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The Influence of the Physical Work Environment, Competence, and Work Culture on Motivation and Their Impact on ASN Performance at Regional Office VII of the Palembang State Civil Service Agency

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Abstract: This study aims to analyze the influence of the physical work environment, competence, and work culture on motivation and their impact on the performance of State Civil Apparatus (ASN) at Regional Office VII of the State Civil Service Agency (BKN) Palembang. The background of this study is based on the importance of internal and external organizational factors in improving ASN performance, particularly through the creation of a conducive work environment, improving employee competence, and establishing a positive work culture. The research method used is a quantitative approach with an explanatory research type. The population in this study were all ASN at Regional Office VII of BKN Palembang. Sampling was carried out using a saturated sampling technique, where the entire population was used as a research sample. Data were collected through closed questionnaires and analyzed using path analysis with the help of the SPSS program to determine the direct and indirect relationships between variables. The results of the study indicate that the physical work environment, competence, and work culture have a positive and significant effect on ASN motivation. In addition, motivation has a positive and significant effect on ASN performance, and acts as a mediating variable in the relationship between the variables of the physical work environment, competence, and work culture on ASN performance. These findings indicate that improving the quality of the work environment, strengthening competencies, and implementing a good work culture will encourage higher work motivation, which will ultimately have an impact on improving the performance of ASN in the Palembang Regional Office VII of BKN.

Keyword: Physical Work Environment, Competence, Work Culture, Motivation, ASN Performance.

INTRODUCTION

Human resources (HR) are a strategic asset that determines the success of organizations, both in the public and private sectors, because the quality of individual performance directly contributes to the achievement of overall organizational goals (Hasibuan, 2016;

Mangkunegara, 2014). In the context of public organizations, the existence of professional, competent, and performance-oriented state civil servants (ASN) is a primary prerequisite for realizing effective and accountable governance. Various empirical experiences show that countries or organizations with high-quality HR are able to achieve superior performance despite having limited other resources (Salim, 2008).

However, ASN performance is not solely determined by individual capacity, but is also influenced by the surrounding organizational environmental factors. The work environment, both physical and non-physical, plays a crucial role in shaping employee comfort, work enthusiasm, and productivity (Sedarmayanti, 2017). An inadequate physical work environment, such as aging work facilities, poorly maintained infrastructure, and suboptimal technological support, can reduce work effectiveness and hinder the achievement of organizational targets. Conversely, a conducive work environment can improve employee focus, efficiency, and work quality (Mangkunegara, 2014).

In addition to the work environment, civil servant competency is a crucial factor in determining the success of the implementation of organizational tasks and functions. Competence reflects the combination of knowledge, skills, and work attitudes that enable employees to carry out their work effectively according to job demands (Hutapea & Nuriana, 2011). A mismatch between employee competency and field of work, low levels of formal education, and limited opportunities for education and training have the potential to reduce the quality of service and overall organizational performance. In the context of performance management, competency is the main foundation for employees to be able to adapt to the dynamics of work and increasingly complex performance demands (Walsh et al. in Hutapea & Nuriana, 2011).

Another equally important factor is work culture, which reflects the values, attitudes, and behaviors consistently adopted by organizational members in carrying out their work (Nawawi, 2009). A strong work culture will encourage employee discipline, commitment, and responsibility, while a weak work culture is often characterized by low compliance with regulations, lack of time discipline, and minimal initiative in work. A work culture that is not well-ingrained can hinder efforts to improve performance even though the organization has provided adequate facilities and work systems (Arianto, 2013).

In addition, work motivation plays a key role in driving employee behavior toward achieving organizational goals. Motivation is a series of processes that stimulate, direct, and maintain individual behavior toward optimal performance (Greenberg & Baron in Wibowo, 2010). In public organizations, civil servant motivation is often influenced by both intrinsic and extrinsic factors, such as recognition, responsibility, reward systems, and performance allowances. Low work motivation can be reflected in suboptimal levels of discipline, delays in work completion, and cuts in performance allowances due to non-compliance with work behavior and applicable regulations (Mangkunegara, 2014).

These phenomena are also evident at the Palembang Regional Office VII of the National Civil Service Agency (BKN), where the limited number of civil servants (ASN), the need for infrastructure upgrades, varying levels of employee competency, and the suboptimal implementation of work culture and motivation have impacted organizational performance. Several activity performance indicators remain below the set targets, accompanied by delays in completing personnel services that should follow predetermined time standards. These conditions indicate performance issues that require comprehensive scientific review.

The description clearly shows that the physical work environment, competency, and work culture are closely related to ASN work motivation, which ultimately impacts employee performance. Therefore, this study is important and relevant to empirically analyze the influence of the physical work environment, competency, and work culture on work motivation and their impact on ASN performance at the Regional Office VII of the National Civil Service

Agency (BKN) in Palembang. The results of this study are expected to provide a scientific basis for formulating HR management policies to improve ASN performance sustainably.

Based on the urgency and relevance of this research, the objectives to be achieved in this research are: 1) To find out and analyze the description of the physical work environment, competence, work culture, work motivation and ASN performance at the Regional Office VII BKN Palembang; 2) To find out and analyze the direct and indirect influence of the physical work environment, competence and work culture on employee work motivation at the Regional Office VII BKN Palembang; 3) To find out and analyze the direct and indirect influence of the physical work environment, competence and work culture on employee performance at the Regional Office VII BKN Palembang; 4) To find out and analyze the influence of motivation on employee performance at the Regional Office VII BKN Palembang; and 5) To find out and analyze the influence of the physical work environment, competence and work culture through work motivation on employee performance at the Regional Office VII BKN Palembang.

METHOD

This study uses a quantitative approach with an explanatory research type, namely research that aims to explain the causal relationship between variables through testing previously formulated hypotheses (Singarimbun & Effendi, 2012). The quantitative approach was chosen because this study focuses on objectively measuring variables and analyzing the causal relationship between the physical work environment, competence, and work culture on motivation and their impact on ASN performance at the Regional Office VII BKN Palembang (Sugiyono, 2013).

The object of this research is the State Civil Apparatus (ASN) of Regional Office VII BKN Palembang, with the analysis unit being individual employees. The independent variables in this research consist of the physical work environment (X_1), competence (X_2), and work culture (X_3), while work motivation (Y) acts as an intervening variable and employee performance (Z) as the dependent variable. The research model is designed based on the theoretical foundation of human resource management which emphasizes that employee performance is influenced by organizational and individual factors, both directly and indirectly through work motivation (Mangkunegara, 2014).

The population in this study was all ASNs working at the Regional Office VII BKN Palembang, totaling 98 people. Given the relatively small population, the sampling technique used was the census method, namely all members of the population were made respondents to the study, except the author, so that the effective sample size was 97 respondents. The use of the census aims to obtain a more comprehensive picture and avoid generalization errors due to partial sampling (Sugiyono, 2012).

Before the analysis was conducted, the data obtained were tested through validity and reliability tests to ensure the quality of the research instrument. The validity test was conducted by correlating the score of each statement item with the total score using Pearson correlation, while the reliability of the instrument was measured using the Cronbach's Alpha coefficient, with the criteria of an alpha value greater than 0.60 indicating a reliable instrument (Ghozali, 2012). Considering that the analysis technique used requires interval-scale data, the ordinal data from the questionnaire results were transformed into interval data using the Method of Successive Interval (MSI) (Riduwan & Kuncoro, 2013).

Data analysis was conducted using path analysis to examine the direct and indirect influences between variables in the research model. Path analysis was chosen because it is able to explain complex causal relationships, including the role of intervening variables in mediating the influence of independent variables on the dependent variable (Sarwono, 2012). All data processing was carried out using SPSS software, with a significance level of 5 percent. Hypothesis testing was conducted through the t-test for partial effects and the F-test for

simultaneous effects, as well as the coefficient of determination to determine the extent of the contribution of independent variables in explaining the variation of the dependent variable (Ghozali, 2012).

RESULTS AND DISCUSSION

Respondent Characteristics

The author will describe the respondents' profiles based on age, gender, education level, and length of service. Civil servants (ASN) of the Palembang Regional Office VII State Civil Service Agency, which served as the sample for this study, were given a census questionnaire. This stage was carried out after distributing the questionnaires to 97 respondents and collecting all data. The characteristics of each respondent can be identified based on the data collected through the distribution of questionnaires to participating employees. It is expected that this information will be used as input, which will be further explained as follows:

Table 1. Respondent Characteristics

| No | Respondent Characteristics | Frequency | Percentage (%) |
|---------------------------------|----------------------------|-----------|----------------|
| Gender | | | |
| 1 | Man | 53 | 54,6 |
| 2 | Woman | 44 | 45,4 |
| Age Group (Years) | | | |
| 1 | 18 – 25 | 6 | 6,2 |
| 2 | 26 – 35 | 32 | 33 |
| 3 | 36 – 45 | 39 | 40,2 |
| 4 | 45 – 55 | 18 | 18,6 |
| 5 | > 55 | 2 | 2,1 |
| Education | | | |
| 1 | High School | 3 | 3,1 |
| 2 | Diploma | 16 | 16,5 |
| 3 | Bachelor's Degree | 51 | 52,6 |
| 4 | Master's Degree | 27 | 27,8 |
| Years of service (Years) | | | |
| 1 | < 5 | 15 | 15,5 |
| 2 | 6 – 10 | 18 | 18,6 |
| 3 | 11 – 15 | 20 | 20,6 |
| 4 | 16 – 20 | 19 | 19,6 |
| 5 | > 20 | 20 | 25,8 |

Source: Primary Data Processing, 2025

Description of Research Variables

The research activity after data from all sources has been collected is data analysis. Data analysis is the part of the research activity that occurs after all data sources have been collected. Once data has been obtained from all sources, data analysis becomes the study activity. Data analysis operations include grouping data, creating data tables, presenting data for each analyzed variable, applying calculations to answer research questions, and evaluating proposed hypotheses.

However, before answering the proposed hypothesis, the author will first outline the factors that will be examined before responding to the proposed hypothesis. Using a Likert scale, descriptive analysis is used in this study to show the physical work environment, competence, work culture, work motivation, and employee performance at Regional Office VII of the National Civil Service Agency (BKN) in Palembang. The purpose of this scale is to measure the extent to which participants agree or disagree with the statements made. Descriptive analysis is used by compiling a frequency distribution table to determine whether the level of value (score) obtained for the research variables falls into the following categories: strongly agree, agree, somewhat agree, disagree, and strongly disagree.

Table 2. Description of Research Variables

| No | Variable | Item | Score | Range | Information |
|----|---------------------------|------|--------|--------------|-------------|
| 1 | Physical Work Environment | 14 | 402 | 329,9– 407,4 | Good |
| 2 | Competence | 12 | 406,16 | 329,9– 407,4 | Good |
| 3 | Work Culture | 10 | 427,1 | 407,5 – 485 | Very Good |
| 4 | Work Motivation | 16 | 413 | 407,5 – 485 | Very High |
| 5 | Employee | 19 | 395 | 329,9– 407,4 | Hight |

Source: Questionnaire Processing Results, 2025

Path Analysis Results

This analysis is a good method for explaining large data sets and identifying causal relationships. Path analysis models should be based on robust theoretically sound relationships. This development aims to establish the causality to be tested and expressed in equation form before conducting the path analysis. The results of the path analysis in this study are presented in Figure 1 below.

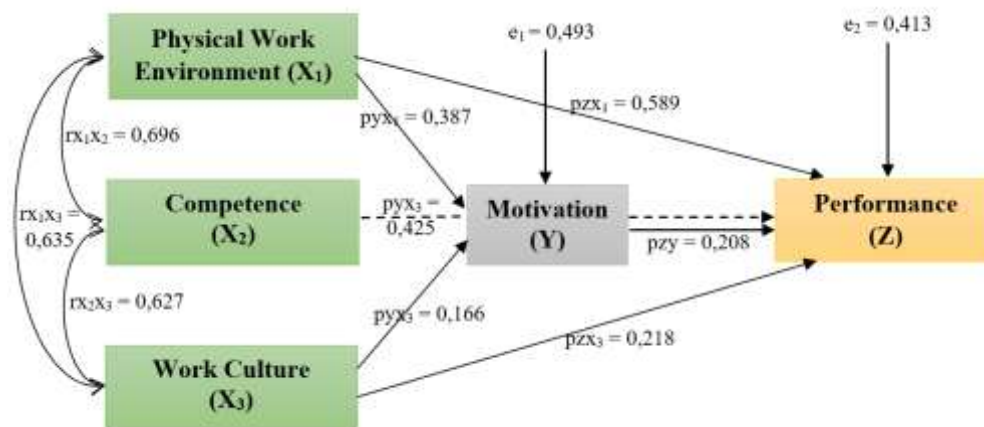


Figure 1. Causal Relationship of Path Coefficient Analysis

The path analysis in this study consists of three substructures, each of which addresses each hypothesis. The results of the path analysis for each structure will be described in detail below.

a. Structural Path Analysis 1

A single-structure path analysis was used in this study to examine the direct and indirect influence of the Physical Work Environment, Competence, and Work Culture on Motivation. The results of the single-structure path analysis in this study are presented in the following table.

Table 3. Recapitulation of the Direct and Indirect Influence of the Physical Work Environment, Competence and Work Culture on Work Motivation

| Variable | Direct | Influence | | | Sub-Total | Total Influence |
|----------------------------------------------------------------------------------------------|--------|----------------|----------------|----------------|-----------|-----------------|
| | | X ₁ | X ₂ | X ₃ | | |
| Physical Work Environment | 14,98% | | 11,45% | 4,08% | 15,53% | 30,51% |
| Competence | 18,06% | 11,45% | | 4,42% | 15,87% | 33,93% |
| Work Culture | 2,76% | 4,08% | 4,42% | | 8,5% | 11,26% |
| The magnitude of the influence of X₁, X₂ and X₃ on Y | | | | | | 75,7% |
| Other Factors | | | | | | 24,3% |

Source: Data processed for research purposes (2025)

- The direct influence of the physical work environment (X_1) on work motivation (Y) has a positive value of 14.98%, as well as the indirect influence through competence (X_2) which has a positive value of 11.45%, the indirect influence through work culture (X_3) which has a positive value of 4.08% and the total influence is 30.5%. This explains that if an organization has a good and conducive physical work environment, then this will be able to increase employee work motivation in carrying out their main tasks and functions.
- The direct influence of competence (X_2) on work motivation (Y) is positive at 18.06%, as well as the indirect influence through the physical work environment is positive at 11.45%, the indirect influence through work culture is positive at 4.42% and the total influence is 33.93%. This explains that if employees have good competence in carrying out their main tasks and functions, then the employees will always have high work motivation in carrying out their main tasks and functions.
- The direct influence of work culture (X_3) on work motivation (Y) is positive at 2.76%, as well as the indirect influence through the physical work environment is positive at 4.04%, the indirect influence through competence is positive at 4.42% and the total influence is 11.26%. This explains that if the organization has a good work culture, and is supported by a good physical work environment and employee competence, this will be able to increase employee work motivation in carrying out their main tasks and functions.
- The total direct and indirect influence of the physical work environment, competence, and work culture together on employee motivation is 75.7%, where this figure explains that the physical work environment, competence, and work culture directly contribute to employee work motivation by 75.7%. This value also explains the R Square value in the following Determination Coefficient.

Table 4. Determination Coefficient of Physical Work Environment, Competence and Work Culture on Work Motivation

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .870 ^a | .757 | .747 | 2.8639 |

a. Predictors: (Constant), X3_WorkCulture, X2_Competence, X1_Physical Work Environment

b. Dependent Variable: Y_Motivation

b. Structural Path Analysis 2

A two-way structural path analysis was used in this study to examine the influence of the Physical Work Environment, Competence, and Work Culture on Performance. The results of the two-way structural path analysis are presented in the following table.

Table 5. Recapitulation of the Direct and Indirect Influence of the Physical Work Environment, Competence and Work Culture on Performance.

| Variable | Influence | | | Sub-Total | Total Influence | |
|-------------------------------------------------------------------------------------------------------|-----------|----------|-------|-----------|-----------------|--------|
| | Direct | Indirect | | | | |
| | | X_1 | X_2 | X_3 | | |
| Physical Work Environment | 34,69% | | 8,35% | 8,15% | 16,68% | 51,37% |
| Competence | 4,33% | 8,53% | | 2,84% | 11,37% | 15,70% |
| Work Culture | 4,75% | 8,15% | 2,84% | | 10,99% | 82,81% |
| The magnitude of the influence of X_1, X_2 and X_3 on Y | | | | | | 82,81% |
| Other Factors | | | | | | 17,19% |

Source: Data processed for research purposes (2025)

- The direct influence of the physical work environment (X_1) on performance (Z) has a positive value of 34.69%, as well as the indirect influence through competence (X_2) which has a positive value of 8.53%, the indirect influence through work culture (X_3) which has a positive value of 8.15% and the total influence is 51.37%. This explains that if the organization has a good and conducive physical work environment, then employees will always be able to provide optimal work results for the organization.
- The direct influence of competence (X_2) on performance (Z) is positive at 4.33%, as well as the indirect influence through the physical work environment is positive at 8.53%, the indirect influence through work culture is positive at 2.84% and the total influence is 15.7%. This explains that if employees have good competence in carrying out their main tasks and functions, and are also supported by a good physical work environment, as well as a good work culture, then the employee will always be able to provide optimal work results for the organization.
- The direct influence of work culture (X_3) on performance (Z) is positive at 4.75%, as well as the indirect influence through the physical work environment is positive at 8.15%, the indirect influence through competence is positive at 2.84% and the total influence is 15.75%. This explains that if the organization has a good work culture, and is supported by a good physical work environment, employees have good competence, then employees will always be able to provide optimal work results for the organization.
- The total direct and indirect influence of the physical work environment, competence, and work culture together on employee performance is 82.81%, where this figure explains that the physical work environment, competence, and work culture directly contribute to employee performance by 82.81%. This value also explains the R Square value in the following Determination Coefficient.

Table 6. Determination Coefficients of Physical Work Environment, Competence, and Work Culture on Performance

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .911 ^a | .828 | .822 | 2.5573 |

a.Predictors: (Constant), X3_WorkCulture, X2_Competence, X1_Physical Work Environment

b.Dependent Variable: Z_Performance

c. Structural Path Analysis 3

The third sub-structure path analysis in this study aims to answer the fourth research objective, namely to determine the influence of Motivation (Y) on Employee Performance (Z). Based on the calculation process, the following results were obtained:

- From the calculation process above, the direct influence of motivation (Y) on performance (Z) was 71.4%, this shows that motivation directly influences employee performance at Regional Office VII of BKN Palembang. This explains that if employees have high work motivation in carrying out their main duties and functions, then the employee will be able to provide good work contributions in an effort to achieve the organization's vision and mission.

d. Structural Path Analysis 4.

The fourth sub-structure path analysis in this study is to answer the fifth research objective, namely to determine the influence of the Physical Work Environment (X_1), Competence (X_2), and Work Culture (X_3) through Motivation (Y) on Employee Performance (Z).

- The physical work environment on performance through motivation has an influence of 19.26%, the influence of the physical work environment on performance through

competence and motivation is 14.72%, the influence of the physical work environment on performance through work culture and motivation is 5.25%, and the total influence is 39.23% where this figure explains that the physical work environment through motivation contributes to employee performance at Regional Office VII BKN Palembang.

- The influence of competence on employee performance through work motivation is 7.47%, the influence of competence on performance through the physical work environment and work motivation is 4.73%, the influence of competence on performance through work culture and work motivation is 1.83% and the total influence is 14.03% where this figure explains that competence through motivation contributes to employee performance at Regional Office VII BKN Palembang.
- The influence of work culture on employee performance through work motivation is 3.06%, the influence of work culture on performance through the physical work environment and work motivation is 4.53%, the influence of work culture on performance through competence and work motivation is 4.91% and the total influence is 12.5% where this figure explains that work culture through motivation contributes to employee performance at Regional Office VII BKN Palembang.
- The direct influence of the physical work environment, competence, and work culture together through motivation on employee performance is 29.79%, the indirect influence is 35.97%, and the total influence is 65.76%. Thus, together, the variables of the physical work environment, competence, and work culture through motivation contribute to employee performance at Regional Office VII of the National Civil Service Agency (BKN) Palembang.

Hypothesis Testing Results

Based on the results of data analysis from the three analysis structures carried out, they are summarized in the following table.

Table 7. SPSS Output of Three Sub Structures.

| Hypothesis | t | F | Sig. | Decision |
|--------------|--------|---------|-------|----------|
| X1,X2,X3 – Y | - | 71,717 | 0,000 | Accepted |
| X1 – Y | 4,376 | - | 0,004 | Accepted |
| X2 – Y | 4,856 | - | 0,000 | Accepted |
| X3 – Y | 2,043 | - | 0,045 | Accepted |
| X1,X2,X3 – Z | - | 111,609 | 0,000 | Accepted |
| X1 – Z | 7,955 | - | 0,000 | Accepted |
| X2 – Z | 2,831 | - | 0,006 | Accepted |
| X3 – Z | 3,191 | - | 0,002 | Accepted |
| Y – Z | 13,312 | - | 0,000 | Accepted |

Source: Data processed from SPSS 25.0 for Windows output

In theory, the hypothesis is simultaneously carried out through the F test (simultaneous) with the decision-making criteria if the calculated F value obtained $> F$ table, then the hypothesis is accepted, which means there is an influence of the independent variables observed together on the dependent variable. Or it can also be seen from the significance value. If $Sig < 0.05$ (5%), then the hypothesis is accepted, conversely if $Sig > 0.05$ (5%), then the hypothesis is rejected, which means there is no influence of the independent variables observed together on the dependent variable (Ghozali, 2012).

Meanwhile, partial testing is carried out through a t-test (partial) with the decision-making criteria if the calculated t value obtained is $> t$ table, then the hypothesis is accepted, which means there is an influence of the independent variable observed partially on the dependent variable. Or it can also be seen from its significance value. If $Sig < 0.05$ (5%), then

the hypothesis is accepted, conversely if $\text{Sig} > 0.05$ (5%), then the hypothesis is rejected, which means there is no influence of the independent variable observed partially on the dependent variable (Ghozali, 2012).

Based on the results of the hypothesis testing conducted on the three structures as shown in Table 7 above, it appears that all independent variables have a Sig value $< 5\%$ (0.05). Based on these results, it can be concluded that all hypotheses are accepted. This means that there is a significant influence of the physical work environment, competence, and work on employee performance, both directly and indirectly through motivation.

Discussion

The results of this study indicate that the physical work environment has a significant influence on the work motivation of ASN at the Regional Office VII of the National Civil Service Agency (BKN) in Palembang. This finding confirms that the physical condition of the workplace, such as the adequacy of facilities and infrastructure, comfort of the workspace, lighting, air circulation, and technological support, are fundamental factors that influence the psychological condition of employees. Conceptually, a good physical work environment will create a sense of security and comfort, thereby increasing concentration, reducing fatigue, and encouraging employee work enthusiasm (Sedarmayanti, 2017; Mangkunegara, 2014). Empirically, the results of this study are in line with the findings of Arianto (2013) and Pratiwi and Wardana (2019) who concluded that a conducive physical work environment contributes positively to the motivation and work productivity of public sector employees.

Furthermore, competence has been shown to have a positive and significant effect on the work motivation of civil servants. These findings indicate that employees who possess knowledge, skills, and work attitudes that align with job demands tend to have higher self-confidence and an intrinsic drive to complete their work optimally. Competence enables employees to understand tasks well, minimize work errors, and increase their sense of accomplishment at work (Hutapea & Nuriana, 2011). These results support the view that competence is not only a technical factor, but also a psychological factor that plays a role in shaping work motivation (Spencer & Spencer, 2008). These findings are consistent with empirical research by Putra and Ardana (2020) which found that competence has a significant influence on the work motivation of civil servants in local government agencies.

In addition to competence, work culture also has a significant influence on ASN work motivation. Work culture reflected in discipline, commitment, responsibility, and adherence to organizational values can shape positive work attitudes and increase employee engagement. Theoretically, work culture functions as a value system that guides individual behavior within an organization and acts as a social glue that strengthens collective motivation (Nawawi, 2009; Triguno, 2018). The findings of this study align with the results of a study by Schein (2017) which stated that a strong organizational culture can increase employee motivation and loyalty. However, the suboptimal participation of employees in work culture activities at the Regional Office VII of the National Civil Service Agency (BKN) in Palembang indicates that the internalization of work culture values still needs to be strengthened so that work motivation can increase more evenly (Arianto, 2013).

The research also demonstrated that the physical work environment, competency, and work culture directly influence civil servant performance. This finding reinforces the notion that employee performance is the result of a complex interaction between working conditions, individual capacity, and organizational values. Conceptually, performance is the work results achieved by employees, both in terms of quality and quantity, in accordance with their assigned responsibilities (Mangkunegara, 2014). A less supportive work environment can reduce work efficiency, while strong competency and work culture will encourage employees to work more effectively and productively (Hasibuan, 2016). This finding is consistent with the empirical

research by Ariana and Riana (2013), which concluded that the work environment and competency significantly influence the performance of public sector employees.

Furthermore, this study found that work motivation significantly influences ASN performance. Motivation acts as a driving force that directs, intensifies, and maintains employee work behavior in achieving organizational goals (Greenberg & Baron in Wibowo, 2010). Highly motivated employees tend to demonstrate better work discipline, high initiative, and a willingness to complete work on time according to standard operating procedures. This finding aligns with the theory of needs and motivation, which states that fulfilling intrinsic and extrinsic needs will improve individual performance (Robbins & Judge, 2015). Empirically, these results support research by Sutrisno (2009) and Luthans (2011), which found that work motivation significantly influences employee performance.

Furthermore, the results of this study confirm that work motivation mediates the influence of the physical work environment, competence, and work culture on ASN performance. This indicates that improving the work environment, increasing competence, and strengthening work culture will be more effective in improving performance if they can encourage employee work motivation. Conceptually, motivation functions as a psychological mechanism that bridges organizational and individual factors with performance output (Robbins & Judge, 2015). This finding is in line with empirical research by Widodo (2018) which states that motivation plays a role as an intervening variable in the relationship between the work environment and employee performance. Thus, the strategy to improve ASN performance at the Regional Office VII of the National Civil Service Agency (BKN) in Palembang needs to be directed towards a holistic approach that simultaneously integrates structural, competence, cultural, and motivational aspects.

CONCLUSION

Based on the analysis and discussion, this study concludes that the physical work environment, competency, and work culture play a significant role in shaping the work motivation of ASN at the Regional Office VII of the National Civil Service Agency (BKN) in Palembang. An adequate physical work environment creates comfort and a sense of security at work, while competency that aligns with job demands and a strong work culture encourages intrinsic motivation among employees to perform their duties optimally. These findings indicate that organizational and individual factors simultaneously contribute to improving ASN work motivation as a prerequisite for achieving effective performance.

This study also demonstrated that the physical work environment, competency, and work culture directly influence civil servant performance. Employee performance is the result of the interaction between supportive working conditions, adequate individual capacity, and internalization of the organization's cultural values. Furthermore, work motivation has been shown to significantly influence civil servant performance, confirming that motivation serves as the primary driving force in directing employee work behavior toward achieving organizational goals.

Furthermore, the research findings confirm that work motivation serves as an intervening variable mediating the influence of the physical work environment, competency, and work culture on civil servant performance. This means that efforts to improve civil servant performance will be more effective if improvements in the work environment, competency development, and strengthening of work culture are accompanied by strategies to increase employee work motivation. Thus, this research provides a theoretical contribution in strengthening the model of the relationship between organizational factors, motivation, and performance, as well as a practical contribution to human resource management in government agencies.

Although this research was conducted systematically, there are several limitations that need to be considered. First, this study used a quantitative approach with a questionnaire instrument, so the data obtained relied heavily on the subjective perceptions of respondents. This condition has the potential to create perceptual bias that does not fully reflect objective conditions in the field. Second, this research was conducted at a single agency, namely the Regional Office VII of the National Civil Service Agency (BKN) in Palembang, so the results cannot be broadly generalized to other government agencies with different organizational characteristics, cultures, and work systems.

Another limitation is the limited use of research variables, which are limited to the physical work environment, competency, work culture, and work motivation in explaining ASN performance. Other factors such as leadership, reward systems, workload, and job satisfaction have not been accommodated in this research model. Furthermore, the cross-sectional research design is unable to capture the dynamics of changes in employee motivation and performance over the long term. Therefore, further research is recommended to develop the research model by including additional variables, expanding the research object, and using a longitudinal approach or qualitative methods to gain a deeper understanding.

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