



Impact of Competency, Compensation, and Work Environment on Employee Performance via Work Motivation

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Abstract

Purpose: This study aimed to analyze the Influence of Competence, Compensation and Work Environment on Employee Performance Through Work Motivation in the Government Office of Mojokerto City.

Research Methodology: This study used a quantitative approach with a cross-sectional method. The study applied census sampling, in which all 40 respondents in the population were used as research samples.

Results: Compensation significantly affected employee performance and motivation, while the work environment and competence significantly affected motivation but not employee performance. Motivation also did not significantly mediate employee performance.

Conclusions: The results showed that compensation significantly affected employee performance and motivation, while the work environment and competence only significantly affected motivation. Motivation did not significantly affect employee performance and could not mediate the relationship between competence, compensation, work environment, and employee performance.

Limitations: This study is limited by a small sample of 40 employees from a single government office and a cross-sectional design, which may affect generalizability and prevent observing performance changes over time.

Contributions: The study highlights the significant role of competency, compensation, and work environment in enhancing employee motivation, and demonstrates that motivation mediates the relationship between HR factors and employee performance. Practically, it offers guidance for managers to improve employee engagement and organizational productivity.

Keywords: *Compensation, Competence, Employee Performance, Work Environment, Work Motivation*

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1. Introduction

The progress and success of a company or government institution in carrying out its activities cannot be separated from the role of human resources (HR). Human resources are one of the most important assets in an organization because they play a role in planning, implementing, and controlling organizational activities to achieve predetermined goals (Susanto et al., 2023). Therefore, organizations must pay serious attention to managing and developing their human resources to create employees who are competent, professional, and able to provide optimal performance (Dewi et al., 2024). Employee development

must be prioritized to maintain and improve employee skills, knowledge, and abilities in carrying out their duties and responsibilities. Employees with superior performance are essential for an organization because good performance can improve productivity, service quality, and organizational effectiveness (Hairul et al., 2024; Parmenas, 2022).

Employee performance is the result of work achieved by employees in carrying out their duties according to the responsibilities given by the organization (Ichdan, 2024b). Employees are said to have superior performance if their work results exceed the targets set by the organization. High employee performance can positively impact organizational achievement, effectiveness, efficiency, and the overall reputation of the institution (Ichdan, 2024a). Conversely, low employee performance can hinder the achievement of organizational goals. Therefore, organizations need to understand the factors that influence employee performance to improve organizational productivity and effectiveness (Mwosi et al., 2024).

Several factors can influence employee performance, including competence, compensation, work environment, and work motivation. Competence is an important factor because employees who have adequate knowledge, skills, and abilities will be more capable of completing their work effectively and efficiently (Tabrani et al., 2024). Compensation is also an important factor because appropriate compensation can encourage employees to work more optimally and increase their loyalty to the organization. In addition, the work environment also plays a significant role in supporting employee comfort and productivity (Alfian et al., 2024; Fadhillah et al., 2022). A conducive work environment can create a comfortable atmosphere that encourages employees to work enthusiastically and productively. Work motivation is another factor that can affect employee performance because motivated employees tend to show higher enthusiasm, responsibility, and commitment in completing their work (Restiani & Indiyati, 2024).

Based on an initial survey conducted at the Mojokerto City Government Office, there are several phenomena related to the work environment and employee performance. One of the phenomena found is related to work facilities (Purbianto & Adji, 2021; Wahyuningsih et al., 2021). Work facilities related to office equipment, such as employee desks and chairs, are still very different from one another. This difference occurs because some employees still use old desks and chairs, while others use new facilities (Firmansyah et al., 2024). Although this may appear to be a trivial problem, differences in facilities can create different employee perceptions regarding fairness and comfort in the workplace, which can later influence employee work motivation. In addition, there are still computers that sometimes experience errors and technical problems, causing obstacles in completing office work effectively and efficiently. These conditions can reduce employee productivity and ultimately affect employee performance (Arimbawa & Suryawan, 2022; Firaldi et al., 2023).

In addition to the work environment, competence and compensation are also important issues that can influence employee performance (Saputra & Kusnadi, 2021). Employees with higher competence are expected to complete their work more effectively and contribute positively to the organization. Likewise, compensation provided by the organization can influence employee morale and motivation (Nuraeni et al., 2022). Employees who feel that the compensation they receive is fair and appropriate tend to show better performance than employees who feel dissatisfied with the compensation system implemented by the organization (Muliyanto et al., 2023).

Based on the phenomena, this study aims to analyze the influence of competence, compensation, and work environment on employee performance through work motivation in the Mojokerto City Government Office. This research is expected to provide theoretical contributions to the development of human resource management studies and practical contributions for organizations in improving employee performance through better management of competence, compensation, work environment, and employee motivation.

2. Literature Review

2.1 Competency and Employee Motivation

Competency encompasses the knowledge, skills, and abilities necessary for employees to perform their duties effectively. Employees with high competency levels can achieve their work targets efficiently, reducing errors and improving organizational outcomes. In government offices, competency ensures that employees can navigate complex administrative tasks and meet public service standards (Wardhani & Uly, 2021). Developing employee competency through structured training programs and professional development opportunities enhances confidence and equips employees with tools to handle dynamic work environments (Ariyanto & Kustini, 2021).

Competency also plays a critical role in shaping work motivation. When employees feel capable and competent in performing their responsibilities, they experience higher job satisfaction and intrinsic motivation (Solihin, 2021). This, in turn, fosters engagement, proactivity, and commitment to achieving organizational objectives. The alignment of employee competencies with job requirements strengthens performance and allows organizations to optimize human capital investments (Arimie, 2020).

2.2 Compensation and Employee Motivation

Compensation is a major extrinsic factor influencing employee motivation and performance. Fair and transparent compensation systems not only reward employees for their work but also signal organizational recognition of their contributions. Adequate salaries, benefits, and incentives encourage employees to maintain high levels of productivity and commitment. In public sector organizations, compensation structures that reflect responsibility and performance can mitigate dissatisfaction and turnover, which are common challenges in bureaucratic settings (Fernando & Surjandari, 2022).

Moreover, compensation indirectly impacts performance through work motivation. When employees perceive that their contributions are fairly rewarded, they are more likely to be engaged and proactive in fulfilling job responsibilities. The combination of financial and non-financial rewards can foster intrinsic and extrinsic motivation simultaneously. By integrating compensation strategies with motivation-enhancing practices, organizations can ensure that employees remain focused, committed, and performance-oriented (Makambe & Moeng, 2019).

2.3 Work Environment and Employee Motivation

The work environment significantly influences employee engagement and performance. Physical aspects, such as office layout, ergonomics, equipment availability, and safety, directly affect employees' comfort, focus, and efficiency. A conducive work environment reduces stress, minimizes errors, and supports sustained productivity. For government offices, where administrative and procedural tasks dominate, a well-organized environment facilitates smooth workflow and reduces operational bottlenecks (Emmanuel, 2022).

Social and psychological aspects of the work environment also impact motivation. Positive relationships among colleagues, supportive management, and an organizational culture that encourages collaboration enhance employees' sense of belonging and engagement. Employees who perceive their environment as supportive are more likely to contribute voluntarily, take initiative, and maintain high performance levels. Investing in a holistic work environment, therefore, serves both as a motivational tool and a strategic driver for organizational success (Alfian et al., 2024).

2.4 Work Motivation as a Mediating Factor

Work motivation serves as a key mechanism that channels the effects of competency, compensation, and work environment into measurable employee performance (Firmansyah et al., 2024; Udodiugwu et al.,

2024). Motivated employees demonstrate higher effort, persistence, and engagement in their tasks. In public sector organizations, employee motivation enhances service delivery quality, reduces errors, and fosters adherence to regulations (Eladira et al., 2024).

Both intrinsic motivation, driven by personal satisfaction and achievement, and extrinsic motivation, influenced by rewards and recognition, are essential for sustaining high performance (Hairul et al., 2024; Indra et al., 2024). Employee engagement mediates the relationship between human resource practices and performance outcomes, ensuring that investments in competency, compensation, and workplace improvements translate into tangible organizational benefits (Putra et al., 2023; Satria, 2021). Motivation amplifies the impact of HR practices, emphasizing that employee performance is most effectively enhanced when psychological, financial, and environmental factors are aligned (Syafrizal et al., 2024).

3. Methodology

This study was quantitative in nature. This research was an observational study conducted on a number of objects according to their actual conditions, without any interval from the researcher. This study used a cross-sectional method. The sample size was 40. The census sampling technique means that all populations were used as samples in the study (Sugiyono, 2017).

4. Results and Discussion

4.1 Results

Table 1. Validity Test Results

Variable	Question Item No.	r_{count}	Description
Competence (X1)	1	0.888	Valid
	2	0.884	Valid
	3	0.853	Valid
	4	0.915	Valid
Compensation (X2)	1	0.817	Valid
	2	0.800	Valid
	3	0.839	Valid
	4	0.810	Valid
	5	0.791	Valid
Work Environment (X3)	1	0.894	Valid
	2	0.868	Valid
	3	0.784	Valid
	4	0.804	Valid
	5	0.800	Valid
	6	0.825	Valid
Motivation (Z)	1	0.911	Valid
	2	0.841	Valid
	3	0.862	Valid
	4	0.880	Valid
Employee Performance (Y)	1	0.893	Valid
	2	0.600	Valid
	3	0.829	Valid
	4	0.895	Valid
	5	0.834	Valid

Table 1 shows that the correlation of each indicator with the total construct score of each variable indicates significant results, namely $r_{count} \geq r_{table}$. It can be concluded that all question items from all variables, namely competence, compensation, work environment, employee performance, and work motivation, are declared valid.

Construct Reliability and Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
PERFORMANCE	0.773	0.877	0.666	0.339
COMPENSATION	0.871	0.877	0.906	0.658
COMPETENCY	0.906	0.914	0.934	0.780
WORK ENVIRONMENT	0.909	0.910	0.930	0.689
WORK MOTIVATION	0.896	0.900	0.928	0.763

Figure 1. Construct Reliability and Validity Metrics for Competency, Compensation, Work Environment, and Work Motivation

Figure 1 shows that the three variables produced an alpha value of 0.9. Thus, all variables have a value > 0.60, and the research instrument is suitable for use in data collection.

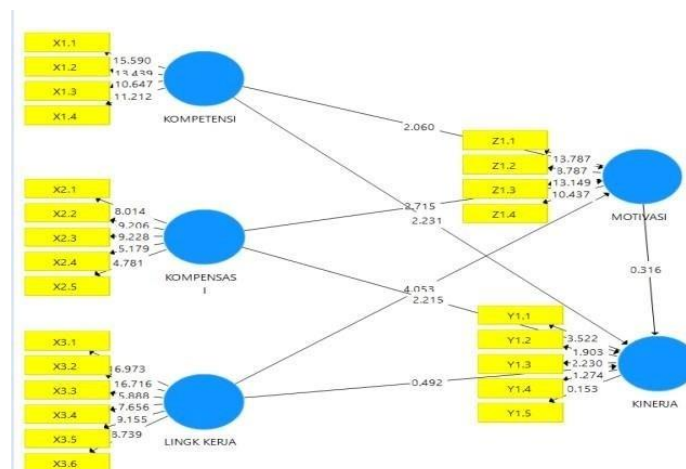


Figure 2. PLS-SEM Path Model of Competency, Compensation, Work Environment, Work Motivation, and Employee Performance

Figure 2 presents a PLS-SEM (Partial Least Squares Structural Equation Modeling) path model illustrating the relationships between the latent variables: Competency, Compensation, Work Environment, Work Motivation, and Employee Performance. Yellow boxes represent the manifest indicators for each variable, while arrows indicate the direction and strength of relationships, with numerical values representing path coefficients. The model visualizes both direct and indirect effects, showing how competency, compensation, and work environment influence performance, both directly and through work motivation as an intervening variable.

Path Coefficients						
	Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals Bias Corrected	Samples	Copy to Clipboard:	Excel Format R Format
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values	
COMPENSATION -> PERFORMANCE	1.081	0.993	0.488	2.215	0.027	
COMPENSATION -> MOTIVATION	0.375	0.364	0.138	2.715	0.007	
COMPETENCY -> PERFORMANCE	-0.438	-0.421	0.196	2.231	0.026	
COMPETENCY -> MOTIVATION	0.131	0.137	0.064	2.060	0.040	
WORK ENVIRONMENT -> PERFORMANCE	-0.222	-0.150	0.452	0.492	0.623	
WORK ENVIRONMENT -> MOTIVATION	0.494	0.501	0.122	4.053	0.000	
MOTIVATION -> PERFORMANCE	0.196	0.132	0.621	0.316	0.752	

Specific Indirect Effects						
	Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals Bias Corrected	Samples	Copy to Clipboard:	Excel Format R Format
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values	
COMPENSATION -> MOTIVATION -> PERFORMANCE	0.074	0.059	0.276	0.266	0.790	
COMPETENCY -> MOTIVATION -> PERFORMANCE	0.026	0.005	0.084	0.304	0.761	
WORK ENVIRONMENT -> MOTIVATION -> PERFORMANCE	0.097	0.068	0.297	0.327	0.744	

Note:
Values in green indicate P Values < 0.05 (significant).
Values in red indicate P Values ≥ 0.05 (not significant).

Figure 3. Path Coefficients and Specific Indirect Effects of Competency, Compensation, Work Environment, Work Motivation, and Performance

Figure 3 presents the results of the PLS-SEM analysis, showing both the direct path coefficients and specific indirect effects among the constructs: Competency, Compensation, Work Environment, Work Motivation, and Employee Performance. The table includes the original sample, sample mean, standard deviation, T-statistics, and P-values for each relationship. Green values indicate statistically significant paths ($P < 0.05$), while red values indicate non-significant paths. The results reveal which variables significantly affect performance directly or indirectly through work motivation as a mediator.

4.2 Discussion

First Hypothesis: Competence on Performance at Bappeda Litbang Mojokerto City. The results of the Path Analysis (Path Analysis) that competence has a positive and significant effect, with a probability value of $0.027 \leq 0.05$, on Performance at Bappeda Litbang Mojokerto City. Second Hypothesis: Compensation for Performance at Bappeda Litbang Mojokerto City. Based on the results of research and Path Analysis (Path Analysis) compensation has a positive and significant effect with a probability value of $0.026 \leq 0.05$ on Performance at Bappeda Litbang Mojokerto City.

The third hypothesis is that the work environment affects the performance of the employees at Bappeda Litbang Mojokerto City. The results of the Path Analysis (Path Analysis) that the Work Environment does not have a direct positive and insignificant effect with a probability value of $0.623 \geq 0.05$ on the Performance of Mojokerto City Government Office Employees. Fourth Hypothesis of Work Motivation on Performance at Bappeda Litbang of Mojokerto City. Based on the results of the research and testing of path analysis, Work Motivation does not have a direct positive and insignificant effect with a probability value of $0.752 \geq 0.05$ on the Performance of Mojokerto City Government Office Employees.

Fifth Hypothesis: Competence on Work Motivation in Bappeda Litbang Mojokerto City. The results of the Path Analysis (Path Analysis) that competence has a positive and significant effect on Work Motivation of Bappeda Litbang Mojokerto City with a probability value of $0.026 \leq 0.05$. Sixth Hypothesis:

Compensation and Work Motivation in Bappeda Litbang Mojokerto City. The results of the Path Analysis (Path Analysis) that compensation has a positive and significant effect on Work Motivation of Bappeda Litbang Mojokerto City with a probability value of $0.026 \leq 0.05$.

Seventh Hypothesis: Work environment affects work motivation in Bappeda Litbang Mojokerto City. Based on the results of research and testing of path analysis, the Work Environment has a positive and significant effect with a probability value of $0.000 \leq 0.05$ on the Work Motivation of Bappeda Litbang, Mojokerto City. Eighth Hypothesis: Competence affects employee performance through work motivation at Bappeda Litbang, Mojokerto City. Based on the results of research and testing of path analysis, competence has a positive and significant effect with a probability value of $0.000 \leq 0.05$ on employee performance through work motivation at Bappeda Litbang, Mojokerto City.

Hypothesis Ninth Competence affects employee performance through work motivation in Bappeda Litbang Mojokerto City. Based on the results of research and testing of path analysis (Path Analysis) that Competence does not have a positive and insignificant effect with a probability value of $0.790 \geq 0.05$ on Employee Performance in Mojokerto City Government Through Motivation as an Intervening Variable. Hypothesis Ninth Work environment affects employee performance through work motivation in Bappeda Litbang Mojokerto City. The results of the Path Analysis (Path Analysis) that the Work Environment does not have a positive and insignificant effect with a probability value of $0.744 \geq 0.05$ on Employee Performance in Mojokerto City Government Through Motivation as an Intervening Variable.

5. Conclusions

Compensation has a positive and significant effect on employee performance and motivation at Bappeda Litbang Mojokerto City. Competence also has a positive and significant effect on employee motivation. The Work Environment has a positive and significant effect on employee motivation but does not significantly affect employee performance. Motivation also does not significantly affect employee performance directly. In addition, competence, compensation, and work environment do not significantly affect employee performance through motivation as an intervening variable.

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Author Contributions

ARN conceptualized the study, designed the methodology, and supervised data collection. SOP performed the statistical analysis, interpreted results, and drafted the manuscript. Both authors reviewed and approved the final manuscript, ensuring the integrity and accuracy of the research.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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