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The Influence of Diligence and Competence Through Motivation on The Performing of State Civil Apparatus

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Abstract: The purpose of this scientific study is to assess how diligence and competence affect state civil servants' (ASN) motivation, motivation on Performing, diligence and competence on Performing, and diligence and competence through motivation on Performing. The General Bureau of the Regional Secretariat of Jambi Province, Indonesia, served as the study site. Both primary and secondary data were used in this investigation. 91 respondents made up the research sample. Saturated sampling was employed in the sample procedure. Both quantitative and descriptive analysis were used in the analysis process. Path study with the Partial Least Squares (PLS) method was employed in the quantitative study, Software called SmartPLS 4.0 was used to help process data. The outcomes demonstrated that motivation was positively and significantly impacted by competence and diligence. Competence significantly and favorably affected ASN Performing, whereas diligence had no discernible impact. The impact of motivation on ASN Performing was both positive and significant. ASN Performing at the General Bureau of the Jambi Province Regional Secretariat was positively and significantly impacted by diligence and competence through incentive.

Keywords: Diligence, Competence, Motivation, ASN Performing

INTRODUCTION

Human resource (HRM) management is an organization's way of maintaining the existence of all its components. All organizations must be able to optimize the capabilities of their human resources to achieve their goals. However, this is not simple; it requires a thorough understanding of the organization and a well-developed development strategy to ensure that an organization's human resources are utilized as needed. Problems that arise when human resource management is incorrect include decreased Performing. Organizational success depends on Performing, efficiency, honesty, perseverance, and integrity. In all organizations, managers must carry out the functions of planning, organizing, leading, and controlling. However, this does not mean that management is always carried out in the same manner (Robbin and Judge 2018).

According to Zahari et al. (2022), human resources are essential to all organizational activities. An organization's operations cannot be successfully carried out without the assistance

of dependable human resources, even with plenty of buildings, infrastructure, and finance. This indicates that human resources are an important component that needs to be taken into account together with all other requirements (Mondy, 2019). The success of an organization's operations is largely dependent on its people resources. In accordance with the constantly shifting dynamics of the environment, firms are under growing pressure to acquire, develop, and retain quality human resources (Busro, 2020).

Performing is a comprehensive view of an organization's condition over a specific period of time. It represents the results or achievements influenced by the organization's operational activities in utilizing its resources. Performing is a crucial factor because organizational progress depends on its human resources. If Performing improves, the chances of achieving organizational goals are greater, but if Performing declines, it can lead to organizational setbacks and the organization's inability to sustain its operations (Hasibuan, 2017).

Civil servants (ASN), as part of government employees, are the backbone of government functions. They have various goals, expectations, and needs that must be met. The organization's ability to accomplish its declared goals and objectives is greatly impacted by this. Diligence, competence, and motivation are among of the elements that improve ASN Performing.

An employee's strong feeling of accountability for the work they are given is shown in their good diligence. The development of an organization and the increasing technological advancements in that organization lead to frequent changes and an expansion of the work performed by each employee. Thus, attaining organizational goals requires a high level of work diligence (Astuti & Rahardjo, 2021). Research by Purnomo & Hasanah (2023) indicates that work diligence significantly impacts ASN Performing.

In addition to diligence, competence is an equally important component in influencing Performing, with the competency variable significantly influencing Performing. Competence is not always defined as a person's knowledge or expertise, but also a person's desire to apply what they know to provide benefits. Abundant resources without adequate human resource competency will be wasted because they cannot be managed and utilized effectively (Sinambela, 2016). However, if managed by qualified human resources, they will certainly produce optimal results.

Research by Lianasari & Ahmadi (2022) found that competency significantly influences civil servant Performing. Meanwhile, research conducted by Basori et al. (2017) and Pariesti et al. (2022) found that competency has no direct impact on Performing.

Performing and motivation are intimately linked. According to Smith, Performing is the outcome of an individual's process (work) (Suwatno and Priansa, 2011). Performing can be influenced by motivation. Motivation has a significant influence on Performing, both intrinsic and extrinsic. Maximum Performing can be achieved through high motivation. Motivation plays a significant role as a driving force in igniting an individual's desire to achieve maximum Performing. Furthermore, a motivated individual will be more effective and efficient, producing significantly better Performing than an unmotivated individual. He added that without motivation to work, employees are less enthusiastic about their work and more quickly give up when they fail (Suswati, 2022).

The problem that arises from mismanagement of human resources is a decline in civil servant (ASN) Performing. This is still far from expectations, as many ASN are still incompetent and not placed according to their areas of expertise. One of the Regional Apparatus Organizations in the Jambi Provincial Government is the General Bureau, which falls under the Regional Secretariat (Setda) of Jambi Province.

Improving ASN Performing in the General Bureau of the Jambi Provincial Secretariat is expected to lead a government agency towards achieving its stated goals. However, the problem faced is a decline in ASN Performing. Several obstacles remain, including a lack of

employee motivation, such as a lack of recognition for employees who complete work on time, which makes employees less enthusiastic about coming to the office. Consequently, some employees still violate work diligence, such as being absent, arriving late, or leaving early.

The author is interested in conducting research to examine the impact of diligence and competence on motivation, the impact of motivation on ASN Performing, and the impact of diligence and competence through motivation on ASN Performing at the General Bureau of the Jambi Provincial Secretariat, based on a number of phenomena that have been proposed.

METHOD

The Jambi Provincial Secretariat's General Bureau in Indonesia served as the research site. This study made use of both primary and secondary data. Sugiyono in Sudirman et al. (2020) defines primary data as information that the researcher personally gathers from original sources, whereas secondary data is information that is published, used by the organization, or documented. ASN Performing (Z) was the dependent (endogenous) variable in this study, while diligence (X1) and competence (X2) were the independent (exogenous) variables. Motivation (Y) was the mediating variable.

All 91 ASN workers at the Jambi Provincial Secretariat's General Bureau made up the study's population. If there are fewer than 100 people in the population, the complete sample is taken, according to Arikunto (2012). On the other hand, 10–15% or 20–25% of the population may be seized if the population exceeds 100. The entire population was sampled because there were only 100 responders in the survey. The census method (saturated sampling) was employed as the sample strategy. Saturated sampling, according to Sugiyono (2018), is a sampling method that uses every member of the population as a sample. Path Analysis utilizing the Partial Least Squares (PLS) method was utilized in statistical analysis. The software SmartPLS 4.0 helped with data processing.

RESULTS AND DISCUSSION

Descriptive Research Variables

The replies of the participants to each indicator of the variables under investigation were examined using descriptive analysis of the study's data. The following table displays the answers of surveys given to 91 respondents about the analysis variables of ASN Performing, competence, motivation, and diligence at the General Bureau of the Jambi Provincial Secretariat:

Table 1. Results of Descriptive Analysis per Variable

No	Variable	Item	Total Score	Range Scale	Category
1	Diligence (X ₁)	8	2991	2475,4 – 3075,5	High
2	Competence (X ₂)	7	2709	2675,4 - 3185	Very High
3	Motivation (Y)	14	5325	4331,6 – 5350,7	High
4	Civil Servant Performing (Z)	12	4539	3712,8 – 4586,3	High

Source: Primary data, processed, 2025

The study's findings show that every employee had a favorable opinion on ASN Performing, competence, motivation, and diligence. Each variable's overall score was as follows: motivation was 5325, classified as high, competence was 2709, classified as very high, and diligence was 2991, classified as high. The public service quality variable had a high score of 4539.

Measurement Model Test (Outer Model)

a. Convergent Acceptability Test

1) Loading Factor

The following figure displays the outcomes of the preliminary research model computations using SmartPLS 4.0 software:

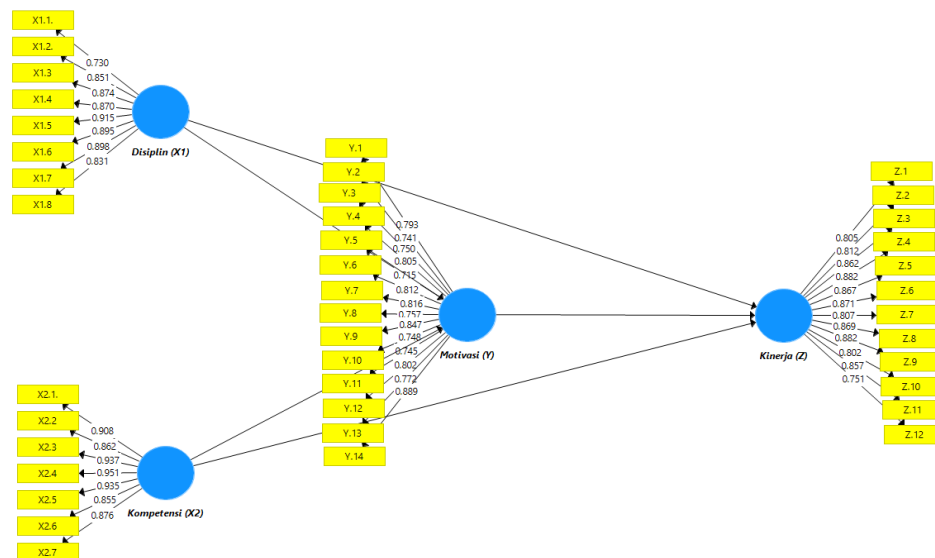


Figure 1. Outer Model Output Results

Every indicator for every research variable—diligence (X1) and competence (X2), motivation (Y), and ASN Performing (Z)—has loading values over 0,70, according to the outer loading data shown in Figure 1. This shows that each indication has good convergent Acceptability and may be used to represent its construct.

2) Average Variance Extracted (AVE)

The average variance extracted (AVE) is an additional metric for assessing convergent Acceptability at the construct level. According to the measurement model (outer model), if the AVE value is higher than 0,50, convergent Acceptability is deemed to have been met. These are the AVE values:

Table 2. Average Variance Extracted Values

Variable	AVE Value	Description
Diligence (X ₁)	0,739	Acceptable
Competence (X ₂)	0,705	Acceptable
Motivation (Y)	0,817	Acceptable
Civil Servant Performing (Z)	0,619	Acceptable

Source: Data Processing with Smart PLS Version 4.0 (2025)

Table 2 shows that all AVE values are above 0,5, indicating that the AVE value for each construct or indicator in the research variable can be declared Acceptable. Based on this, it can be concluded that the construct has met the Acceptability test at the convergent stage.

b. Discriminant Acceptability Test

The purpose of the discriminant Acceptability test is to make sure that every notion in every latent variable is different from the other variables by using cross-loading values. If an indicator's cross-loading value for its variable is more than 0.7 or the largest among the other variables, it is deemed to meet discriminant acceptability. The following are the discriminant acceptability test findings:

Table 3. Cross-Loading

Item	Diligence (X1)	Competence (X2)	Motivation (Y)	Civil Servant Performing (Z)
X1,1.	0,730	0,537	0,528	0,557
X1,2.	0,851	0,586	0,590	0,519
X1,3	0,874	0,629	0,631	0,583
X1,4	0,870	0,621	0,646	0,557
X1,5	0,915	0,648	0,629	0,599
X1,6	0,895	0,565	0,662	0,561
X1,7	0,898	0,637	0,611	0,601
X1,8	0,831	0,556	0,617	0,574
X2,1.	0,593	0,908	0,739	0,747
X2,2	0,588	0,862	0,743	0,699
X2,3	0,613	0,937	0,783	0,712
X2,4	0,620	0,951	0,779	0,726
X2,5	0,672	0,935	0,762	0,710
X2,6	0,653	0,855	0,749	0,778
X2,7	0,660	0,876	0,763	0,728
Y,1	0,636	0,765	0,793	0,742
Y,2	0,652	0,647	0,741	0,517
Y,3	0,586	0,678	0,750	0,636
Y,4	0,538	0,628	0,805	0,566
Y,5	0,627	0,654	0,715	0,516
Y,6	0,586	0,679	0,812	0,767
Y,7	0,518	0,706	0,816	0,607
Y,8	0,538	0,728	0,757	0,609
Y,9	0,592	0,742	0,847	0,690
Y,10	0,520	0,529	0,748	0,726
Y,11	0,513	0,529	0,745	0,741
Y,12	0,522	0,680	0,802	0,711
Y,13	0,513	0,580	0,772	0,481
Y,14	0,525	0,667	0,889	0,620
Z,1	0,526	0,615	0,713	0,805
Z,2	0,545	0,639	0,719	0,812
Z,3	0,545	0,640	0,686	0,862
Z,4	0,524	0,661	0,679	0,882
Z,5	0,567	0,710	0,696	0,867
Z,6	0,553	0,725	0,697	0,871
Z,7	0,661	0,739	0,774	0,807
Z,8	0,553	0,700	0,678	0,869
Z,9	0,511	0,699	0,646	0,882
Z,10	0,581	0,716	0,715	0,802
Z,11	0,502	0,647	0,596	0,857
Z,12	0,580	0,611	0,621	0,751

Source: Data Processing with Smart PLS Version 4.0 (2025)

According to Table 4, the composite reliability and Cronbach's alpha test results show that all variables can be regarded as trustworthy and dependable because their composite reliability values are greater than 0.70. This implies that the research data can be utilized to generate the best research.

Structural Model Test (Inner Model)

The direct effects value, often referred to as the path coefficient in SEM PLS analysis, reveals the structural model value in this investigation. After that, path coefficients between constructs are calculated to assess the hypothesis and ascertain the importance and strength of the association.

1) R-Square

The model's capacity to explain the variance in the dependent variables is gauged by the coefficient of determination (R²). The combined capacity of exogenous latent variables to predict endogenous variable constructs is measured by the coefficient of determination. In other words, the coefficient shows how much of the variance in the endogenous construct can be accounted for by all relevant external constructs. This criterion is adjusted based on how many exogenous variable constructions there are. The results of R-square estimate using SmartPLS 4.0 are displayed in Table 4:

Table 5. R-Square Values

Variable	R-Square
Motivation (Y)	0,721
Civil Servant Performing (Z)	0,741

Source: Data Processing with Smart PLS Version 4.0 (2025)

The table shows that the R-square value for the diligence variable reached 72.1%, and for ASN Performing it reached 74.1%. This demonstrates that diligence and competence have a strong influence on motivation. Furthermore, diligence and competence also have a strong impact on ASN Performing.

2) Q Square

According to Wiyono (2011), if the Q square value is more than 0 (> 0), the model is deemed to have predictive relevance. The following formula is used to get the predictive relevance value:

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

$$Q^2 = 1 - (1 - 0,721^2) (1 - 0,741^2)$$

$$Q^2 = 1 - (1 - 0,520) (1 - 0,549)$$

$$Q^2 = 1 - (0,480)(0,451)$$

$$Q^2 = 1 - 0,216$$

$$Q^2 = 0,784$$

This study's Q2 calculation result was 0,784, which indicates that the model was classified as strong and declared predictive relevance because the value was $0,784 > 0$.

3) Effect Size-F

The F-score number, which is used to assess the model's goodness-of-fit, reveals effect size-F. According to Ghazali and Latan (2012), F-score values of 0,02, 0,15, and 0,35 indicate whether the latent variable predictor has a moderate, medium, or substantial influence at the structural level. The following table can be used to calculate the effect size-F value:

Table 6. F-score Values

Variable	Motivation (Y)	Civil Servant Performing (Z)
Diligence (X1)	0,127	0,012
Competence (X2)	0,881	0,139
Motivation (Y)		0,182

Source: Data Processing with Smart PLS Version 4.0 (2025)

Based on Table 6, the F effect sizes can be seen in the following explanation.

- The F-score value of diligence on motivation is 0,127, indicating that the F effect size of the connection between these variables is categorized as medium.
- The F-score value of competence on motivation is 0,881, indicating that the F effect size of the connection between these variables is categorized as large.

- c) The F-score value of diligence on ASN Performing is 0,012, indicating that the F effect size of the connection between these variables is categorized as weak.
- d) The F-score value of competence on ASN Performing is 0,139, indicating that the F effect size of the connection between these variables is categorized as medium.
- e) The F-score value of motivation on ASN Performing is 0,182, indicating that the F effect size of the connection between these variables is categorized as medium.

4) Goodness of Fit Index (GoF)

The combined performance of the measurement model and the structural model is acceptable using this GoF index as a single metric. The objective of this evaluation is to evaluate the PLS model's performance by concentrating on forecasting the model's overall performance, which can be determined using the following formula:

$$GoF = \sqrt{AVE \times R^2}$$

The criteria are 0.10 for GoF small, 0.25 for GoF medium, and 0.36 for GoF large, according to Ghazali and Latan (2012).

$$GoF = \sqrt{0,720 \times 0,731} = 0,725$$

The GoF value of 0.725 in the aforementioned data indicates that the instrument must have a GoF greater than 0.36. A GoF value of 0.725 means that the obtained sample data fits the model under study. The model is robust, enabling hypothesis testing, according to the R², Q², and GoF tests.

Structural Model

The Results for Inner Weights in the accompanying figure show the outcomes of the Inner Model (structural model) testing utilizing bootstrapping to ascertain the total influence of exogenous variables on endogenous variables:

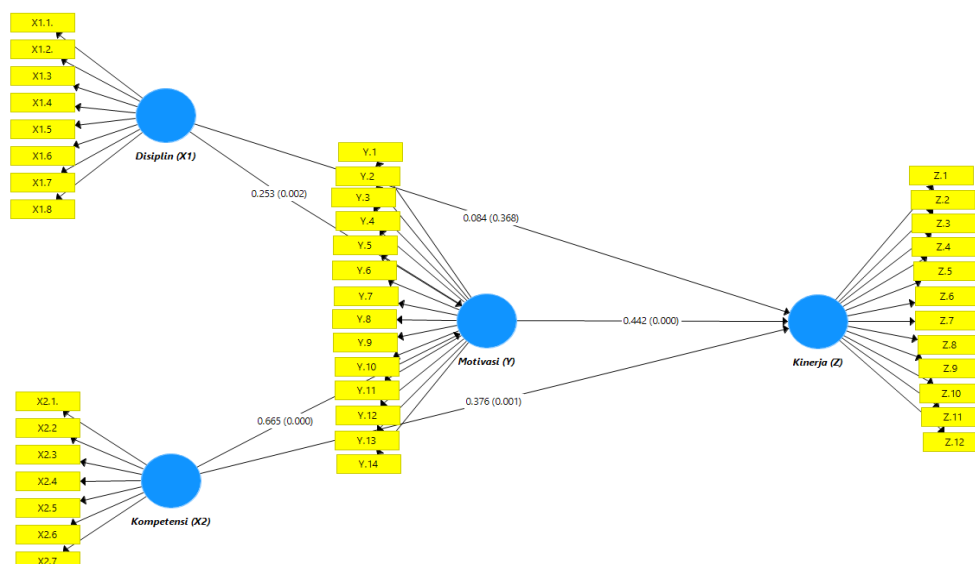


Figure 2. Bootstrapping Output

Hypothesis Testing

The goal of hypothesis testing is to demonstrate that the research statement or hypothesis is acceptable. The bootstrap resampling method is used to test this hypothesis. The

t-table value and the t-statistic value produced by the bootstrap procedure are compared for testing. If the t-statistic value exceeds the t-table value, the hypothesis is accepted (supported). Assumptions are determined using a t-table or normal distribution table.

Prior to testing a hypothesis, ascertain the test format, degrees of freedom (df), and significance level as the test probability, represented by α (alpha). The possibility or risk of mistake in the test results is indicated by the significance level. The test results always have a 5% chance of being incorrect and a 95% chance of being correct because the significance level employed in this study is 5%, or 0.05. A two-way test was used in this investigation. When developing the hypothesis under test, two choices emerged, which is why this two-way test was chosen. We utilized the df (degrees of freedom) formula to find the t-table: $df = n - k$

Where n is the number of observations (sample size) and k is the number of variables (independent and dependent). The number of observations in the study was 91 samples, while the number of variables studied was 4. Therefore, the result is $df = 91 - 4 = 87$. Therefore, the t-table value for a 5% significance level can be obtained using a two-way test with a p-value of 0,05 (5%) and a degree of freedom of 1.98.

To answer the hypothesis proposed in this study, the results of the Bootstrapping (Path Coefficient) can be seen, both for direct and indirect effects, as follows:

a. Direct Effect

The Direct Effect is a test to determine the direct connection between variables.

Table 7. Results for Direct Effect

Direct Effect	Original Sample (O)	T-Statistics (O/STDEV)	P Values
Diligence (X1) -> Motivation (Y)	0,253	3.134	0,002
Competence (X2) -> Motivation (Y)	0,665	8.324	0,000
Diligence (X1) -> Civil Servant Performing (Z)	0,084	0,901	0,368
Competence (X2) -> Civil Servant Performing (Z)	0,376	3.351	0,001
Motivation (Y) -> Civil Servant Performing (Z)	0,442	4.547	0,000

Source: Data Processing with Smart PLS Version 4.0 (2025)

Based on Table 7, the following explanation can be obtained:

a) The Effect of Diligence on Motivation

The results of this test indicate that the connection between diligence and motivation demonstrates a path coefficient of 0,235. The t-statistics value is $3.134 > 1.98$, and the P-value is 0,002, which is less than 0,05, so hypothesis H1 is accepted. These results indicate that diligence has a positive and significant effect on motivation. This means that increasing diligence will significantly increase motivation.

b) The Effect of Competence on Motivation

The results of this test indicate that the connection between competence and motivation demonstrates a path coefficient of 0,376. The t-statistics value is $8.324 > 1.98$, and the P-value is 0,000, which is less than 0,05, so hypothesis H1 is accepted. These results indicate that competence has a significant and positive effect on motivation. This means that increasing competence will also increase motivation.

c) The Effect of Diligence on Performing

According to the test's results, there is a route coefficient of 0.084 between diligence and ASN Performing. The hypothesis H1 is rejected since the t-statistics value is $0.901 < 1.98$ and the P-value is 0.368, both of which are more than 0.05. These findings suggest that diligence

has little bearing on ASN performance. This indicates that greater diligence does not result in higher ASN performance.

d) The Effect of Competence on Performing

The test's findings show that there is a 0.442 path coefficient between competence and ASN Performing. The hypothesis H1 is accepted since the P-value is 0.001, which is less than 0.05, and the t-statistics value is $3.351 > 1.98$. These findings show that competency significantly and favorably affects ASN performance. Increased expertise will hence enhance ASN performance.

e) The Effect of Motivation on Performing

The test's findings show that there is a route coefficient of 0.551 between motivation and ASN performance. The hypothesis H1 is accepted since the P-value is 0.000, which is less than 0.05, and the t-statistic value of 4.547 is greater than 1.98. These findings suggest that motivation influences ASN performance in a favorable and substantial way. Thus, higher motivation will enhance ASN performance.

b. Indirect Effect

One test to ascertain the indirect relationship between variables is the indirect impact. The table below shows the indirect connection:

Table 8. Results for Indirect Effect

<i>Indirect Effect</i>	Original Sample (O)	T Statistics (O/STDEV)	P Values
Diligence (X1) -> Motivation (Y) -> Civil Servant Performing (Z)	0,112	2.661	0,008
Competence (X2) -> Motivation (Y) -> Civil Servant Performing (Z)	0,294	3.672	0,000

Source: Data Processing with Smart PLS Version 4.0 (2025)

Based on Table 7, the following explanations can be obtained:

a) The Motivational Impact of Diligence on Civil Servant Performance

The hypothesis test's findings show that the relationship between diligence and civil servants with a route coefficient of 0.112, a t-statistic of $2.661 > 1.96$, and a P-value of 0.008, less than 0.05, performance through motivation is demonstrated. Hypothesis H1 is therefore approved. These findings suggest that civil servant performance is positively and significantly impacted by diligence through motivation.

b) The Influence of Competence on Civil Servant Performing through Motivation

The hypothesis test's findings show that there is a route coefficient of 0.294, a t-statistic of $3.672 > 1.96$, and a P-value of 0.000, less than 0.05, between competence and civil servant performance through motivation. Consequently, hypothesis H1 is approved. These findings show that civil servant performance through motivation is significantly and favorably impacted by the competency variable.

Discussion

Description of Diligence, Competence, Motivation, and Civil Servant Performing

According to the survey's findings, respondents' general opinions of the four factors—diligence, competence, motivation, and civil servant performance—in the Jambi Provincial Secretariat's General Bureau show positive synergy. High motivation combined with high levels of skill and diligence leads to excellent performance.

These findings show that the Jambi Provincial Secretariat's General Bureau has diligenced human resources with supportive competencies and the capacity to inspire workers to carry out their jobs to the best of their abilities. This is unquestionably a critical component of good governance, especially when it comes to the management of civil servant resources.

The Effect of Diligence on Motivation

The findings show that diligence significantly and favorably affects motivation. This result is consistent with Jufrizen & Hadi's (2021) discovery that diligence significantly and favorably affects motivation.

Because employees exhibit a high degree of diligence in performing their duties, as seen by their honesty, civility, and ability to finish tasks effectively, diligence has a positive and significant impact on motivation. They also demonstrate a high level of initiative in assisting coworkers and clearly identifying tasks and responsibilities. These abilities reflect an employee's readiness and competence in navigating the dynamics of the workplace. This diligence fosters high self-confidence and fosters positive work morale. With strong diligence, employees feel more comfortable and confident in completing tasks, which naturally fosters intrinsic motivation.

The Influence of Diligence on Performing

The results of the study indicate that diligence does not significantly impact ASN Performing. This insignificant effect is due to the persistently high number of ASN absenteeism and violations of work hour regulations over the past five years, although this has shown a decrease but is not significant. This is due to the uneven distribution of workload between individual responsibilities and capacities, and the suboptimal monitoring and evaluation system within the General Bureau of the Jambi Provincial Secretariat.

These results are inconsistent with those of Wahyudi et al. (2025) and Bisay et al. (2025), which found that diligence significantly impacts employee Performing.

The Influence of Competence on Motivation

The findings show that competency and ASN Performing are significantly correlated. This result is consistent with study by Fadli et al. (2024), which supported hypothesis H1 by finding that the Competence variable significantly and favorably affects motivation. These findings suggest that the Competence variable significantly and favorably affects motivation.

Because every civil servant (ASN) must have the academic abilities and knowledge required for their everyday responsibilities, competence has an impact on motivation. Each ASN is required to have competencies relevant to their specific professions. Each ASN needs to have knowledge pertinent to their line of work. Each ASN needs to be able to keep up with the latest advancements in their field. Adequate abilities can help ASNs meet predetermined performance goals. Each ASN has a positive attitude (pleasant and courteous) in an effort to improve services to stakeholders in the General Bureau of the Jambi Provincial Secretariat. ASNs respect organizational ethics to carry out their duties effectively.

The Influence of Competence on ASN Performing

According to the study's findings, competency significantly and favorably affects ASN performance. This implies that ASN Performing will improve if competency rises. The findings are consistent with studies by Sarumaha (2022) and Rahim et al. (2017), which discovered that expertise significantly and favorably affects ASN Performing.

Civil servants' competence affects them Performing because every government worker needs to have the academic background and abilities required to carry out their daily responsibilities. Every civil official needs to be proficient in their particular disciplines. Every civil official is required to have knowledge pertinent to their line of employment. Every civil

servant needs to be able to keep up with the latest advancements. Sufficient abilities can help government servants meet predetermined performance goals. To perform their jobs effectively, civil servants respect organizational ethics. To improve service to stakeholders in the General Bureau of the Jambi Provincial Secretariat, each civil servant must have a positive attitude (pleasant and polite).

The Influence of Motivation on Civil Servant Performing

According to study findings, civil servant performance is greatly impacted by motivation. Because motivation is an internal drive that propels people to work as efficiently as possible in order to accomplish predefined goals, it has a substantial impact on employee performance. When workers are highly motivated at work, they are more likely to be proactive, enthusiastic, and task-focused. In the end, this helps the company meet its goals (Robbins & Judge, 2018).

An important factor in determining employee performance is work motivation. In order to accomplish organizational goals, highly motivated workers are encouraged to work harder, more intelligently, and more creatively (Widodo et al., 2019). Motivated workers typically exhibit higher levels of commitment, diligence, and initiative, which eventually improves overall performance.

Zahari et al. (2024), Edi et al. (2023), Supriyono (2021), Syamsir et al. (2024), Armantari et al. (2021), and other studies that discovered a positive relationship between work motivation and employee performance are supported by the research findings.

The Influence of Diligence on Civil Servant Performing Through Motivation

The findings of the study demonstrate that public servant performance is positively and significantly impacted by diligence. This result is consistent with studies by Hutajulu et al. (2021), which discovered that motivation through work diligence has a positive and significant impact on performance.

The impact of diligence on civil servants Performing through motivation because civil servants are able to adjust to new work procedures within the General Bureau of the Jambi Provincial Secretariat, regularly finish their work on time, are proficient with work equipment, are accountable for assigned tasks, and comprehend office rules and regulations.

The Influence of Competence on Civil Servant Performing Through Motivation

The study's findings show that competence significantly and favorably influences civil servant performance through motivation. This result is consistent with studies by Fauzi et al. (2024), which discovered that employee performance is strongly impacted by competence through motivation.

Competence affects public servant performance since all civil servants need to be motivated by their work and possess academic knowledge and skills in order to do their everyday duties. Civil servants have competencies relevant to their professions. Every civil official must be knowledgeable about the subject matter of their job. Adequate skills can help public workers meet performance goals that have been set. Every civil servant at the General Bureau of the Jambi Provincial Secretariat maintains a positive attitude (pleasant and polite) in an effort to improve service to stakeholders. They uphold organizational ethics to carry out their duties effectively.

CONCLUSION

Based on the survey results, respondents' overall perceptions of the four variables—diligence, competence, motivation, and civil servant Performing—at the General Bureau of the Jambi Provincial Secretariat demonstrate a positive synergy. High levels of diligence and competence, coupled with high motivation, contribute to optimal Performing.

The results of this study also confirm that diligence and competence have a positive and significant impact on civil servant Performing, both directly and indirectly through employee motivation. This demonstrates that if employees demonstrate diligence at work, this will be reflected in their motivation to carry out their work effectively and in accordance with procedures, thus improving civil servant Performing. Meanwhile, the influence of competence through motivation on ASN Performing explains that if ASN possess high levels of skill in carrying out their duties, employee motivation will be more effective and focused, resulting in improved Performing.

This research needs to be followed up to examine other factors that can influence Performing levels more comprehensively, this is crucial so that government agencies, particularly the General Bureau of the Jambi Provincial Secretariat, can understand the various aspects that contribute to improved performing in providing quality services. Further research could also explore other variables such as service transparency, utilization of information technology, and employee commitment, which have the potential to have a significant impact. Thus, the results obtained will provide material for a more comprehensive evaluation in efforts to improve ASN Performing going forward.

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