

The Influence of Competence, Work Environment, and Work Facilities on ASN Performance at the Lolayan Sub-District Office

Ferawaty Mangundap^{1*}, Yunus Handoko², Ike Kusdyah Rachmawati³

^{1,2,3} Magister of Management, Institut Teknologi dan Bisnis Asia Malang

*Corresponding author: ferafera.fm@gmail.com

ABSTRACT

This study examines the influence of competence, work environment, and work facilities on the performance of ASN (Civil Servants) at the Lolayan Sub-District Office, Bolaang Mongondow Regency, North Sulawesi. ASN performance is a critical element in delivering effective public services at the sub-district level and requires support from competent human resources, a conducive work environment, and adequate facilities. This research employs a quantitative approach with an associative design. The study was conducted within a single sub-district office with a relatively small population of 34 ASN. Given this limited institutional scope, the findings are contextual in nature and cannot be generalized broadly to other organizations with different characteristics. A total of 33 respondents were selected using a saturated sampling technique. Data were collected through a Likert-scale questionnaire developed based on established indicators for each variable. Multiple linear regression analysis was performed using IBM SPSS version 26. The results show that competence and work environment have a positive and significant effect on ASN performance, whereas work facilities have a negative and non-significant effect ($t = -0.887$; $p = 0.382$). The negative coefficient reflects a statistical tendency within the regression model and does not indicate an actual negative relationship. Simultaneously, competence, work environment, and work facilities have a significant effect on ASN performance, with competence emerging as the most dominant factor ($\beta = 0.609$). These findings offer practical implications for strengthening ASN performance through competence development and a supportive work environment.

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Yunus Handoko, & Ike
Kusdyah Rachmawati.
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INTRODUCTION

Human resources occupy a central position in public organizations because the quality of organizational performance ultimately depends on the capacity of the individuals who carry out administrative responsibilities (Novianeli & Kurniasih, 2025). Within the framework of Human Resource Management (HRM), public officials are not regarded merely as routine administrative executors. Rather, they represent strategic assets whose planning, development, and supervision must be aligned with institutional objectives. Dessler (2013) as cited in Sinarli (2024) characterizes HRM as a strategic process that integrates workforce planning, employee development, and performance control to ensure that personnel capacity corresponds with organizational goals. In public sector institutions, this alignment is reflected most clearly through ASN performance,

which functions as a key indicator of the effectiveness of governance and public service delivery.

An examination of recent public sector research indicates that human capital investments, particularly in the form of structured training programs, play a meaningful role in enhancing ASN performance, which in turn contributes to more effective public service delivery (Ismail, 2025). When public services are delivered in a more responsive, accurate, and transparent manner, citizens tend to develop higher levels of trust in governmental institutions (Kulal et al., 2024). This pattern illustrates that performance operates not only as an internal managerial outcome but also as a strategic mechanism linking competency development to broader organizational effectiveness and public trust.

The Regulation of the Minister of Administrative and Bureaucratic Reform Number 6 of 2022 concerning ASN Performance Management (PermenPANRB) conceptualizes performance as measurable work outcomes derived from the utilization of organizational resources, assessed both quantitatively and qualitatively. Under this regulatory framework, ASN performance extends beyond the mere completion of assigned tasks. It encompasses accountability, measurable outputs, and the broader contribution of officials to institutional objectives. Strengthening ASN performance has consequently become a major agenda within bureaucratic reform, particularly for governmental units that interact directly with citizens. At the local government level, the effectiveness and efficiency of administrative services are closely linked to how well public officials execute their responsibilities. For this reason, ASN performance is evaluated not only through output indicators, but also through the capacity of officials to sustain and improve the quality of public service delivery (Dewi et al., 2023).

Referring to the Regulation of the Minister of Administrative and Bureaucratic Reform Number 6 of 2022 (PermenPANRB), ASN performance at the Lolayan Sub-District Office in this study is examined based on the achievement of Employee Performance Targets (SKP) over the past three years, as presented in the following table.

Table 1. Summary of ASN Performance Achievement at the Lolayan Sub-District Office

Year	Number of Evaluated Employees	Average SKP/Performance Score	Performance Category
2022	33	91,33	Very Good
2023	34	92,50	Very Good
2024	34	91,44	Very Good

Source: Personnel Subdivision, Lolayan Sub-District Office, 2025.

Table 1 shows that the SKP performance scores of ASN at the Lolayan Sub-District Office have consistently been categorized as “very good” over the past three years. At first glance, these figures suggest stable and satisfactory performance outcomes. Nevertheless, numerical achievements alone may not fully capture the actual conditions underlying day-to-day administrative practices. Performance appraisal systems in public

institutions are often shaped by subjective judgment and collectivist organizational culture, which can influence evaluation outcomes (Mukti & Noviyanti, 2024; Saputra & Heliyani, 2024). As a consequence, high SKP scores do not automatically guarantee that performance reflects objective and comprehensive work quality.

This situation highlights the need to examine more deeply the factors that structurally influence ASN performance. By identifying the determinants operating within the Lolayan Sub-district Office, a clearer understanding can be obtained regarding how internal and contextual elements interact in shaping performance outcomes.

The performance of public officials in public organizations is closely linked to internal attributes embedded within each ASN, particularly competence. Rather than being limited to technical expertise, competence represents the integration of knowledge, practical skills, and professional attitudes that enable officials to execute their responsibilities effectively. In the sphere of ASN professional practice, this capacity ensures that task implementation remains aligned with established position standards and the evolving demands of public service.

Empirical evidence supports the central role of competence in shaping service outcomes. Novianeli & Kurniasih (2025) report that deficiencies in the quality and competence of ASN significantly influence the effectiveness of public service delivery. This underscores the importance of individual capacity including technical mastery, problem solving ability, and managerial understanding as a foundational requirement for responsive and accountable administration. When competence is insufficient, even well designed organizational systems may struggle to produce optimal results. A number of studies have also linked competence to employee performance, although the strength of this relationship differs across institutional contexts (Yonanta et al., 2021; Susanti & Sundari, 2023; Hasbi et al., 2024; Saribulan et al., 2024; Adefrida et al., 2024). Such variation indicates that competence does not operate uniformly in every organizational setting. Its influence is shaped by structural conditions, work culture, and the characteristics of the organization itself. For this reason, examining competence within different public sector environments remains necessary in order to understand how it contributes to performance outcomes in specific institutional contexts.

Beyond competence, external organizational conditions also shape how ASN carry out their responsibilities, particularly the work environment. Nitisemito (2016), as cited in Ashari et al. (2024), describes the work environment as the set of physical and non-physical conditions surrounding employees that influence task implementation. This includes not only tangible aspects such as workspace arrangements and office infrastructure, but also interpersonal relationships and the psychological climate within the institution.

A supportive work environment facilitates communication, strengthens coordination, and fosters a workplace atmosphere conducive to productivity. When ASN perceive their working conditions as comfortable and constructive, they are more likely

to demonstrate commitment, maintain organizational loyalty, and sustain motivation in achieving performance targets, even under demanding circumstances (Zhenjing et al., 2022). In this sense, the work environment functions as an important contextual factor shaping ASN performance.

Empirical studies generally associate the work environment with ASN performance, although the magnitude and direction of its influence vary across institutional settings (Arfandi et al., 2023; Ashari et al., 2024; Gusman et al., 2023; Nilasari et al., 2025). Such variation indicates that structural characteristics, organizational culture, and contextual dynamics influence how the work environment contributes to ASN performance. Therefore, further examination within specific public sector contexts remains necessary.

Work facilities represent another supporting element that may influence the implementation of service responsibilities performed by ASN. According to Moenir (2015), work facilities encompass the infrastructure, equipment, and organizational resources provided to ensure that work processes can operate effectively and efficiently. Their presence is closely related to administrative smoothness and the overall quality of public service delivery. Nevertheless, the contribution of work facilities to ASN performance is not always decisive. While adequate infrastructure can enhance efficiency, its impact depends substantially on how officials utilize the available resources in practice. Empirical studies by (Adefrida et al., 2024; Nuraina & Rizki, 2024; Saribulan et al., 2024) reveal that the influence of work facilities on ASN performance varies across institutional contexts and does not consistently emerge as a dominant factor.

Such findings indicate that work facilities do not operate independently in shaping ASN performance. Their effect is intertwined with organizational characteristics, managerial practices, and the adaptability of ASN within specific institutional environments. For that reason, further examination across different public sector settings remains necessary to clarify their contextual role.

The interaction among competence, work environment, work facilities, and ASN performance may be understood through the perspective of General System Theory introduced by Ludwig von Bertalanffy (1950), as cited in Purwanto (2022). From this viewpoint, an organization is not merely a collection of separate units, but a structured system composed of interconnected and interdependent components. Adjustments or changes in one element inevitably influence the functioning of the system as a whole (Bertalanffy, 1950).

Applied to public organizations, competence can be positioned as the human resource subsystem that directly shapes individual capability. The work environment reflects the social and psychological conditions within which ASN operate on a daily basis. Work facilities, in turn, serve as an operational supporting subsystem that enables administrative processes to run effectively. The overall effectiveness of ASN performance emerges from the interaction among these subsystems, rather than from any

single factor operating in isolation. When these elements function in balance, organizational objectives are more likely to be achieved in a consistent and sustainable manner (Bertalanffy, 1950).

Previous empirical research has frequently examined competence, work environment, and work facilities as explanatory factors of ASN performance. Despite this extensive attention, the findings remain context dependent and exhibit considerable variation across institutional settings. Differences in organizational size, managerial practices, and work culture may contribute to these inconsistencies, particularly regarding the relative influence of each variable.

A substantial proportion of existing studies has been conducted in government institutions with comparatively larger organizational structures. In contrast, investigations centered on sub-district level bureaucracies are still limited. Such organizations typically operate with smaller personnel structures, closer interpersonal interaction, and more homogeneous working conditions. These characteristics may shape the way internal and contextual factors interact in influencing ASN performance. Even among studies conducted at the sub-district level, variations in findings persist, potentially reflecting differences in coordination patterns and resource distribution within each institution.

Against this background, the present study examines the simultaneous influence of competence, work environment, and work facilities while situating these variables within the framework of General System Theory. By doing so, it seeks to clarify the relative contribution of each subsystem in shaping ASN performance at the Lolayan Sub-District Office. The study therefore contributes both empirically and conceptually to a more nuanced understanding of the structural determinants of ASN performance in small-scale public organizations that maintain direct interaction with the community.

THEORY

ASN Performance

ASN performance functions as a central benchmark for assessing the effectiveness of governmental administration and the delivery of public services. In general terms, performance reflects the achievement of work results in accordance with the authority and responsibilities entrusted to an individual (Mangkunegara, 2000; Sedarmayanti, 2017). Within the public sector context, ASN performance extends beyond the completion of assigned duties. It encompasses the quality of outputs produced as well as the degree of accountability demonstrated in exercising official authority.

Regulation of the Minister of Administrative and Bureaucratic Reform Number 6 of 2022 concerning ASN Performance Management (PermenPANRB) frames ASN performance management as a process oriented toward measurable and transparent work outcomes that align with organizational objectives. Under this framework, performance

is evaluated not solely on task fulfillment, but on the extent to which results can be accounted for and contribute to institutional goals.

Referring to this regulatory basis, the indicators of ASN performance in this study consist of work quality, work quantity, timeliness, accountability, loyalty, and adaptability. Work quality relates to the accuracy and precision of administrative and service outputs. Work quantity concerns the ability of ASN to complete workloads in accordance with established targets. Timeliness reflects compliance with predetermined schedules and deadlines. Beyond these productivity dimensions, ASN performance also involves behavioral aspects. Accountability denotes the responsibility of officials to carry out their duties honestly and in accordance with applicable regulations. Loyalty represents commitment to organizational rules and objectives. Adaptability refers to the capacity of ASN to respond proactively to changes in procedures, tasks, and the broader dynamics of public service. These six indicators have been adjusted to the working conditions and organizational structure of the Lolayan Sub-District Office and are considered appropriate for assessing ASN performance in relation to organizational effectiveness.

Organizational effectiveness itself is determined by the organization's ability to balance inputs and outputs in both quantitative and qualitative terms (Malemi, 2023). Higher levels of effectiveness indicate stronger institutional performance overall. In this study, ASN performance at the Sub-district Office is viewed as a tangible expression of public organizational effectiveness. When officials possess sufficient competence, operate within a supportive work environment, and function under sound managerial systems, the organization is better positioned to deliver optimal public services. Accordingly, ASN performance is conceptualized not merely as an individual achievement, but as a key indicator of the broader effectiveness of governmental institutions.

Empirical research consistently positions ASN performance as the dependent variable in public sector management studies. Findings reported by Yonanta et al. (2021), Susanti & Sundari (2023), Arfandi et al. (2023), Gusman et al. (2023), Nilasari et al. (2025), Adefrida et al. (2024), Saribulan et al. (2024), Hasbi et al. (2024), Ashari et al. (2024), Nuraina & Rizki (2024), Vania et al. (2025), Darmiah et al. (2023), and Afriani et al. (2022) indicate that ASN performance is shaped by a combination of internal and external organizational determinants. This body of evidence reinforces the importance of ASN performance as a central variable for evaluating the effectiveness of public organizations, including those at the sub-district level.

Competence

Competence represents an internal attribute embedded within each ASN and plays a decisive role in shaping the quality of task execution. Rather than being confined to technical capability alone, competence encompasses a combination of knowledge, practical skills, and professional attitudes that enable officials to perform their

responsibilities effectively (Sedarmayanti, 2017). Within the ASN framework, competence reflects the overall capacity required to fulfill official duties in accordance with established standards and service demands.

The Regulation of the Minister of Administrative and Bureaucratic Reform Number 38 of 2017 concerning ASN Position Competency Standards (PermenPANRB) broadens this understanding by emphasizing that competence includes not only technical mastery but also behavioral dimensions and the core values upheld by public officials. This regulatory perspective underscores that effective performance in the public sector requires both professional expertise and ethical commitment.

Drawing from this regulatory foundation, the indicators of competence applied in this study comprise integrity, public service orientation, self-development and the development of others, technical knowledge, and the ability to utilize work tools and systems. Integrity refers to honesty, discipline, and responsibility in carrying out official duties. Public service orientation reflects the capacity to deliver services that are responsive, professional, and community focused. Self development and the development of others indicate continuous efforts to enhance individual capability while contributing to collective growth within the organization. Technical knowledge concerns understanding of main duties, work procedures, and applicable regulations. The ability to use work tools and systems denotes proficiency in operating administrative equipment and institutional systems that support task implementation. Collectively, these indicators provide a comprehensive representation of ASN competence as a prerequisite for achieving optimal ASN performance. They have been adjusted to reflect the specific characteristics and working conditions of ASN at the Lolayan Sub-District Office.

Several studies indicate that competence is associated with the performance of public sector officials. Research by Yonanta et al. (2021), Susanti & Sundari (2023), Adefrida et al. (2024), Saribulan et al. (2024), and Hasbi et al. (2024) found that competence plays a role in explaining variations in ASN performance. Differences in organizational context and employee characteristics result in varying magnitudes of the influence of competence on performance. This suggests that the effect of competence is contextual in nature and therefore needs to be examined across different organizational units, including sub-district level bureaucracies.

Work Environment

The work environment represents an external organizational condition that shapes how ASN carry out their responsibilities, influencing behavior, motivation, and overall effectiveness. It encompasses not only physical aspects such as workspace arrangement, equipment, and materials, but also non-physical dimensions including interpersonal relationships and psychological climate (Sedarmayanti, 2017). Nitisemito (2016), as cited in Ashari et al. (2024), similarly emphasizes that the work environment consists of all surrounding conditions both tangible and intangible that may affect the execution of tasks.

In practice, a conducive work environment fosters comfort, encourages constructive interaction, and strengthens ASN motivation in performing public service duties.

The indicators of the work environment in this study refer to Nitisemito (2016), as cited in Ashari et al. (2024), which include work atmosphere, relationships among employees, supervisor subordinate relationships, and workplace conditions. The work atmosphere reflects the psychological and emotional conditions within the office environment that influence the comfort and motivation of ASN in carrying out their duties. Relationships among employees indicate the quality of social interactions, characterized by mutual respect and cooperation in completing tasks. Supervisor subordinate relationships relate to the effectiveness of communication, clarity of instructions, recognition from supervisors, as well as the support and guidance provided to subordinates. Workplace conditions encompass the adequacy of workspace, lighting, ventilation, and the layout of facilities that affect the comfort and effectiveness of ASN in performing their work. These four indicators collectively represent the work environment as both a social and physical context that shapes the behavior and performance of public officials.

Several previous studies position the work environment as a factor associated with ASN performance. Research by Arfandi et al. (2023), Gusman et al. (2023), Ashari et al. (2024), Afriani et al. (2022) and Nilasari et al. (2025) indicates that work environment conditions influence work behavior and the achievement of ASN performance. The findings also reveal variations in the extent to which the work environment affects ASN performance, which are shaped by organizational characteristics and work culture.

Work Facilities

Work facilities refer to the organizational resources and infrastructure provided to support the effective implementation of officials' duties (Moenir, 2015; Sedarmayanti, 2017). Their presence is closely linked to administrative efficiency and the overall quality of public service delivery. Adequate facilities help ensure that work processes can be conducted smoothly, reducing operational obstacles that may hinder ASN performance.

The indicators of work facilities in this study were adapted from Moenir (2015) and include the availability of infrastructure and equipment, the adequacy and functionality of facilities, ease of use, and the extent to which facilities support task implementation. The availability of infrastructure and equipment reflects the fulfillment of essential and supporting facility needs in carrying out ASN duties. The adequacy and functionality of facilities relate to the physical condition and operational effectiveness of work equipment. Ease of use indicates the level of convenience experienced by ASN in operating available tools and work systems. Support for task implementation describes the extent to which work facilities assist officials in completing their duties effectively.

Several previous studies have included work facilities as a supporting factor in the performance of public sector officials. Research by Adefrida et al. (2024), Saribulan et

al. (2024), Novarianti et al. (2024), and Vania et al. (2025) indicates that work facilities are associated with ASN performance, although their level of influence is not always dominant. These differing findings suggest that the role of work facilities in influencing ASN performance depends on the ability of officials to effectively utilize the facilities provided. In this regard, work facilities function primarily as a supporting factor, the effectiveness of which is shaped by the competence and work adaptability of ASN within the organizational context.

Recent studies in public administration literature indicate that the quality of public service delivery is not determined solely by formal systems and procedural arrangements, but is significantly influenced by the internal dimensions of public officials, including motivation and service orientation (Iskandar et al., 2024). Furthermore, the effectiveness of public service innovation depends largely on the capacity and competence of civil servants to adapt to and operate newly implemented systems (Marselinus et al., 2024). These findings suggest that human factors remain a central component in shaping organizational effectiveness and public service outcomes.

Based on General System Theory, an organization is understood as a system composed of the human resource subsystem (competence), the socio-organizational subsystem (work environment), and the operational supporting subsystem (work facilities). ASN performance is positioned as the system output that emerges from the interaction among these three subsystems. Accordingly, this research model examines the simultaneous influence of the three subsystems on ASN performance within the context of a sub-district level organization.

RESEARCH METHOD

This research adopts a quantitative approach with an associative design to examine the influence of competence, work environment, and work facilities on ASN performance at the Lolayan Sub-District Office. The study was conducted within a single sub-district level public organization located in Bolaang Mongondow Regency, North Sulawesi. The institutional scope of the research is therefore specific and context bound.

The population comprised all ASN working at the Lolayan Sub-District Office, totaling 34 individuals. Given the relatively small size of the organization, a saturated sampling technique was applied, resulting in 33 respondents participating in the study. One ASN was not included due to administrative considerations at the time of data collection. Although the number of respondents is limited, it reflects nearly the entire population of the institution. From a statistical perspective, the sample size satisfies the commonly applied rule-of-thumb requirement of at least ten observations per independent variable in multiple regression analysis. Nevertheless, because the research is confined to a single sub-district office with a small organizational structure, the findings should be interpreted as contextual rather than broadly generalizable.

Data were gathered through a structured questionnaire using a Likert scale to measure competence, work environment, work facilities, and ASN performance. All variables were assessed based on respondents' perceptions through closed-ended items. To reduce the risk of social desirability bias, questionnaires were completed anonymously and did not require respondents to disclose personal identification. Participants were informed that the data would be used exclusively for academic purposes and would not influence formal ASN performance evaluations.

Prior to hypothesis testing, the research instrument was subjected to validity and reliability assessment to ensure measurement consistency. Classical assumption tests were subsequently conducted to verify that the data met the requirements for multiple linear regression analysis (Ghozali, 2018). Statistical analysis was performed using multiple linear regression with the assistance of IBM SPSS version 26. The t-test was employed to examine the partial effect of each independent variable on ASN performance, while the F-test was used to evaluate the simultaneous influence of competence, work environment, and work facilities on ASN performance.

RESULTS AND DISCUSSION

Table 2. Respondent Characteristics

No	Characteristic	Category	Frequency	Percentage
1.	Employment Status	Civil Servant (PNS)	31	93.9
		Government Contract Employee (PPPK)	2	6.1
2.	Highest Educational Attainment	Master's Degree (S2)	1	3.0
		Bachelor's Degree (S1)	11	33.3
		Diploma	1	3.0
		Senior High School (SMA)	20	60.6
3.	Gender	Male	17	51.5
		Female	16	48.5
4.	Age	51-58 years	16	48.5
		41-50 years	15	45.5
		34-40 years	2	6.1

Source: Personnel Subdivision, Lolayan Sub-District Office, 2025.
Secondary data processed by the author, 2025.

Based on Table 2, the research respondents are predominantly ASN with Civil Servant (PNS) status, reflecting a relatively stable employment structure within the organization. The majority of respondents hold a senior high school or equivalent educational background, indicating that enhancing educational qualifications and formal competency development represents a strategic aspect in supporting ASN performance. The composition of respondents by gender is relatively balanced, with no particular gender dominating the organizational structure. In terms of age distribution, most respondents fall within the middle age to pre-retirement group. This condition reflects a workforce with adequate professional experience, while simultaneously highlighting the

need for attention to staff regeneration in order to maintain organizational performance sustainability in the future.

Validity and Reliability Test Results

The validity test aims to determine the accuracy of the instrument in measuring the intended constructs, while the reliability test is used to assess the consistency of the instrument in producing stable results when administered repeatedly to the same subjects (Ghozali, 2018).

Table 3. Validity and Reliability Test Results of the ASN Performance Variable (Y)

Variable	Item	r-value	Sig. (p-value)	Cronbach's Alpha
ASN Performance (Y)	Y1.1	0.887	0.000	0.939
	Y1.2	0.811	0.000	
	Y1.3	0.752	0.000	
	Y1.4	0.800	0.000	
	Y1.5	0.678	0.000	
	Y1.6	0.730	0.000	
	Y1.7	0.778	0.000	
	Y1.8	0.849	0.000	
	Y1.9	0.771	0.000	
	Y1.10	0.631	0.000	
	Y1.11	0.778	0.000	
	Y1.12	0.841	0.000	

Source: Primary data processed by the author, 2025.

Based on Table 3, the validity test results indicate that all statement items for the ASN performance variable have r-values greater than 0.3440 (r-table) with a significance level of less than 0.05. This finding suggests that all items are capable of accurately measuring the intended construct, and therefore, each item is considered valid and suitable for use in the study. The reliability test results show that the Cronbach's Alpha value exceeds the minimum threshold, with a coefficient of $0.939 > 0.60$. Thus, the research instrument is declared reliable.

Table 4. Validity and Reliability Test Results of the Competence Variable (X1)

Variable	Item	r-value	Sig. (p-value)	Cronbach's Alpha
Competence (X1)	X1.1	0.415	0.016	0.898
	X1.2	0.693	0.000	
	X1.3	0.478	0.005	
	X1.4	0.754	0.000	
	X1.5	0.708	0.000	
	X1.6	0.807	0.000	
	X1.7	0.751	0.000	
	X1.8	0.775	0.000	
	X1.9	0.847	0.000	
	X1.10	0.846	0.000	
	X1.11	0.830	0.000	

Source: Primary data processed by the author, 2025.

Based on Table 4, the validity test results indicate that all statement items for the competence variable have r-values greater than 0.3440 (r-table) with a significance level of less than 0.05. This finding demonstrates that all items are capable of accurately measuring the intended construct; therefore, each item is considered valid and appropriate for use in the study. The reliability test results show that the Cronbach's Alpha value exceeds the minimum threshold, with a coefficient of $0.898 > 0.60$. Accordingly, the research instrument is declared reliable.

Table 5. Validity and Reliability Test Results of the Work Environment Variable (X2)

Variable	Item	r-value	Sig. (p-value)	Cronbach's Alpha
Work Environment (X2)	X2.1	0.591	0.000	0.803
	X2.2	0.671	0.000	
	X2.3	0.489	0.004	
	X2.4	0.475	0.005	
	X2.5	0.761	0.000	
	X2.6	0.774	0.000	
	X2.7	0.641	0.000	
	X2.8	0.439	0.011	
	X2.9	0.413	0.017	
	X2.10	0.857	0.000	

Source: Primary data processed by the author, 2025.

Based on Table 5, the validity test results indicate that all statement items for the work environment variable have r-values greater than 0.3440 (r-table) with a significance level of less than 0.05. This finding confirms that all items are capable of accurately measuring the intended construct; therefore, each item is considered valid and suitable for use in the study. The reliability test results show that the Cronbach's Alpha value exceeds the minimum threshold, with a coefficient of $0.803 > 0.60$. Accordingly, the research instrument is declared reliable.

Table 6. Validity and Reliability Test Results of the Work Facilities Variable (X3)

Variable	Item	r-value	Sig. (p-value)	Cronbach's Alpha
Work Facilities (X3)	X3.1	0.489	0.004	0.848
	X3.2	0.476	0.005	
	X3.3	0.690	0.000	
	X3.4	0.785	0.000	
	X3.5	0.637	0.000	
	X3.6	0.658	0.000	
	X3.7	0.569	0.001	
	X3.8	0.856	0.000	
	X3.9	0.659	0.000	
	X3.10	0.748	0.000	

Source: Primary data processed by the author, 2025.

Based on Table 6, the validity test results indicate that all statement items for the work facilities variable have r-values greater than 0.3440 (r-table) with a significance level of less than 0.05. This finding demonstrates that all items are capable of accurately measuring the intended construct; therefore, each item is considered valid and appropriate for use in the study. The reliability test results show that the Cronbach's Alpha value exceeds the minimum threshold, with a coefficient of $0.848 > 0.60$. Accordingly, the research instrument is declared reliable. Thus, all research instruments exhibit a good level of internal consistency and can be used reliably in data collection and analysis.

Classical Assumption Tests

Prior to conducting multiple linear regression analysis, classical assumption tests were performed, including tests of normality, multicollinearity, and heteroscedasticity (Ghozali, 2018; Sugiyono, 2017). The normality test was conducted to ensure that the residual data were normally distributed. In this study, normality was assessed using the Kolmogorov–Smirnov method, which aims to determine whether the residual distribution deviates from a normal distribution pattern. The data are considered normally distributed if the significance value (Sig.) exceeds 0.05. The results of the normality test are presented in the following table.

Table 7. Normality Test Results

	<i>Tests of Normality</i>	
	<i>Kolmogorov-Smirnov^a</i>	
	df	Sig.
<i>Unstandardized Residual</i>	33	0.200*

*. *This is a lower bound of the true significance.*

a. Lilliefors Significance Correction

Source: Primary data processed by the author, 2025.

Based on the results of the normality test presented in Table 7 using the Kolmogorov–Smirnov method, the significance value (Sig.) obtained was $0.200 > 0.05$. Therefore, the residuals are considered normally distributed, indicating that the normality assumption in the regression model is satisfied. In addition to the Kolmogorov–Smirnov test, normality was further examined by observing the distribution pattern of residuals through the Normal P–P Plot of Regression Standardized Residual. This graphical analysis was used to visually assess whether the residuals follow a normal distribution (Ghozali, 2018).

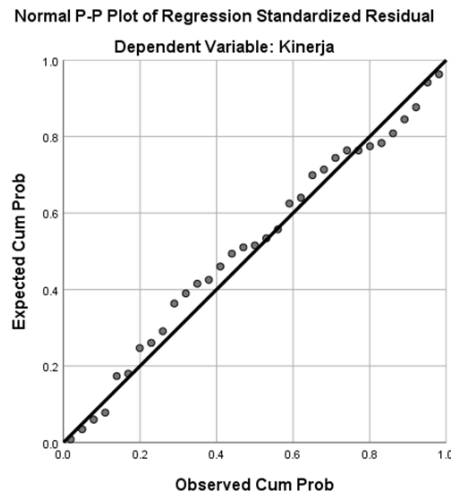


Figure 1. Normal P–P Plot of Regression Standardized Residual

Source: Primary data processed by the author, 2025.

Based on the results shown in Figure 1, the residual points are distributed around the diagonal line and follow its direction. This pattern indicates that the residuals are normally distributed and that there are no significant deviations from normality.

To ensure that the regression model used is free from the problem of high correlation among independent variables, a multicollinearity test was conducted. (Sugiyono, 2017).

Table 8. Multicollinearity Test Results

Model	Coefficients ^a	
	Collinearity Statistics	
	Tolerance	VIF
Competence	0.374	2.671
Work environment	0.326	3.070
Work Facilities	0.687	1.457

a. Dependent Variable: ASN performance

Source: Primary data processed by the author, 2025.

Based on the results presented in Table 8, all independent variables have Tolerance values above 0.10 and Variance Inflation Factor (VIF) values below 10. Therefore, it can be concluded that the regression model does not exhibit multicollinearity.

Subsequently, a heteroscedasticity test was conducted to determine whether the regression model demonstrates homogeneity of variance in the residuals.

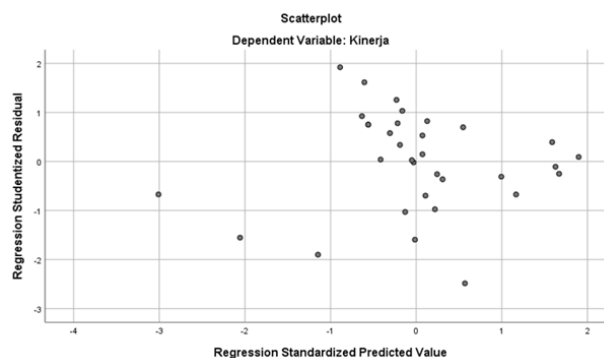


Figure 2. Scatterplot of Regression Standardized Residual
Source: Primary data processed by the author, 2025.

Based on the scatterplot presented in Figure 2, the residual points are randomly dispersed around the horizontal axis without forming any specific pattern, such as a funnel shape, widening pattern, wave like pattern, or any other systematic arrangement. This random distribution indicates that the variance of the residuals remains relatively constant across all predicted values.

Multiple Linear Regression Analysis

The regression analysis in this study was preceded by classical assumption testing, which included tests of data distribution (normality), relationships among independent variables (multicollinearity), and homogeneity of residual variance (heteroscedasticity). The test results indicate that the regression model satisfies the required statistical assumptions, thereby allowing multiple linear regression analysis to be appropriately applied in examining the relationships among variables in this study. Multiple linear regression analysis was employed to determine the direction and magnitude of the influence of competence, work environment, and work facilities on ASN performance simultaneously (Sugiyono, 2019).

Table 9. Multiple Linear Regression Analysis Results

Variable	B Coefficient
Constant	-6.838
Competence	0.705
Work Environment	0.685
Work Facilities	-0.099

Source: Primary data processed by the author, 2025.

Based on Table 9, the analysis results indicate that competence and work environment have positive regression coefficients, while work facilities have a negative coefficient. Based on these findings, the regression equation can be formulated as follows:

$$Y = -6,838 + 0,705X_1 + 0,685X_2 - 0,099X_3$$

The equation indicates that competence and work environment have a positive direction of relationship with ASN performance, whereas work facilities exhibit a

negative direction within the model. However, the negative coefficient of work facilities is not accompanied by an adequate level of statistical significance and therefore cannot be interpreted as a meaningful effect on performance.

At the Lolayan Sub-district Office, which is characterized by a relatively small organizational structure and intensive work interactions, the enhancement of officials' competence and the establishment of a conducive work environment appear to be more decisive factors in shaping ASN performance. This finding suggests that individual quality and internal work dynamics play a more substantial role than the mere availability of physical facilities.

Meanwhile, the negative coefficient of work facilities is more appropriately interpreted as a statistical control outcome within the model rather than as an indication that facilities reduce performance. In a relatively homogeneous organization, work facilities may function as a baseline condition whose presence is considered standard by ASN, thereby limiting their variability in explaining differences in performance among employees.

Thus, the regression findings not only illustrate the numerical direction of relationships among variables, but also reveal the relative roles of each factor in shaping ASN performance at the sub-district level.

Partial t-Test Results

The t-test aims to examine the contribution of each independent variable in explaining the dependent variable (Sugiyono, 2019). This test is conducted by comparing the calculated t-value (t-statistic) with the critical t-value (t-table) or by observing the level of significance. The decision criteria are as follows:

If the calculated t-value is greater than the critical t-value and Sig. < 0.05, the independent variable has a significant partial effect on the dependent variable.

If the calculated t-value is less than the critical t-value and Sig. > 0.05, the independent variable does not have a significant partial effect on the dependent variable.

Table 10. t-Test Result

Variable	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	-6.838	5.447	—	-1.255	.219	—	—
Competence	0.705	0.145	0.609	4.857	.000	0.374	2.671
Work Environment	0.685	0.234	0.393	2.927	.007	0.326	3.070
Work Facilities	-0.099	0.112	-0.082	-0.887	.382	0.687	1.457

Dependent Variable: ASN Performance

Source: Primary data processed by the author, 2025.

Based on Table 10, the competence variable (X1) has a calculated t-value of 4.857 > 2.045 (t-table) with a significance level of 0.000 < 0.05. Therefore, it can be concluded that competence has a significant partial effect on ASN performance. The work environment variable (X2) shows a calculated t-value of 2.927 > 2.045 with a significance

level of $0.007 < 0.05$, indicating that the work environment also has a significant partial effect on ASN performance. In contrast, the work facilities variable (X3) has a calculated t-value of $-0.887 < 2.045$ with a significance level of $0.382 > 0.05$. Thus, it can be concluded that work facilities do not have a significant partial effect on ASN performance.

The statistical results confirm that competence has a significant effect on ASN performance at the Lolayan Sub-District Office. This finding highlights the central role of individual capacity encompassing knowledge, technical skills, and work attitudes in shaping the quality of task implementation within a relatively small public organization. In a sub-district office characterized by direct service interaction and limited structural layers, the contribution of each official becomes more visible. As a result, differences in individual competence tend to translate more directly into differences in performance outcomes.

In practical terms, ASN who demonstrate adequate competence are better equipped to interpret regulations, manage administrative procedures, and respond to community needs in a timely manner. Their understanding of main duties and functions allows them to complete tasks with greater accuracy and confidence. This is particularly relevant in the Lolayan Sub-District Office, where coordination patterns are relatively simple and responsibilities are clearly distributed among a limited number of personnel. Under such conditions, performance is less mediated by complex bureaucratic mechanisms and more closely linked to the individual capability of each ASN.

The prominence of competence in this study aligns with prior research emphasizing its role in public sector performance. Studies by [Yonanta et al. \(2021\)](#), [Susanti & Sundari \(2023\)](#), [Hasbi et al. \(2024\)](#), [Vania et al. \(2025\)](#), [Darmiah et al. \(2023\)](#), [Adefrida et al. \(2024\)](#), and [Saribulan et al. \(2024\)](#) consistently report that higher levels of competence are associated with better performance among public officials. Nevertheless, the strength of this relationship is not uniform across organizational contexts. [Gusman et al. \(2023\)](#), for example, found that competence did not exert a significant partial effect. Such variations indicate that competence does not operate in isolation; its influence depends on organizational structure, work culture, and task complexity.

Within the Lolayan Sub-District Office, most ASN possess a secondary education background, and participation in advanced formal education or leadership training remains limited. This structural characteristic may explain why competence emerges as the most dominant variable in the regression model. When formal qualifications and structured development programs are relatively constrained, practical knowledge, accumulated work experience, and individual initiative become decisive factors in maintaining service quality. In this context, strengthening competence is not merely a normative recommendation but a strategic necessity for sustaining ASN performance.

The analysis demonstrates that the work environment exerts a positive and significant influence on ASN performance at the Lolayan Sub-District Office. Within a

sub-district setting where daily coordination occurs intensively and service delivery involves direct interaction with the community, working conditions become more than merely physical arrangements. They shape how officials communicate, collaborate, and respond to administrative responsibilities.

Both physical and non-physical aspects of the work environment contribute to performance outcomes. Adequate workspace conditions, supportive interpersonal relationships, and constructive supervisor subordinate interactions create a setting in which ASN can carry out their duties with greater focus and consistency. In an organization of limited size such as the Lolayan Sub-District Office, even subtle changes in workplace atmosphere may quickly influence employees' motivation and overall work behavior.

These findings correspond with previous empirical studies that associate the work environment with ASN performance. Arfandi et al. (2023), Ashari et al. (2024), and Nilasari et al. (2025) similarly report that conducive working conditions are linked to improved performance among public officials. Nevertheless, empirical results are not uniform across institutional contexts. Yonanta et al. (2021) for instance, did not identify a significant partial effect of the work environment on performance. Such differences underline the contextual nature of this variable. Organizational size, coordination patterns, and prevailing work culture appear to shape the extent to which the work environment contributes to ASN performance.

The regression results show that work facilities do not have a significant effect on ASN performance and display a negative coefficient in the model. However, because the significance value exceeds 0.05, this statistical direction should not be interpreted as evidence of an actual negative causal relationship. Rather than suggesting that facilities reduce performance, the result requires careful interpretation within the specific organizational setting of the Lolayan Sub-District Office.

In public organizations where work routines are relatively stable and many officials possess considerable practical experience, physical infrastructure may no longer act as the primary driver of performance differences. Officials often rely on accumulated knowledge, familiarity with procedures, and adaptive work habits when completing their duties. In such contexts, competence and professional judgment may compensate for limitations in physical resources (Cabarcos et al., 2022).

Viewed through the lens of organizations as systems, work facilities function as a supporting subsystem. Their role is to enable work processes to operate smoothly, yet they do not necessarily determine performance outcomes when the core subsystems namely competence and work environment are already functioning effectively. Because competence directly shapes individual capability and the work environment influences daily interaction patterns, their effects on ASN performance tend to be more visible than those of facility support.

Empirically, the ASN at the Lolayan Sub-District Office continue to perform their responsibilities even when certain facilities are not fully optimal. This indicates a degree of adaptability within the organization. Instead of depending solely on material resources, officials adjust their work methods, coordinate informally, and rely on shared experience to maintain service delivery. Similar patterns have been reported in prior studies. [Darmiah et al. \(2023\)](#) and [Nuraina & Rizki \(2024\)](#) for instance, also found that work facilities did not exert a significant partial effect on performance.

The relatively small organizational structure and fairly uniform facility standards at the Lolayan Sub-District Office may further explain this outcome. When most employees operate under similar facility conditions, variation in performance is unlikely to be driven by differences in infrastructure. In this situation, work facilities tend to function as a basic operational requirement rather than as a distinguishing performance factor. Even when improvements in facilities are limited or gradual, employees may sustain performance through flexibility, cooperation, and individual capacity ([Duque et al., 2020](#)).

The negative coefficient observed in the regression model is therefore better understood as a statistical artifact that emerges after controlling for competence and work environment. Once those stronger explanatory variables are taken into account, the relative contribution of work facilities becomes comparatively small. Within sub-district level public organizations, this pattern suggests that strengthening competence and cultivating a supportive work environment may yield a more substantial impact on ASN performance than prioritizing physical facility enhancement alone.

Overall, the analysis underscores that competence and work environment remain the principal factors influencing ASN performance at the Lolayan Sub-District Office, with competence emerging as the most dominant variable in the model.

F-Test Results and Coefficient of Determination (R²)

The F-test aims to examine the overall significance of the regression model by determining whether all independent variables in the model simultaneously have a significant effect on the dependent variable ([Ghozali, 2018](#)). The decision criteria are as follows:

If the calculated F-value is greater than the critical F-value (F-table) and Sig. < 0.05, the regression model is considered significant, meaning that all independent variables simultaneously influence the dependent variable.

If the calculated F-value is less than the critical F-value and Sig. > 0.05, the regression model is considered not significant, indicating that the independent variables do not simultaneously affect the dependent variable.

This test determines whether the regression model as a whole is appropriate for explaining the relationships among the research variables.

Table 11. F-Test Results and Coefficient of Determination (R^2)

F-value	Sig. (p-value)	R	R^2
46.972	0.000 ^b	0.911 ^a	0.829

Source: Primary data processed by the author, 2025.

Based on Table 11, the F-test results show a calculated F-value of $46.972 > 2.93$ (F-table) with a significance level of $0.000 < 0.05$. These findings indicate that competence, work environment, and work facilities simultaneously have a significant effect on ASN performance at the Lolayan Sub-District Office. Therefore, the regression model used in this study is considered appropriate for explaining the relationship between the independent variables and the dependent variable.

The coefficient of determination (R^2) value of 0.829 indicates that 82.9% of the variation in ASN performance at the Lolayan Sub-District Office can be explained collectively by competence, work environment, and work facilities, while the remaining 17.1% is influenced by other variables not included in this research model. The correlation coefficient (R) value of 0.911 demonstrates a very strong relationship between the independent variables and ASN performance.

The relatively high R^2 value in this study should be interpreted contextually. In organizations with a relatively small number of personnel and a simpler work structure, performance variation tends to be more strongly influenced by internal organizational factors rather than complex external factors. This condition may result in a model that includes relevant variables demonstrating a relatively high explanatory power. Furthermore, the correlation coefficient (R) value of 0.911 indicates a very strong relationship between the combined independent variables and ASN performance. Nevertheless, the interpretation of this strong relationship does not imply absolute dependency; rather, it reflects the structural interconnection among factors within the organizational system at the sub-district level.

Simultaneously, competence, work environment, and work facilities have a significant effect on ASN performance at the Lolayan Sub-District Office. This finding reinforces the view that officials' performance is the result of the interaction between internal and external organizational factors that collectively influence ASN performance. Competence functions as an internal factor, the work environment as a contextual factor, and work facilities as a supporting factor, forming an interrelated system in determining ASN performance. This is consistent with the General System Theory perspective, which views organizations as systems composed of interconnected components, where changes in one element will influence the overall performance of the system.

The findings of this study should be interpreted within the socio-organizational context of the Lolayan Sub-District Office, which has distinctive characteristics as a small-scale public organization. With a relatively limited number of ASN and a simple organizational structure, work interactions tend to be intensive and direct. The level of social closeness among employees is relatively high, as most ASN come from the same

geographical area and live in close proximity to one another. This condition may foster emotional bonds, a sense of kinship, and a culture of mutual support in carrying out daily tasks (field observation, 2025).

A mutually supportive working pattern enables ASN to compensate for limitations in physical facilities through informal cooperation and interpersonal support. In situations where work resources are constrained, employees do not rely solely on structural support; instead, they draw on team solidarity, direct communication, and the collective work experience that has developed over a relatively long period. Most ASN have served for a considerable length of time at the Lolayan Sub-District Office, fostering a strong sense of togetherness and social cohesion.

This socio-organizational context may have influenced the research findings, particularly the non-significant effect of work facilities on performance. In organizations characterized by high social cohesion, work facilities may lose their role as a distinguishing factor of performance, as ASN are able to offset resource limitations through coordination and cooperation. Therefore, the findings of this study are highly contextual and cannot be directly generalized to other government units with larger organizational structures, greater employee heterogeneity, or more formalized work cultures.

In addition, the limited sample size ($n = 33$) increases the likelihood of homogeneity in respondents' answers and may amplify correlations among variables, which could contribute to the relatively high coefficient of determination (R^2). Although the model explains a substantial proportion of performance variance, the strength of the relationships among variables should not be interpreted as evidence that these relationships apply broadly beyond the context of this study.

This research is therefore more appropriately positioned as a contextual study that provides empirical insight into the dynamics of ASN performance within a small-scale public organization characterized by high social cohesion. Generalizing the findings would require further testing in sub-district offices with different characteristics, such as urban settings, higher employee mobility, or a more heterogeneous composition of ASN.

CONCLUSION

The analysis shows that competence and work environment have a positive and significant effect on ASN performance at the Lolayan Sub-District Office, with competence as the most dominant factor. This indicates that human resource quality and internal work dynamics play an important role in shaping ASN performance in sub-district public organizations. In contrast, work facilities do not have a significant partial effect, suggesting that in a relatively small and homogeneous institutional setting, facilities mainly function as operational support rather than as a determinant of performance differences. Simultaneously, competence, work environment, and work facilities together influence ASN performance, reflecting that organizational outcomes

arise from interactions among several internal components. In this context, the human resource and socio-organizational aspects appear more influential than operational support elements. The contribution of each factor is also shaped by the organization's social and structural characteristics. In small public institutions characterized by close interpersonal relationships and shared work experience, supporting elements such as facilities may not become key performance differentiators. Instead, collaboration, collective work patterns, and internal adaptability tend to be more decisive. These findings therefore need to be interpreted within the specific context of the Lolayan Sub-District Office, where strong social proximity encourages ASN to rely on cooperation and mutual support in completing tasks. Under such conditions, limitations in physical facilities do not necessarily reduce performance levels. Consequently, the results cannot be directly generalized to larger government organizations with more complex structures or more diverse personnel. From a practical perspective, improving ASN performance in the Lolayan Sub-District Office should prioritize strengthening competence and creating a supportive work environment while remaining aligned with the fiscal capacity of the Bolaang Mongondow Regency Government. Competence development can be carried out not only through formal training but also through internal knowledge sharing, coordination meetings, technical guidance activities, and the optimal use of existing organizational resources. However, this study has limitations due to the relatively small sample size, focus on a single organizational unit, and the use of perception-based data that may contain subjective bias. Future studies are recommended to examine different institutional contexts and include additional variables such as motivation, leadership, or organizational culture to obtain a broader understanding of factors affecting ASN performance.

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