the

direction of the diagonal line, then the regression model does not meet the assumption of normality.

Based on *the normal graph of the probability plot* as presented in appendix 4 can be described as follows: It can be seen that the points spread around the diagonal line, as well as the spread follows the direction of the diagonal line, so the regression model deserves further analysis.

Discussion

This discussion is focused on the decisions resulting from hypothesis testing, as an effort to answer the formulation of research problems. The results of the analysis of the hypothesis test are described as follows:

The Effect of Work Motivation on ASN Performance

To answer the formulation of the problem and the first hypothesis, it can be observed from the results of regression analysis in Table 4.8. The table shows that work motivation has a significant positive effect on ASN performance. This shows that the better the work motivation they have, the performance of ASN in the Office of Public Works, Spatial Planning, Housing and Residential Areas of Takalar Regency will also increase. This finding is in accordance with the results of research conducted by Ahmad Birul Walid (2020) which states that work motivation shows that there is a significant positive influence on performance. On the contrary, this finding contradicts the results of research conducted by Bukhari and Sjahril Effendi Pasaribu (2019) which stated that the influence of work motivation variables partially had a negative but not significant effect on performance variables.

The results of the study on the influence of motivation variables on ASN performance show that the need for a sense of security is the indicator that has the highest average value. This means that ASN employees within the scope of PUTRPKP Takalar Regency experience normalization in thinking, familiarity, and routines in acting as well as the fulfillment of the need for a sense of security. This includes the "comfortable" situation that causes the ASN employee to feel that he has skills that suit the needs of the place where he works. Thus, the leadership should pay attention to and foster a work spirit which of course must be balanced with the fulfillment of office facilities so that subordinates can produce good performance and will be the motivation for their next work in achieving their goals and expectations. The description mentioned above, shows that high work motivation will affect the performance of ASN employees within the Public Works, Spatial Planning, Housing and Residential Areas Office of Takalar Regency will also increase.

Meanwhile, the lowest indicator is the indicator of self-actualization needs. The facts of the research site show that the performance of ASN employees within the Public Works, Spatial Planning, Housing and Residential Areas Office of Takalar Regency does not experience the ego of the leadership in protecting their subordinates. Likewise, if there is a conflict in the work environment, it does not come from bad leadership of the leader.

The Influence of the Work Environment on ASN Performance

To answer the formulation of the problem and the second hypothesis, it can be observed from the results of regression analysis in Table 4.8. From the table showing that the work environment has a positive influence not significantly on the performance of ASN, the findings of this study show that a good work environment at the Office of Public Works, Spatial Planning, Housing and Residential Areas of Takalar Regency does not affect the performance of ASN. This finding contradicts the results of research conducted by Tyas Nugroho Ningrum, Sri Hartono, Sudawati, Legowo Dwi Restiono (2020) which states that competence, motivation, and work environment have a positive and significant effect on employee performance.

The results of the study on the influence of work environment variables on ASN performance show that environmental conditions are the indicator that has the highest average value. This means that ASN employees within the scope of PUTRPKP Takalar Regency have the ability to be inspirational in the environment in which they work and experience a conducive environment that makes the ASN employees able to be productive properly.

Meanwhile, the lowest indicator is the indicator of settlement and conflict resolution. This proves that ASN employees within the scope of PUTRPKP in Takalar Regency do not pay attention to the process of training and ownership of abilities for the purpose of conflict resolution in the work environment. The facts in the research site show that leaders are less able to resolve existing conflicts, before resolving previous conflicts.

The Influence of Competence on ASN Performance

To answer the formulation of the problem and the third hypothesis, it can be observed from the results of regression analysis in Table 4.8. The table shows that competence has a significant positive influence on ASN performance. The findings of this study show that the better the competencies possessed by employees, the better the performance of ASN will also be. This finding is in accordance with the results of research conducted by Rahmadiani, Edi Jusriadi (2018) which states that competence, work discipline and job satisfaction have a positive and significant effect on employee performance. On the contrary, this finding contradicts the results of research conducted by Bukhari and Sjahril Effendi Pasaribu (2019) who stated.

CONCLUSION

Based on the results of the research and the results of multiple regression analysis data processing using the SPSS application, it can be concluded that: 1. Work motivation has a significant positive influence on ASN performance with $P = 0.007 < 0.05$ with a coefficient value of 0.380, this coefficient shows that the better the work motivation has, the performance of ASN employees within the Public Works, Spatial Planning, Housing and Residential Areas Office of Takalar Regency will also increase. 2. The work environment has a positive and insignificant influence on the performance of ASN with $P = 0.502 > 0.05$ with a coefficient value of 0.118, this coefficient shows that a good work environment at

the Office of Public Works, Spatial Planning, Housing and Residential Areas of Takalar Regency does not affect the performance of ASN. 3. Competence has a significant positive influence on ASN performance with $P = 0.024 < 0.05$ with a coefficient value of 0.280, this coefficient shows that the better the competencies that employees have, the better the performance of ASN will be.

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