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## The Influence of Competence and Work Environment on the Quality of Public Services Through Motivation at the Investment and One-Stop Integrated Services Office of West Tanjung Jabung Regency

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**Abstract:** This study aims to determine and analyze the description of work environment competency, motivation and quality of public services at the Investment and One-Stop Integrated Service Office of West Tanjung Jabung Regency and to determine and analyze the influence of competency and work environment on the quality of public services through motivation at the Investment and One-Stop Integrated Service Office of West Tanjung Jabung Regency. This type of research uses descriptive verification research. This study uses the PLS analysis method. Descriptively, competency, work environment, motivation, and quality of public services at the DPMPTSP of West Tanjung Jabung Regency show that competency is in the high category, work environment is in the good category, motivation is in the high category and quality of public services is in the good category. In addition, the results of the study indicate that at the DPMPTSP of West Tanjung Jabung Regency, competency and work environment have a positive and significant influence on motivation and quality of public services, both directly and through the role of motivation as an intervening variable. Increasing employee competency encourages increased work motivation which ultimately has an impact on better quality of public services. Likewise, a conducive work environment can spur employee work enthusiasm so that the quality of public services increases. Self-motivation has been shown to be an important factor that strengthens the relationship between competence, work environment, and the quality of public services.

**Keyword:** Competence, Work Environment, Motivation, Quality of Public Services.

### INTRODUCTION

Public service is one of the government's primary functions, fulfilling public needs effectively, efficiently, and accountably. The quality of public service not only influences public satisfaction but also determines the level of trust in government institutions (Hardiansyah, 2018). Therefore, public service management is required to continuously improve by improving employee competency, maintaining a conducive work environment, and

fostering work motivation. These three factors are interrelated and contribute to the quality of public services provided by the government to the public (Siringoringo et al., 2022; Roy et al., 2020).

In the context of regional government, the West Tanjung Jabung Regency Investment and One-Stop Integrated Services Office plays a strategic role in providing licensing and investment services. However, data shows that competency challenges persist, such as low employee training in certain areas, limited physical work environments, such as infrastructure, and unequal incentives that can impact employee motivation. These conditions have the potential to reduce employee effectiveness and impact the quality of services received by the public, although the Public Satisfaction Index remains in the "Very Good" category.

Competence is a key factor in determining the success of public service delivery. Competence encompasses not only technical skills but also the knowledge, attitudes, and work ethics possessed by employees (Wibowo, 2016). Competent employees are able to complete tasks according to standards, provide solutions to problems faced by the community, and carry out service functions professionally. In the context of the Investment and One-Stop Integrated Service Office of West Tanjung Jabung Regency, data shows an increase in the number of employees participating in training from year to year, however, some types of training, particularly those related to the ethics and integrity of civil servants, still show low achievement. This indicates that strengthening employee competence remains an urgent need to improve service quality comprehensively.

In addition to competence, the work environment also influences the quality of public services. The work environment encompasses physical conditions, such as the availability of facilities and infrastructure, as well as non-physical aspects such as employee relations, communication, leadership, and work culture (Zidan et al., 2022). A comfortable, safe, and supportive work environment will foster work enthusiasm and increase employee productivity. However, at the Investment and One-Stop Integrated Services Office of West Tanjung Jabung Regency, there is still a gap between the need for and availability of facilities, such as computers, printers, and air conditioning. Furthermore, observations indicate problems in non-physical aspects, such as ineffective communication and disproportionate workload distribution. These conditions have the potential to reduce employee performance and ultimately impact the quality of public services.

Another equally important factor is work motivation. Motivation is understood as the drive that makes someone willing and enthusiastic to work to achieve a specific goal (Bangun, 2012). Highly motivated employees will strive to provide optimal service, even under limited resources. Conversely, low motivation will result in suboptimal employee performance, even if they possess adequate competencies and work facilities. Data from the Investment and One-Stop Integrated Services Agency (DIP) shows that the receipt of Employee Income Supplements and incentives for civil servants remains unequal. This inequality can create a sense of injustice and impact employee motivation. Therefore, motivation is an important mediating variable that bridges the influence of competency and the work environment on the quality of public services.

This research was conducted to find concrete solutions to improve the quality of public services through internal organizational factors. Employee competency needs to be continuously strengthened because it is the main foundation for carrying out tasks professionally (Wibowo, 2016). A comfortable and conducive work environment also plays a crucial role in fostering work enthusiasm and increasing productivity (Zidan et al., 2022). Furthermore, work motivation is a driving factor that bridges competency and the work environment to truly impact service quality (Bangun, 2012). Without adequate motivation, employee potential and existing facilities will not be optimized.

This research also has academic and practical relevance. Academically, this research contributes to enriching the study of public service management, particularly by positioning

motivation as a mediating variable in the relationship between competence and work environment on service quality. Practically, the results of this study are expected to provide evaluation material and recommendations for the Investment and One-Stop Integrated Service Office of West Tanjung Jabung Regency in improving employee development policies, infrastructure management, and incentive systems. Therefore, this research is directed at analyzing the influence of competence and work environment on public service quality through motivation, in order to produce services that are increasingly high-quality and responsive to community needs.

## METHOD

This study employed a quantitative approach with descriptive and verification methods. The descriptive method was used to obtain a clear picture of the conditions of the research variables, namely competence, work environment, motivation, and quality of public services at the Investment and One-Stop Integrated Service Office of West Tanjung Jabung Regency. Meanwhile, the verification method was applied to test the research hypotheses through statistical analysis, thus identifying the causal relationships between the studied variables (Sugiyono, 2019).

The population in this study was all people who received services from the Investment and One-Stop Integrated Services Office of West Tanjung Jabung Regency, totaling 872 people in 2024. From this number, the research sample was determined using the Slovin formula with a precision level of 10%, resulting in 90 respondents. This number is considered representative of the population and suitable for analysis using the Partial Least Squares (PLS) approach, considering that PLS can be used on small samples under 100 respondents (Ghozali, 2013).

Data analysis was conducted in two stages: descriptive analysis and verification analysis. Descriptive analysis was used to provide an overview of the data distribution of each variable through the average, minimum, maximum, and standard deviation values. Meanwhile, verification analysis used the Structural Equation Modeling (SEM) technique based on Partial Least Squares (PLS) with the help of SmartPLS 3.0 software. PLS was chosen because it has flexibility in testing complex models, is able to handle data with small samples, and does not require normal data distribution (Abdillah & Jogiyanto, 2009).

Model testing in PLS consists of two stages: measurement model testing (outer model) and structural model testing (inner model). The outer model is used to assess the validity and reliability of research constructs through reflective indicators with convergent validity, discriminant validity, and composite reliability criteria. Meanwhile, the inner model is used to assess the strength of the relationship between latent variables by looking at the R-square value, effect size ( $f^2$ ), predictive relevance ( $Q^2$ ), and the significance of the relationship between variables through bootstrapping tests (Ghozali & Latan, 2015).

## RESULTS AND DISCUSSION

### Respondent Characteristics

Respondents in this study were 90 randomly selected residents of West Tanjung Jabung Regency who filled out a questionnaire on competency, work environment, motivation, and quality of public services at the West Tanjung Jabung Regency DPMPTSP. The characteristics of respondents in West Tanjung Jabung Regency based on gender, age, and education can be seen below.

**Table 1. Respondent Characteristics**

No	Respondent Characteristics	Frequency	Percentage (%)
<b>Gender</b>			
1	Man	58	64,44
2	Woman	32	35,56
<b>Age Group (Years)</b>			

No	Respondent Characteristics	Frequency	Percentage (%)
1	31 – 40	18	20
2	41 – 50	52	57,78
3	51 – 58	20	22,22
Education			
1	High School	50	55,56
2	Diploma	3	3,33
3	Bachelor's Degree	31	34,44
4	Master's Degree	6	6,67

Source: Primary Data Processing, 2025

### Descriptive Research Variables

Based on the survey conducted, the description of the variables observed in the study is summarized in the following table.

Table 2. Description of Research Variables

No	Variable	Item	Average score	Score	Information
1	Competence	9	377	3.389	Tall
2	Work environment	12	381	4.568	Good
3	Motivation	14	381	5.338	Tall
4	Quality of Public Services	12	372	4.472	Good

Source: Questionnaire Processing Results, 2025

### Verification/Quantitative Analysis

#### a. Convergent Validity Testing

The convergent validity results in this study can be seen in the following figure.

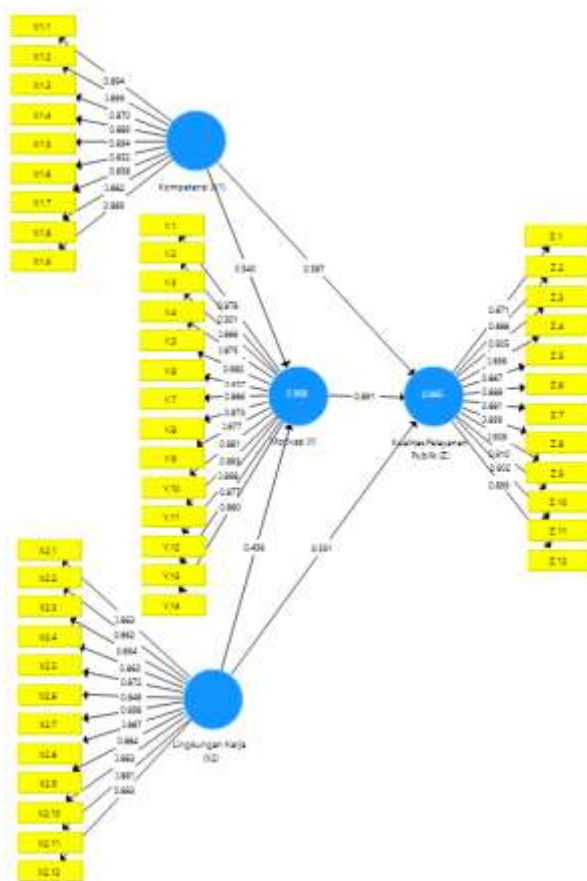


Figure 1. Full Outer Model

Based on the outer loading results displayed in Figure 1 above, it can be concluded that all indicators in each research variable, namely Competence (X1), Work Environment (X2), Motivation (Y), and Public Service Quality (Z), have loading values above 0.70. This indicates that each indicator has excellent convergent validity and is suitable for use to represent its construct. In the context of Partial Least Squares Structural Equation Modeling (PLS-SEM), an outer loading value exceeding 0.70 indicates that the indicator makes a strong contribution to the latent variable it measures.

Furthermore, based on the results of the reliability test, the Composite Reliability and Cronbach Alpha values for the four variables were above 0.70, which is the minimum threshold for declaring a construct reliable in a PLS (Partial Least Squares)-based measurement model. Thus, these results indicate that all measurement instruments in this study have been proven reliable, both in terms of internal consistency and indicator stability. This strengthens the validity of the instruments used and provides a strong foundation for proceeding to the structural model analysis stage. This high reliability also indicates that the research results can be trusted to describe the relationships between variables in the model.

**b. Inner Model Evaluation**

Testing and evaluation of the inner model is carried out for the hypothesis on the influence of exogenous variables on endogenous variables by comparing the results of the p value of the path coefficient with a significance level of  $\alpha = 0.05$ . The test can be said to be very significant if the p value is smaller than or equal to 0.05 ( $p \text{ value} \leq 0.05$ ) or using the t table value of 1.96 with the criteria for rejecting and accepting the hypothesis, namely if the t-statistic  $>$  t count then the hypothesis is rejected, and if the t-statistic  $<$  t count then the hypothesis is accepted.

**1) R-Square**

In assessing a model with PLS, we begin by looking at the R-square for each dependent latent variable (Hair et al., 2017). Table 3 shows the results of the R-square estimation using SmartPLS 3:

**Table 3. R Square Results**

Variabel	R Square
<b>Motivation (Y)</b>	0,968
<b>Quality of Public Services (Z)</b>	0,895

Source: Data Processing with PLS, 2025

Based on Table 3, the R-square value for motivation was 96.8 percent, and for public service quality, 89.5 percent. This indicates that competence and the work environment have a strong influence on motivation. Furthermore, the influence of competence and the work environment on public service quality is also strong.

**2) Q Square**

Wiyono (2011), A model is considered to have relevant predictive value if the Q square value is greater than 0 ( $> 0$ ). The predictive-relevance value is obtained using the following formula. The predictive-relevance value is obtained using the formula:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0,968^2) (1 - 0,895^2)$$

$$Q^2 = 1 - (1 - 0,937) (1 - 0,801)$$

$$Q^2 = 1 - (0,063)(0,199)$$

$$Q^2 = 1 - 0,013 = 0,987$$

The result of the Q square calculation in this study is 0.987, meaning that the model in this study is suitable for explaining endogenous variables because the value of  $0.987 > 0$ .

### 3) Structural Model Testing

In SEM PLS analysis, the structural value of the model in this study can be seen from the direct effects value, also known as the path coefficient. Next, path coefficients between constructs are measured to determine the significance and strength of the relationship and also to test the hypothesis.

**Table 4. Path Coefficients**

	<b>Path Coefficient</b>
Competence (X1) -> Motivation (Y)	0.540
Work Environment (X2) -> Motivation (Y)	0.456
Competence (X1) -> Quality of Public Service (Z)	0.587
Work Environment (X2) -> Quality of Public Service (Z)	0.551
Motivation (Y) -> Quality of Public Service (Z)	0.891
Competence (X1) -> Motivation (Y) -> Quality of Public Service (Z)	0.481
Work Environment (X2) -> Motivation (Y) -> Quality of Public Service (Z)	0.406

Source: Data Processing with PLS, 2025

Based on the results of the patch coefficient analysis in Table 4 above, the following conclusions can be drawn:

- a) The direct effect of Competence on Motivation is 0.540, meaning that if Competence increases by one unit, Motivation can increase by 0.540. This effect is positive.
- b) The direct effect of the Work Environment on Motivation is 0.456, meaning that if the Work Environment increases by one unit, Motivation can increase by 0.456. This effect is positive.
- c) The direct effect of Competence on Public Service Quality is 0.587, meaning that if Competence increases by one unit, Public Service Quality can increase by 0.587. This effect is positive.
- d) The direct effect of the Work Environment on Public Service Quality is 0.551, meaning that if the Work Environment increases by one unit, Public Service Quality can increase by 0.551. This effect is positive.
- e) The direct effect of motivation on the quality of public services is 0.891, meaning that if motivation increases by one unit, the quality of public services can increase by 0.891. This effect is positive.
- f) The indirect effect of competence on the quality of public services through motivation is 0.481, meaning that if competence increases by one unit, the quality of public services can increase indirectly through motivation by 0.481. This effect is positive.
- g) The indirect effect of the work environment on the quality of public services through motivation is 0.406, meaning that if the work environment increases by one unit, the quality of public services can increase indirectly through motivation by 0.406. This effect is positive.

### c. Hypothesis Testing

Hypothesis testing is a statistical process used to determine whether sample data provide sufficient evidence to reject an initial hypothesis about a population. The goal is to make a decision about the truth of a statement or claim based on the collected data. The results of this study include testing the direct and indirect effects of the hypothesis.

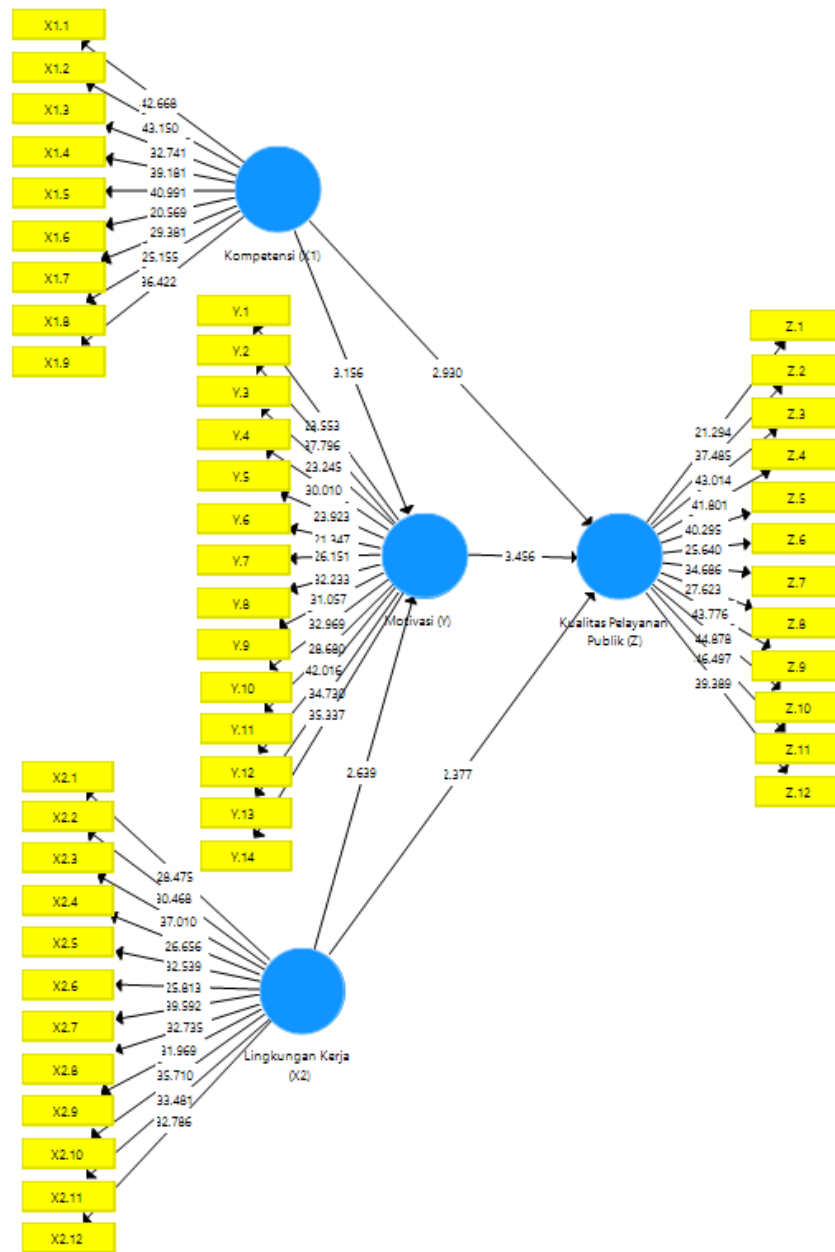


Figure 2. Bootstrapping output on SmartPLS 3.0

Apart from being seen in the image above, the results of hypothesis testing using the bootstrapping method can also be seen in the following table.

Table 5. Hypothesis Testing of Direct and Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Competence (X1) -> Motivation (Y)	0.540	0.547	0.171	3.156	0.002
Work Environment (X2) -> Motivation (Y)	0.456	0.448	0.173	2.639	0.009
Competence (X1) -> Quality of Public Service (Z)	0.587	0.538	0.200	2.930	0.004
Work Environment (X2) -> Quality of Public Service (Z)	0.551	0.472	0.232	2.377	0.018

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Motivation (Y) -> Quality of Public Service (Z)	0.891	0.860	0.258	3.456	0.001
Competence (X1) -> Motivation (Y) -> Quality of Public Service (Z)	0.481	0.491	0.242	1.992	0.047
Work Environment (X2) -> Motivation (Y) -> Quality of Public Service (Z)	0.406	0.365	0.153	2.653	0.008

Source: Data Processing with PLS, 2025

In theory, the hypothesis of the influence of exogenous variables on endogenous variables is carried out by comparing the results of the p value of the path coefficient with a significance level of  $\alpha = 0.05$ . The test can be said to be very significant if the p value is smaller or equal to 0.05 ( $p \text{ value} \leq 0.05$ ) or using the t table value of 1.96 with the criteria for rejecting and accepting the hypothesis, namely if the t-statistic > t count then the hypothesis is rejected, and if the t-statistic < t count then the hypothesis is accepted (Hair et.al., 2017).

Based on the results of the bootstrapping hypothesis testing, as shown in Table 5 above, all exogenous variables exhibit a T-statistic value > 1.96 and a P-value < 5% (0.05). Based on these results, it can be concluded that all hypotheses are accepted. This means that competency and work environment significantly influence employee performance, both directly and indirectly through motivation.

**Discussion**

The results of the study indicate that employee competence significantly influences the quality of public services. This is in line with the findings of Siringoringo et al. (2022) who stated that competence has a positive influence on the quality of government services. Employees who possess good knowledge, skills, and work attitudes will be able to carry out their duties effectively and professionally. Wibowo (2016) also emphasized that competence increases employee competitiveness in carrying out their work, thus impacting more optimal service quality. In the context of the Investment and One-Stop Integrated Service Office of West Tanjung Jabung Regency, the increasing number of employees participating in training from year to year demonstrates a commitment to improving the quality of human resources. However, training achievements in the ethics and integrity aspects of the State Civil Apparatus (SCA) are still relatively low, which means this aspect needs to be strengthened so that public services are not only superior in technical aspects, but also in integrity and accountability.

Furthermore, this study found that the work environment also significantly influences the quality of public services. This finding aligns with research by Zidan et al. (2022) and Irdiyanti & Syamsir (2018), which confirmed that a positive work environment can enhance employee creativity, collaboration, and performance. Data from the Investment and One-Stop Integrated Services Agency indicates an imbalance in work infrastructure, such as a lack of computers, printers, and air conditioning, which can potentially reduce employee comfort and productivity. Furthermore, non-physical aspects such as suboptimal communication between employees and unfair workload distribution can also reduce work effectiveness. Therefore, improving the work environment, both physically and non-physically, is a crucial factor in encouraging more responsive public services.

The third factor proven to be influential is employee motivation. High motivation can encourage employees to work optimally, even under limited resources. Roy et al. (2020) and Talle (2016) show that motivation is closely related to improving the quality of public services. Bangun (2012) emphasized that motivation is an internal drive that drives someone to act consciously to achieve certain goals. Research at the Investment and One-Stop Integrated Services Agency revealed that the provision of additional income and incentives for SCAs was

not evenly distributed. This can reduce work motivation because employees feel they are not receiving fair recognition for their contributions. Therefore, performance-based compensation and reward systems need to be strengthened to ensure more consistent employee motivation and impact the quality of public services.

The quality of public services, as measured by the Public Satisfaction Index (PSI) at the Investment and One-Stop Integrated Services Office of West Tanjung Jabung Regency, was in the "Very Good" category during the 2020–2024 period. However, there were fluctuations in scores, with the lowest value occurring in 2022. Service elements that tended to be weak were public complaints, infrastructure, and service completion times. This condition indicates that although the public is generally satisfied with the service, there is still room for improvement. In line with Moenir (2016), the quality of public services is not only measured by public satisfaction but also by the sustainability of service improvements made by the government. Therefore, increasing competence, improving the work environment, and strengthening employee motivation are complementary strategies to maintain consistent service quality.

Overall, this study confirms that competence, work environment, and motivation are internal factors that significantly contribute to the quality of public services. These results support Hardiansyah's (2018) view that quality public services must be supported by professional human resources, a conducive work environment, and adequate motivational support. Therefore, the Investment and One-Stop Integrated Services Office of West Tanjung Jabung Regency is expected to strengthen these three aspects simultaneously so that the public services provided not only maintain the "Very Good" category but also continue to experience continuous improvement.

## CONCLUSION

This study confirms that competence, work environment, and motivation have a significant influence on the quality of public services at the Investment and One-Stop Integrated Services Office of West Tanjung Jabung Regency. Employee competence has been proven to contribute to improving service quality, where employees with good knowledge, skills, and work ethics are able to provide services that meet the standards expected by the public. The work environment, both physical and non-physical, also affects employee productivity. Inadequate work facilities and suboptimal working relationships are factors that need to be improved to maximize performance. In addition, employee motivation plays a role as a driving factor linking competence and the work environment with service quality. Unequal provision of incentives and rewards remains a barrier that can affect employee morale. In general, although the Public Satisfaction Index (PSI) shows a "Very Good" category, this study confirms that there is still room for improvement to maintain the quality of public services sustainably.

Based on the research results, several recommendations can be put forward. First, employee competency improvement needs to be continuously carried out through technical and non-technical training that is evenly distributed to all employees, especially in aspects of ethics, integrity, and technology-based services. Second, improvements to the physical work environment such as the addition of computers, printers, air conditioners, and other work facilities must be prioritized so that employees can work more effectively and comfortably. In addition, non-physical work environments such as communication patterns, participatory leadership, and fair division of tasks need to be strengthened to create a conducive work atmosphere. Third, employee motivation can be increased through a more transparent and fair performance-based reward and compensation system, thereby encouraging employees to work more productively and commit to providing the best service. With these steps, the Investment and One-Stop Integrated Services Office is expected to be able to improve the quality of public services that not only maintain the "Very Good" category, but also be more responsive to community needs.

This study has several limitations. First, the sample size was relatively small, at 90 respondents, so the results may not fully represent the entire population of service users and employees at the West Tanjung Jabung Regency Investment and One-Stop Integrated Services Office. Second, the data collected largely used a Likert-type questionnaire, thus potentially introducing subjective bias in respondents' responses. Third, this study focused solely on the variables of competence, work environment, motivation, and quality of public services, while many other factors potentially influence service quality, such as organizational culture, leadership style, and the application of information technology. Therefore, future research is expected to expand the scope of variables, use a larger sample size, and combine quantitative and qualitative methods for more comprehensive results.

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