

The Influence of Competence, Work Motivation and the Working Environment on Employee Performance at the Oku Regency Youth and Sports Agency

Rudi Gunawan¹, Yunita Sari², Mardiah Kenamon³

^{1 2 3} Program Pascasarjana, Manajemen, Universitas Baturaja, Sumatera Selatan, Indonesia

Abstract: This study aims to analyze the influence of competence, work motivation, and work environment on employee performance at the Ogan Komering Ulu Regency Youth and Sports Office. The research method used is a quantitative descriptive approach with a causal design. The population in this study consists of all 47 employees, who were selected as the sample using a census technique. Data collection was conducted through questionnaires and documentation, while data analysis utilized multiple linear regression with the aid of statistical software. The results indicate that, individually, competence, work motivation, and work environment each have a positive and significant effect on employee performance with a significance level of < 0.05 . Collectively, these three variables also have a significant effect on employee performance. The coefficient of determination (R^2) value of 0.413 indicates that 41.3% of the variation in employee performance can be explained by competence, work motivation, and the work environment, while the remainder is influenced by other variables outside the research model. These findings indicate that enhancing competencies through training, strengthening work motivation, and creating a conducive work environment are critical factors in improving employee performance, particularly in supporting the effectiveness of public services within government agencies.

Keywords: Competencies, Employee Performance, Public Sector, Work Environment, Work Motivation.

1. Introduction

In the era of regional autonomy and increasingly high demands for public services, the performance of civil servants (ASN) is key to achieving good governance. Every government agency is required to demonstrate optimal, effective, and accountable performance. The Youth and Sports Agency (Dispora) of Ogan Komering Ulu (OKU) Regency, as the spearhead of youth development and the promotion of athletic excellence, bears a significant responsibility in shaping character-driven youth and high-achieving athletes. Ultimately, the success of this noble mission depends heavily on the quality of its human resources namely, its employees. However, the question remains: what factors can drive these employees' performance to the desired level.

National development, particularly in the fields of youth affairs and sports, requires active participation and outstanding performance from all employees in government agencies. The Ogan Komering Ulu Regency Youth and Sports Agency plays a strategic role in nurturing and developing the potential of young people and enhancing athletic achievements at the regional, national, and even international levels. Success in implementing programs such as youth career development, youth organization empowerment, and the development of sports clubs and athletes is largely determined by the performance of competent staff (Marbun, H. S., & Ju-frizen, J., 2022). However, in practice, challenges and gaps between expectations and reality are often encountered. Theoretically, the factors influencing performance are highly diverse. These include Leadership, Motivation, Organizational Culture, Work Environment, Competence, Compensation, and Communication. Based on initial observations and preliminary studies, there are three dominant factors strongly suspected to influence employee performance at the OKU Regency Dispora, namely: Competence, Work Motivation, and Work Environment.

Correspondence:

Rudi Gunawan
rudigunawan279@gmail.com

Received: Apr 16, 2026;
Revised: Apr 27, 2026;
Accepted: Mei 14, 2026;
Published: June 30, 2026;



Copyright: © 20xx by the authors.
Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

Competencies can be defined as the knowledge, skills, and soft skills that form the foundation for an employee's ability to perform their duties. One way to assess an employee's competencies is through their level of education; the following data shows the educational background of employees at the Ogan Komerang Ulu Regency Youth and Sports Agency: Based on regarding the educational levels of employees at the OKU Regency DISPORA, it can be seen that the majority of employees hold a bachelor's degree (S1). There are 32 employees with a bachelor's degree, accounting for 68% of the total workforce. This indicates that the majority of human resources within the OKU Regency DISPORA have a bachelor's degree. Furthermore, there are 6 employees with a high school (SMA/SMK) education level, accounting for 13%. The same number applies to employees with a Diploma III, totaling 6 people or 13%. Meanwhile, there are 3 employees with a Master's degree (S2), accounting for 6% of the total workforce. Overall, the DISPORA of OKU Regency has 47 employees, with the educational composition dominated by Bachelor's degree holders. This situation indicates that the educational quality of DISPORA employees in OKU Regency is quite good in supporting the organization's duties and functions.

Based on the explanation above, we can see that the educational level of employees at the Ogan Komerang Ulu Regency Youth and Sports Agency is quite good, as 68% hold a bachelor's degree, and 6% even hold a master's degree. However, in practice, not all employees have an educational background directly aligned with their duties, or they lack opportunities to participate in ongoing training and competency development. Inability to draft effective proposals, manage complex sports events, or utilize information technology for data collection can hinder the smooth implementation of programs. In line with Yuliyanti (2017), who stated that there is a relationship between competence and the performance of civil servants in the Finance Division of the General Bureau of East Kalimantan Province, this is due to a sense of responsibility toward their workload; employees strive to work as effectively as possible by seeking as much information as they can.

Therefore, it is necessary to conduct training for employees annually in a consistent manner and tailored to their respective job roles, as part of an effort to empower human resources so that they possess the necessary competencies and deliver performance aligned with the organization's objectives. Consequently, the next variable that can influence performance is motivation. Motivation serves as a driving force. Motivated employees (whether by intrinsic factors such as a sense of accomplishment or extrinsic factors such as salary and rewards) will demonstrate greater effort, a willingness to work hard, and perseverance in the face of challenges. In line with the previous narrative that one of the things that motivates employees is salary and rewards, the following is data on the benefits received by employees.

According to information regarding allowances for Civil Service Employees (ASN), there are several types of allowances provided by the government as a form of recognition and support for employee welfare. These allowances are granted based on the ASN's status, position, and assignment conditions. Family allowances are provided to ASN who are married and have children. This allowance is paid monthly to help meet the employee's family needs. In addition, all ASN also receive a food allowance paid monthly as a form of support for employees' basic needs. For ASN holding structural positions, the government provides a position allowance paid monthly. Meanwhile, ASN holding functional positions receive a functional allowance based on their area of responsibility and competencies, which is also paid monthly. Furthermore, there is a performance allowance provided to all ASN in agencies that have implemented a performance appraisal system. The amount of this allowance is generally adjusted based on the employee's performance achievements and is paid monthly. Civil servants stationed in certain regions, particularly those with high levels of difficulty or a high cost of living, also receive a special allowance or cost-of-living allowance paid monthly. In addition to monthly allowances, the government also provides a Holiday Allowance (THR) to all civil servants, paid once a year ahead of major religious holidays. This allowance is intended to help civil servants meet their needs in preparation for major religious celebrations.

Based on the above explanation, the allowances provided to civil servants are actually sufficiently motivating. However, the problem lies in the lack of non-material forms of motivation within the civil service. Work performance is often not rewarded proportionally, while disciplinary violations do not result in firm sanctions. Furthermore, the uneven distribution of tasks can lead to social jealousy and lower the motivation of employees who feel overburdened. This is consistent with research (Asralidin & Zanudin Iba et al., 2024) indicating that motivation levels significantly influence employee performance by 12.81 percent at the Bireuen Regency Youth and Sports Education Technical Implementation Unit (UPTD).

The final variable strongly suspected of influencing performance is the work environment. In line with the objectives of the Ogan Komering Ulu Regency Youth and Sports Agency—namely, the development of athletic achievement—this work environment pertains to sports facilities and infrastructure. The Ogan Komering Ulu Regency Youth and Sports Agency has, in fact, managed several major sports complete with their facilities and infrastructure, such as soccer, badminton, tennis, table tennis, volleyball, and basketball. However, several minority sports, such as weightlifting, track and field, archery, and whitewater rafting, have not yet been adequately accommodated. Furthermore, the facilities at the office are not yet sufficient to accommodate all activities that are the focus of the department's functions and duties. Many electronic devices still use outdated models, which can negatively impact employee performance—a situation that inevitably affects the achievements and performance of the staff at the Ogan Komering Ulu Regency Youth and Sports Agency. As stated by (Ayu Retno T et al. 2019), the creation of a good work environment will make employees feel calm and secure in carrying out their duties, thereby motivating them to work diligently, which will ultimately lead to improved performance.

Based on a review of the literature, there is a research gap regarding the relationship between variables and employee performance. For example, the study by Carolin & Dedi Rianto Rahadi (2020), titled "The Relationship and Influence of Motivation on Employee Performance," found that there is a relationship between work motivation and employee performance, and that work motivation influences employee performance. However, work motivation tends to have a greater influence on the performance of employees working in private companies than on the performance of employees working in government agencies. Therefore, it is hoped that government agencies can encourage employees to develop work motivation so that they are more productive in their work and do not merely focus on their primary tasks. Adi Kurnia and Andi (2022) state that various forms of employee competency development through training are a key factor in fostering and enhancing competencies. In the era of globalization, with the increasingly free flow of human resources, employee competencies will be increasingly valued and needed to improve employee performance in carrying out their duties.

Sedangkan lingkungan kerja yang kondusif akan memberikan rasa aman dan memungkinkan para pegawai untuk dapat bekerja secara optimal, jika pegawai menyenangi lingkungan kerja maka akan betah ditempat kerjanya dalam melakukan aktifitas dan menyelesaikan tugasnya. Lingkungan kerja tersebut mencakup hubungan kerja yang terbentuk antara sesama rekan kerja, dengan atasan serta dengan lingkungan fisik tempat pegawai bekerja, faktor inilah yang diduga dapat mempengaruhi kinerja pegawai (Nabawi R, 2019). Hal ini menunjukkan bawah hubungan antar variable bersifat konstektual dan berbeda tergantung karakteristik organisasi, birokrasi serta kualitas aparatur di masing-masing daerah. Meanwhile, a conducive work environment fosters a sense of security and enables employees to perform at their best; if employees enjoy their work environment, they will feel comfortable at their workplace while carrying out their activities and completing their tasks. This work environment encompasses the working relationships formed among coworkers, with supervisors, and with the physical environment where employees work; these factors are believed to influence employee performance (Nabawi R, 2019). This indicates that the relationships between variables are contextual and vary depending on the characteristics of the organization, the bureaucracy,

and the quality of the civil service in each region. By understanding the dynamics of these three key factors, and based on the existing gaps, the researcher has identified a scientific novelty in which Competence (X1), Work Motivation (X2), and Work Environment (X3) are used in combination to comprehensively explain the performance of DISPORA employees in OKU Regency, and it is hoped that a clear roadmap for continuous improvement will emerge. When competencies are honed, motivation increases, and the work environment is supportive, optimal performance is not just a dream. Moreover, this study is an effort to synergize the best potential of employees. Based on the background described above, the author is interested in conducting a study titled “The Influence of Competence, Work Motivation, and Work Environment on Employee Performance at the OKU Regency Youth and Sports Agency.”

2. Materials and Methods

This study employs a quantitative descriptive approach, which is a method aimed at objectively describing the phenomenon under study using numerical data, from the data collection and processing stages through to the interpretation of research results (Arikunto, 2019). This approach was chosen because the study focuses on statistically measuring the influence of independent variables on the dependent variable. The population in this study consists of all civil servants at the Youth and Sports Agency (Dispora) of Ogan Komering Ulu (OKU) Regency. According to Sugiyono (2022), the population is the domain of generalization comprising objects or subjects possessing specific characteristics defined by the researcher for study, from which conclusions are subsequently drawn. The sampling technique used is the census method, in which all members of the population are included as the research sample. Thus, the sample size in this study consists of 47 civil servants (PNS) at the OKU Regency Dispora.

In this study, the data collection techniques used included questionnaires and documentation. The questionnaire method was used to obtain primary data by presenting respondents with a series of written questions related to the research variables. The questionnaire was designed using a Likert scale ranging from 1 to 5, consisting of favorable and unfavorable statements, so that respondents could select the answer that best reflected their experiences. Additionally, the documentation method was used to obtain secondary data in the form of documents, archives, reports, and other relevant written sources. Data analysis in this study was conducted through several stages. The first stage involved testing the research instruments, which included validity and reliability tests. Validity testing was conducted to determine the extent to which the instrument could measure what it was intended to measure, using the Pearson Product-Moment correlation between item scores and total scores. The instrument was deemed valid if the correlation coefficient (calculated r) was greater than or equal to the table r value and was positive. Next, a reliability test was conducted to measure the consistency of the instrument using Cronbach’s Alpha. The instrument was considered reliable if the Cronbach’s Alpha value was greater than 0.60.

The next step is the classical assumption test, which consists of a normality test, a multicollinearity test, and a heteroscedasticity test. The normality test aims to determine whether the data are normally distributed; in this study, this was conducted using the Kolmogorov-Smirnov test with the assistance of SPSS software. The data are considered normally distributed if the significance level is greater than 0.05. The multicollinearity test is performed to determine whether there is correlation among the independent variables in the regression model, with criteria of a tolerance value greater than 0.10 and a Variance Inflation Factor (VIF) value less than 10. Meanwhile, the heteroscedasticity test aims to determine whether there is unequal variance in the residuals, which is assessed through a scatterplot. The regression model is considered free of heteroscedasticity if the points on the graph are randomly scattered and do not form a specific pattern. Furthermore, data analysis was performed using multiple linear regression to determine the influence of the independent variables—comprising competence, work motivation, and work environment—on the dependent variable, namely employee performance. Hypothesis testing

was conducted using a t-test to determine the partial effect of each independent variable on the dependent variable, as well as an F-test to determine the simultaneous effect of the independent variables on the dependent variable. The testing criteria were based on the significance level; specifically, if the significance level was less than 0.05, the alternative hypothesis was accepted. In addition, the coefficient of determination (R^2) was used to determine the magnitude of the independent variables' contribution to the dependent variable. The coefficient of determination indicates the extent to which the independent variables explain the variation in the dependent variable, with values ranging from 0 to 1. The larger the R^2 value, the greater the contribution of the independent variables in explaining the dependent variable.

3. Results and Discussion

3.1. Validity and Reliability Tests

3.1.1. Validity Test

To ensure that the research instrument is capable of measuring what it is intended to measure, a validity test was conducted. The table r value was obtained using the formula df (degrees of freedom) = $n-2$, where n is the number of respondents. Based on this formula, df is calculated as $47-2 = 45$. With $df = 45$ and a significance level of 5%, the table r value is 0.2876, rounded to 0.288. The results of the validity test for the items in the questionnaire are as follows:

Table 1. Results of the Competency Validity Test (X1)

No.	Statement	Calculated r	Table r	Notes
1	P1	0,612	0,288	Valid
2	P2	0,395	0,288	Valid
3	P3	0,370	0,288	Valid
4	P4	0,423	0,288	Valid
5	P5	0,506	0,288	Valid
6	P6	0,432	0,288	Valid
7	P7	0,440	0,288	Valid
8	P8	0,467	0,288	Valid
9	P9	0,680	0,288	Valid
10	P10	0,485	0,288	Valid

Results of the Work Motivation Validity Test (X²)

1	P1	0,620	0,288	Valid
2	P2	0,588	0,288	Valid
3	P3	0,518	0,288	Valid
4	P4	0,313	0,288	Valid
5	P5	0,530	0,288	Valid
6	P6	0,341	0,288	Valid
7	P7	0,494	0,288	Valid
8	P8	0,330	0,288	Valid
9	P9	0,353	0,288	Valid
10	P10	0,316	0,288	Valid

Results of the Work Environment Validity Test (X3)

1	P1	0,468	0,288	Valid
2	P2	0,554	0,288	Valid
3	P3	0,494	0,288	Valid

4	P4	0,364	0,288	Valid
5	P5	0,389	0,288	Valid
6	P6	0,325	0,288	Valid
7	P7	0,298	0,288	Valid
8	P8	0,431	0,288	Valid
9	P9	0,367	0,288	Valid
10	P10	0,424	0,288	Valid
Results of the Performance Validity Test (Y)				
1	P1	0,370	0,288	Valid
2	P2	0,371	0,288	Valid
3	P3	0,305	0,288	Valid
4	P4	0,436	0,288	Valid
5	P5	0,298	0,288	Valid
6	P6	0,327	0,288	Valid
7	P7	0,325	0,288	Valid
8	P8	0,335	0,288	Valid
9	P9	0,404	0,288	Valid
10	P10	0,313	0,288	Valid

The table above shows that the calculated r values for all statements under each variable are greater than the critical r value (0.288); therefore, all questionnaire items under the variables Competence (X1), Work Motivation (X2), Work Environment (X3), and Performance (Y) are deemed valid.

3.1.2. Rehabilitation Test

The results of the reliability test in this study are presented in the following table:

Table 2. Reliability Test Results

No	Variabel	C.A. Score	Notes
1	Competence (X1)	0,800	> 0.600 (Reliabel)
2	Work Motivation (X2)	0,774	> 0.600 (Reliabel)
3	Work Environment (X3)	0,749	> 0.600 (Reliabel)
4	Performance (Y)	0,684	> 0.600 (Reliabel)

From the above, it can be seen that the Cronbach’s Alpha value for each variable is greater than 0.600. Therefore, it can be concluded that the questions for all variables are reliable.

3.2. Data Normality Test

The data normality test in this study used the Kolmogorov-Smirnov test, the results of which are presented in the following table.

Table 3. Results of the Data Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		47
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.83259111
Most Extreme Differences	Absolute	.101

	Positive	.101
	Negative	-.084
Test Statistic		.101
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Based on the table above, it can be seen that the significance value (Asymp. Sig. (2-tailed)) of 0.200 is greater than 0.05. Therefore, in accordance with the decision criteria of the Kolmogorov-Smirnov normality test, it can be concluded that the data used are normally distributed. Thus, the assumption or prerequisite of normality in the regression model is met.

3.3. Multicollinearity Test

The results of the multicollinearity test in this study are presented in the following table:

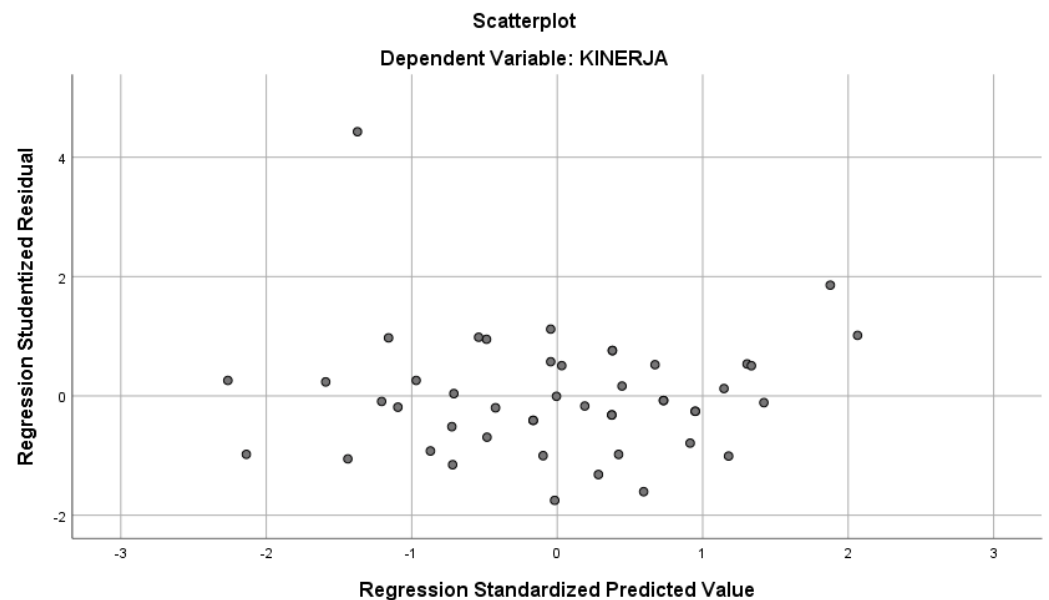
Table 4. Results of the Multicollinearity Test

No	Variabel	Tolerance	VIF	Note
1	Work Environment (X1)	0,903	1,107	Free of Multicollinearity
2	Communication (X2)	0,903	1,107	Free of Multicollinearity

Based on the table above, it can be seen that the significance value (Asymp. Sig. (2-tailed)) of 0.200 is greater than 0.05. Therefore, in accordance with the decision criteria of the Kolmogorov-Smirnov normality test, it can be concluded that the data used are normally distributed. Thus, the assumption or prerequisite of normality in the regression model is met.

3.4. Heteroscedasticity Test

The heteroscedasticity test in this study uses a scatter-plot graph, as shown in the following figure:



Gambar 1. Uji Heteroskedastisitas

As shown in the figure above, the data points are scattered above, below, and around the value of 0. The data points do not cluster exclusively above or below this value. The distribution of the data points does not form a pattern. Therefore, it can be concluded

that there is no issue of heteroscedasticity, meaning that the conditions for a good and ideal regression model are met.

3.5. Multiple Linear Regression

Multiple linear regression analysis is used to analyze the combined effect of several independent variables (X) on a single dependent variable (Y), as follows.

Table 5. Multiple Linear Regression Analysis

Model		Coefficients ^a				Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	
1	(Constant)	10.042	4.852		2.070	.045
	Competence	.247	.086	.360	2.883	.006
	Motivation	.291	.095	.381	3.049	.004
	Environment	.195	.095	.240	2.049	.047

Based on the table above, the regression equation can be written as follows: $Y = 10.042 + 0.247 X_1 + 0.291 X_2 + 0.195 X_3 + e$. The regression equation can be explained as follows: The constant = 10.042, which means that if there are no Competency (X1), Work Motivation (X2), and Work Environment (X3) variables, then Performance (Y) is equal to 10.042. The regression coefficient for Competence (X1) is 0.247, indicating that for every 1-unit increase in Competence (X1), Performance (Y) will also increase by 0.247. The regression coefficient for Work Motivation (X2) is 0.291, indicating that for every 1-unit increase in Work Motivation (X2), Performance (Y) will also increase by 0.291. The regression coefficient for Work Environment (X3) is 0.195, indicating that for every 1-unit increase in Work Environment (X3), Performance (Y) will also increase by 0.195.

3.6. Test of Partial Effect Significance (t-Test)

The results of the test of partial effect significance (t-test) in this study are presented in the following table:

Table 6. Results of the t-Test

No	Variabel	t-value	Nilai Sig	Note
1	Competence (X1)	2,883	0,006	Influential
2	Work Motivation (X2)	3,049	0,004	Influential
3	Work Environment (X3)	2,049	0,047	Influential

Testing the effect of the Competence variable (X1) on Performance (Y) yielded a significance value of $0.006 < 0.05$. This means that it can be concluded that there is a significant effect of the Competence variable (X1) on Performance (Y). Testing the effect of the Work Motivation variable (X2) on Performance (Y) yielded a significance value of $0.004 < 0.05$. This indicates that there is a significant relationship between the Work Motivation variable (X2) and Performance (Y). Testing the effect of the Work Environment variable (X2) on Performance (Y) yielded a significance value of $0.047 < 0.05$. This indicates that there is a significant relationship between the Work Environment variable (X2) and Performance (Y).

3.7. Test of Simultaneous Effects (F-Test)

The results of the test of simultaneous effects (F-test) in this study are presented in the following table.

Table 7. Results of the F-Test

Hipotesis	p-value	alpha	Note
H ₃	0,000	0,05	Competence (X1), Work Motivation (X2), and Work Environment (X3) jointly influence Performance (Y)

The results of the F-test in the table above, which show the results of the simultaneous testing of all parameters, indicate that the F-value is $0.000 < 0.05$. Therefore, it can be concluded that the variables Competence (X1), Work Motivation (X2), and Work Environment (X3) simultaneously or collectively influence Performance (Y).

3.8. Discussion

The results of the study indicate that the Competence variable (X1) has a positive and significant effect on Employee Performance (Y) at the OKU Regency Youth and Sports Agency. This is evidenced by the data analysis results, which show a regression coefficient of 0.247 and a significance level of $0.006 < 0.05$. These results are consistent with previous research conducted by Adi Kurnia and Andi (2022), who found that competence accounts for 68.9% of the variance in employee performance at the Population and Civil Registration Office of Tasikmalaya City. These results also support the research by Mukhtar et al. (2021), which states that competence has a positive and significant relationship with employee performance, as well as the research by Yuliyanti (2018), which emphasizes that improving competence through training and self-development will encourage employees to work better and more responsibly.

Theoretically, the findings of this study reinforce the concept proposed by Moeherson (2019) that competence is a fundamental characteristic of an individual that directly influences the effectiveness of their performance. These characteristics, as explained by Wibowo (2020), consist of an individual's capability to complete tasks based on mastery of skills and conceptual understanding, which have proven to be indicators of professionalism and drivers of outstanding performance at the OKU Regency Youth and Sports Agency.

The results of the study indicate that the Work Motivation variable (X2) has a positive and significant effect on Employee Performance (Y) at the OKU Regency Youth and Sports Agency. This is evidenced by the data analysis results, which show a regression coefficient of 0.291 and a significance level of $0.004 < 0.05$. These results align with previous research conducted by Asralidin & Zanudin Iba et al. (2024), who found that motivation significantly influences employee performance at the Youth and Sports Education Technical Implementation Unit (UPTD) in Bireuen Regency. Research by Carolin & Dedi Rianto Rahadi (2020) also confirms the existence of a relationship between work motivation and employee performance. Although their literature review noted that the influence of motivation might be greater in the private sector, this study demonstrates that within the OKU Dispora environment, motivation remains a strong and significant determinant of civil servant performance.

Theoretically, the results of this study reinforce the concept proposed by Robbins (2021), who states that motivation is a process that explains the intensity, direction, and persistence of effort toward achieving goals. Motivated OKU Dispora employees will demonstrate greater effort (intensity), work in alignment with organizational goals (direction), and persevere in the face of challenges (persistence). This also supports Wahyuni Husna's (2022) assertion that any increase in motivation leads to improved employee performance.

The results of the study indicate that the Work Environment variable (X3) has a positive and significant effect on Employee Performance (Y) at the OKU Regency Youth and Sports Agency. This is evidenced by the data analysis results, which show a regression coefficient of 0.195 and a significance level of $0.047 < 0.05$. These results are consistent with a previous study conducted by Rizal Nabawi (2019), which stated that there is a positive and significant influence of the work environment on employee performance at the Public

Works and Public Housing Office of Aceh Tamiang Regency. Research by Joni Sapriyanto (2023) at the Sakokota Subdistrict Office in Palembang also supports these findings. Furthermore, these results align with the statement by Ayu Retno T et al. (2019) that the creation of a good work environment makes employees feel calm and secure, thereby motivating them to work diligently and ultimately improving performance.

Theoretically, the results of this study reinforce the concept proposed by Hasibuan (2022) as “everything in the workers’ surroundings that can influence them in performing their assigned tasks.” The results of the statistical test prove that the work environment at the OKU Dispora, both physical (lighting, temperature) and non-physical (work relationships, safety), constitutes “something” that tangibly influences employee performance, in accordance with the indicators proposed by Hasibuan. The F-test results prove that, simultaneously, the variables Competence (X1), Work Motivation (X2), and Work Environment (X3) have a significant effect on Employee Performance (Y) at the OKU Regency Dispora. This is indicated by a significance value of 0.000, which is less than 0.05, so the fourth hypothesis (H4), which states that there is a simultaneous influence, can be accepted. The magnitude of the contribution of these three variables to performance is indicated by a Coefficient of Determination (R-Square) value of 0.413. This figure means that 41.3% of the variation in Employee Performance can be explained by the variables of Competence, Work Motivation, and Work Environment, while the remaining 58.7% is influenced by other factors outside the research model, such as leadership, organizational culture, or work discipline.

These findings are consistent with previous research conducted by Abu Sari (2020), which demonstrated that, taken together, the variables of leadership, compensation, and motivation have a significant impact on employee performance. Although the variables used differ, this study confirms that a multifactorial approach to explaining performance is relevant. Ria Estiana’s (2023) study also indicates that while the work environment has no partial effect, it significantly influences performance when considered simultaneously with work discipline. This confirms that synergistic effects among variables can produce a stronger impact on performance than when considered in isolation. Theoretically, the results of this study reinforce the concept proposed by Armstrong (1998) in Sopiah and Sangadji (2018) that performance is influenced by personal (individual) factors such as competence and motivation, leadership factors, group/coworker factors, as well as system and situational factors. In this study, the three variables tested collectively represent personal factors (competence and motivation) and situational/system factors (work environment), thereby making a significant contribution to improving the performance of employees at the OKU Regency Dispora.

4. Conclusions

Based on the research findings and discussion, the following conclusions can be drawn: Competence has a positive and significant effect on employee performance at the OKU Regency Youth and Sports Agency. Work Motivation has a positive and significant effect on employee performance at the OKU Regency Youth and Sports Agency. The Work Environment has a positive and significant effect on employee performance at the OKU Regency Youth and Sports Agency. Competence, work motivation, and work environment collectively have a significant effect on employee performance at the OKU Regency Youth and Sports Office..

References

- Arikunto, S.B. (2019). *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Armstrong, M. (2021). *Manajemen Kinerja (Handbook Manajemen SDM)*. Penerbit: Nusamedia. Jakarta.
- Boyatzis, R.E. (2008). *The Competent Manager: A Model for Effective Performance*. New York: John Wiley & Sons.
- Estiana, R., Karomah, N. G., & Saimima, Y. A. (2023). Pengaruh Lingkungan Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai. *Jurnal Lentera Bisnis*, 12(2), 339

- Ghozali, I. (2021). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 25 (Edisi 9)*. Semarang: Badan Penerbit Universitas Diponegoro
- Hasibuan, MSP. (2022). *Manajemen Sumber Daya Manusia, Cetakan ke-empat belas*. Bumi Aksara. Jakarta.
- Isyandi. (2024). *Manajemen Sumber Daya Aparatur: Teori dan Aplikasi dalam Pelayanan Publik*. Prenadamedia Group.
- Klemp, G.O. (2016). *The Assessment of occupational competence, Report to the National Institute of Education*. Washington DC: National of Education.
- Kuncoro, M. (2014). *Otonomi Daerah dan Pembangunan Daerah: Reformasi, Perencanaan, Strategi, dan Peluang*, Penerbit Erlangga, Jakarta.
- Kurnia, A., & Andi, A. (2022). Pengaruh kompetensi terhadap kinerja pegawai di dinas kependudukan dan pencatatan sipil kota tasikmalaya. *Jurnal Administrator*, 4(1), 1-10.
- Kusumastuti, A. (2020) *Metode Penelitian Kuantitatif*, Yogyakarta : Cv Budi Utama.
- Mangkunegara, AP. (2021). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya. Bandung.
- Marbun, H. S., & Jufrizen, J. (2022). Peran Mediasi Kepuasan Kerja Pada Pengaruh Dukungan Organisasi Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Kantor Dinas Ketahanan Pangan Dan Peternakan Provinsi Sumatera Utara. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 5(1), 262-278.
- Moeheriono. (2019). *Pengukuran Kinerja Berbasis Kompetensi*. Raja Grafindo Persada, Jakarta.
- Mukhtar, A., Toto, H. D., & Mutmainnah, I. (2021). Hubungan Kompetensi Terhadap Kinerja Pegawai. *Nobel Management Review*, 2(2), 283–291. <https://doi.org/10.37476/nmar.v2i2.1952>
- Nabawi, R. (2019). Pengaruh lingkungan kerja, kepuasan kerja dan beban kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 170-183.
- Nugraha, A. P. (2020). Pengaruh Lingkungan Kerja dan Kompetensi Terhadap Kinerja Guru. *Psikoborneo: Jurnal Ilmiah Psikologi*, 8(2), 221.
- Nugroho, M. N., & Paradifa, R. (2020). Pengaruh Pelatihan, Motivasi, Kompetensi Terhadap Kinerja Sumber Daya Manusia. *JRMSI- Jurnal Riset Manajemen Sains Indonesia*, 11(1), 149-168.
- Rivai, V. (2018) *Manajemen Sumber Daya Manusia Untuk Perusahaan. Cetakan Pertama*, Raja Grafindo Persada, Jakarta.
- Robbins, P. S dan Judge, T. A. (2021). *Organizational Behaviour, Edisi 13, Jilid 1*. Salemba Empat. Jakarta.
- Sari, A., Zamzam, F., & Syamsudin, H. (2020). Pengaruh Kepemimpinan, Kompensasi, dan Motivasi Terhadap Kinerja Pegawai. *Jurnal Nasional Manajemen Pemasaran & SDM*, 1(2), 1-18.
- Sedarmayanti. (2023). *Pengembangan Kepribadian Pegawai*. Mandar Maju. Bandung.
- Simanjuntak, PJ. (2020). *Manajemen dan Evaluasi Kinerja*. Jakarta: FE UI.
- Sinambela, L. P. (2021). *Reformasi Pelayanan Publik: Teori, Kebijakan, Dan Implementasi*. Jakarta: Bumi Aksara.
- Spencer. (2017). *Competence at Work "Models For Superior Performance"*. New York: Jhon Wiley & Sons Inc.
- Sugiyono, (2022), *Metode Penelitian Kuantitatif, Kualitatif dan R&D*, Alfabeta, Bandung.
- Sunyoto, D. (2023). *Analisis Regresi dan Korelasi Untuk Penelitian*. Yogyakarta: Center for Academic Publishing Service (CAPS).
- Sutrisno, E. (2021). *Manajemen Sumber Daya Manusia*. Jakarta : Kencana.
- Thomas. (2007). *The Advanced Learner's Dictionary Of Current English*. London. Oxford University Press.
- Wibowo. (2020). *Manajemen Kinerja. Edisi Kelima*. Raja Grafindo Persada. Depok.
- Zwell. (2010). *Creating a Culture of Competence*. New York: John Wiley & Sons, Inc.