

The Effect of Competence and Motivation on the Performance of Non-Civil Servant Government Employees (PPNPN) at the Secretariat General of the House of Representatives of the Republic of Indonesia

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Abstract	This study aims to analyze the influence of competence and motivation on the performance of Non-Civil Servant Government Employees (PPNPN) within the Secretariat General of the House of Representatives of the Republic of Indonesia. It employs a quantitative approach using a survey method and an explanatory research design. The study population consists of 4,432 PPNPN employees, with a sample of 367 respondents determined using Slovin's formula. Data collection was conducted through questionnaires, observation, documentation, and literature review. Data analysis was performed using SPSS version 25, involving validity and reliability tests, classical assumption tests, multiple linear regression, t-tests, F-tests, and the coefficient of determination. The results indicate that competence has a positive and significant effect on employee performance, with a significance value of 0.000 (< 0.05). Motivation also has a positive and significant effect on employee performance, with a significance value of 0.000 (< 0.05). Simultaneously, competence and motivation significantly influence employee performance, contributing 58.6% to the outcome. This study is significant as it provides insight into the factors affecting PPNPN employee performance, thereby serving as a basis for evaluation to enhance human resource quality and work effectiveness.	
Keywords	Competence; Work Motivation, Employee Performance	
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1. INTRODUCTION

Human resources constitute a strategic asset that determines an organization's success in achieving its established goals. In public sector organizations, the quality of human resources is a critical factor, as it directly impacts the effectiveness of public services, the quality of the bureaucracy, and the attainment of governmental objectives. The evolution of modern public administration requires government organizations to employ staff who are professional, competent, adaptable, and highly motivated to perform their duties effectively. According to Armstrong as cited in (Dewi et al., 2025) human resources are a core organizational element that contributes directly to productivity and an institution's success in achieving strategic goals. Consequently, the effective management of high-quality human resources has become essential for modern government organizations.



Bureaucratic transformation in the digital era compels public sector organizations to enhance service quality by strengthening human resource capacity. Bureaucratic reform is no longer focused solely on conventional administration but also on effectiveness, efficiency, productivity, and the quality of public services. Government organizations must be capable of adapting to technological advancements and increasingly complex work environments. (Knies et al., 2024; Lazuardy et al., 2024) explain that modern organizations require human resources with high levels of competence, adaptability, and strong work motivation to drive organizational performance. Thus, the quality of personnel stands as a primary factor in ensuring the success of government organizations.

Within the context of the Indonesian government, non-State Civil Apparatus (non-ASN) personnel also known as Government Employees Non-Civil Servants (PPNPN) make a significant contribution to supporting the execution of government organizational tasks. PPNPN personnel form part of the administrative, technical, and operational support systems that facilitate the smooth functioning of the institution. This role positions PPNPN personnel not merely as administrative support staff, but as vital components in maintaining organizational effectiveness and productivity. Consequently, government organizations must consider the various factors influencing the performance quality of PPNPN personnel to ensure organizational goals are achieved optimally.

Employee performance refers to the work outcomes achieved by an individual in carrying out tasks in accordance with responsibilities assigned by the organization. Performance levels are influenced by various factors, including competence and work motivation. Competence reflects an individual's ability to perform work based on their knowledge, skills, and work attitude. It is a crucial aspect because it is directly linked to the effectiveness of task execution. Studies (Hajiali et al., 2022; Kharisma & Rosia, 2022; Setiawan et al., 2022) indicate that competence significantly influences performance improvement, as competent employees are capable of completing tasks effectively, professionally, and in compliance with organizational standards.

Employee competence is also linked to the ability to adapt to organizational changes and technological advancements. In public sector organizations, employees are required to possess strong work capabilities to effectively support the delivery of public services. Research (Kharisma & Rosia, 2022; Wardana et al., 2022) highlights work competence as a dominant factor in enhancing the work effectiveness of local government employees. Highly competent employees tend to complete tasks more quickly, possess strong problem-solving skills, and are capable of meeting organizational targets.

In addition to competence, work motivation is a critical factor in enhancing employee performance quality. Motivation encompasses the internal and external drives that influence an employee's enthusiasm, commitment, and willingness to perform their duties. Employees with high work motivation tend to demonstrate greater loyalty, discipline, and productivity compared to those with

low motivation. Work motivation is closely linked to improved performance among public sector employees, as it enhances their engagement and enthusiasm within the organization (Elamalki et al., 2024).

Work motivation is a crucial factor in shaping the work behavior of public sector employees. Organizations capable of optimally motivating their staff find it easier to enhance service quality and work productivity. Public service motivation significantly influences the performance improvement of public sector employees by fostering greater work commitment and organizational engagement (Crucke et al., 2022; Oladimeji & Abdulkareem, 2023). This underscores the role of motivation as a vital aspect in supporting the effectiveness of government organizations.

Competence and work motivation are interconnected aspects of enhancing employee performance. Employees with high competence but lacking adequate work motivation tend to perform sub-optimally in carrying out organizational tasks. Conversely, high motivation without sufficient competence can also result in tasks not being completed effectively. Therefore, government organizations must address both factors simultaneously. As noted by (Muazza et al., 2026), competence and work motivation positively influence public sector employee performance by improving work quality and organizational engagement.

The Secretariat General of the House of Representatives of the Republic of Indonesia (DPR RI) is a state institution that requires professional, competent, and principled human resources to support the execution of the DPR RI's duties and functions. In carrying out its institutional mandate, the Secretariat General is supported by both State Civil Apparatus (ASN) employees and non-ASN staff specifically Non-Civil Servant Government Employees (PPNPN) who are responsible for administrative, technical, and institutional service functions. PPNPN staff play a vital role in the organization's operational effectiveness, particularly in facilitating the DPR RI's administrative tasks and institutional services.

The importance of human resource quality within the DPR RI is reinforced by DPR RI Regulation Number 1 of 2019 concerning the Management of Expert Staff and Administrative Staff for DPR RI Members. This regulation stipulates that expert and administrative staff must possess competence, professionalism, and integrity to support the DPR RI's duties. Such regulations demonstrate that the management of DPR RI support staff aims to create an effective and professional work system capable of enhancing the organization's performance quality. Furthermore, the regulation emphasizes the importance of assessing the performance, competence, and professionalism of support staff as part of a high-quality human resource management system (Peraturan Dewan Perwakilan Rakyat Republik Indonesia Nomor 1 Tahun 2019 Tentang Penelolaan Tenaga Ahli Dan Staff Administrasi DPR RI, 2019).

However, in the actual execution of duties within the Secretariat General of the House of Representatives of the Republic of Indonesia (DPR RI), various challenges persist regarding the

management of Non-Civil Servant Government Employees (PPNPN). This is particularly evident in the need to align work competencies with the dynamic demands of tasks during parliamentary sessions and institutional activities. PPNPN staff are required to work quickly, adaptively, and professionally to support session administration, membership services, and institutional technical activities. Yet, in certain instances, limitations remain regarding the mastery of administrative technology, a mismatch between competencies and assigned roles, and suboptimal professional capacity building. These conditions have the potential to impact the effectiveness of administrative services and the achievement of organizational work targets.

The highly dynamic work environment within the DPR RI Secretariat General presents various human resource management challenges, particularly concerning PPNPN staff, who serve as administrative and operational support personnel. According to the DPR RI Performance Report for the 2023–2024 Session Year, the institution executed a packed agenda of strategic activities, ranging from legislative, budgetary, and oversight functions to international parliamentary diplomacy. In the legislative realm, the DPR RI and the government successfully finalized 63 bills during the 2023–2024 Session Year the highest legislative output achieved in a single session year. Furthermore, oversight functions were carried out intensively through the establishment of working committees and special committees, as well as the monitoring of various strategic national issues. These conditions indicate a significant increase in administrative and technical workloads, requiring PPNPN staff to possess the ability to work quickly, adaptively, and professionally, while remaining flexible enough to keep pace with the dynamics of parliamentary sessions and institutional agendas.

In the course of their duties, PPNPN staff are required not only to support session administration and membership services but also to engage in document management, administrative services, and technical support for the DPR RI's ongoing institutional activities. However, various challenges persist in certain situations, such as a mismatch between employee competencies and assigned roles, suboptimal mastery of digital administrative technologies, and insufficient development of employee work capacity. Furthermore, the high work intensity during plenary sessions and institutional events leads to increased pressure, requiring a high level of motivation and organizational commitment from PPNPN staff. Unless balanced with adequate competence and work motivation, these conditions could potentially compromise the effectiveness of administrative services, the quality of employee performance, and the achievement of organizational targets.

The challenges of modern bureaucracy require public sector organizations to enhance the professionalism of non-civil servant (non-ASN) staff so they can work effectively, efficiently, and responsively amidst the evolution of information technology-based organizational systems. PPNPN staff are expected to possess strong work capabilities, high integrity, and a firm organizational

commitment to optimally support the institutional duties of the House of Representatives of the Republic of Indonesia (DPR RI). Research by (Rahmayuna & Sandakila, 2026) indicates that competence and employee engagement significantly influence public sector employee performance, highlighting the need for organizations to prioritize continuous human resource capacity building. Furthermore, (Mylona & Mihail, 2022) state that competence and work motivation are key factors determining the success of public sector organizations in enhancing public service effectiveness. Consequently, improving the competence and work motivation of PPNPN staff is crucial for the effective execution of institutional duties within the Secretariat General of the DPR RI.

Various prior studies have examined the impact of competence and motivation on employee performance. Research by (Pertiwi & Yanti, 2024) demonstrates that competence and work motivation significantly influence improvements in employee performance. A study by (Elamalki et al., 2024) also explains that work motivation can boost public sector employee effectiveness by fostering higher morale and organizational engagement. Additionally, research by (Romadhona & Sumardjo, 2022) indicates that competence positively influences the quality of services provided by local government employees.

However, previous research findings remain inconsistent regarding the impact of competence and motivation on employee performance. Some studies suggest that competence exerts a dominant influence on performance, whereas others indicate that work motivation plays a more significant role in enhancing public sector employee performance. Moreover, some research shows that competence and motivation do not always yield a significant impact unless supported by a favorable work environment and organizational culture. These divergent findings highlight a continuing gap in understanding the influence of competence and motivation on employee performance. It is important to note that research regarding PPNPN (non-civil servant government employees) within the Secretariat General of the House of Representatives of the Republic of Indonesia (DPR RI) remains relatively limited. Most previous studies have focused primarily on civil servants (ASN), private-sector employees, or other public service organizations.

Therefore, this study offers novelty by specifically examining the impact of competence and motivation on the performance of PPNPN (non-civil servant government employees) within the Secretariat General of the House of Representatives of the Republic of Indonesia (DPR RI). The study is expected to contribute to the development of public sector human resource management knowledge and serve as a basis for the organization to evaluate and improve the quality of non-ASN (non-state civil apparatus) personnel management.

Conducting this research is crucial because PPNPN staff play a significant role in supporting the administrative and operational duties of the DPR RI. By understanding how competence and motivation influence PPNPN performance, the organization can formulate more effective human

resource development strategies such as enhancing work competencies, boosting employee motivation, and developing optimized performance evaluation systems. Furthermore, the findings are expected to provide recommendations to the DPR RI Secretariat General on improving PPNPN management to ensure sustained institutional effectiveness.

Based on the foregoing, this study is expected to make both theoretical and practical contributions to the field of human resource management, particularly regarding the influence of competence and motivation on public sector employee performance. Theoretically, the study can serve as a scholarly reference for further research into human resource management concerning non-ASN personnel within government agencies. Practically, the findings are intended to assist the DPR RI Secretariat General in evaluating and formulating policies for competence development, work motivation enhancement, and the strengthening of PPNPN performance management systems, ultimately fostering a professional and productive workforce capable of supporting sustained institutional effectiveness.

2. METHOD

This study employs a quantitative approach utilizing a survey method and an explanatory research design. A quantitative approach was selected because the study aims to examine the relationships and influence of specific variables namely competence and motivation on the performance of PPNPN (Non-Civil Servant Government Employees) within the Secretariat General of the House of Representatives of the Republic of Indonesia (DPR RI). (Sugeng, 2022) explains that quantitative research is a method used to study a specific population or sample for the purpose of testing established hypotheses. The survey method was used to gather data directly from respondents via questionnaires, while the explanatory research design was employed to explain the causal relationships between the study variables. The population for this study consists of all PPNPN employees within the Secretariat General of the DPR RI, totaling 4,432 individuals. The sample size was determined using Slovin's formula with a 5% margin of error, resulting in a sample of 367 respondents. Probability sampling was used as the sampling technique to ensure that every member of the population had an equal chance of being selected as a respondent (Creswell & Plano Clark, 2023; Mustofa, 2025).

Data collection was conducted by distributing questionnaires the primary research instrument supplemented by observation, documentation, and a literature review. The research instrument was developed based on indicators for each research variable. The competence variable was measured using the following indicators: 1) knowledge, 2) skills, 3) attitude, 4) ability to complete work, and 5) mastery of tasks and responsibilities. The motivation variable was measured using these indicators: 1) physiological needs, 2) job security, 3) social relationships at work, 4) work appreciation, and 5) self-actualization. Meanwhile, the employee performance variable was measured using the following

indicators: 1) quality of work results, 2) quantity of work, 3) timeliness in task completion, 4) work responsibility, and 5) ability to collaborate within the organization. All statement items were measured using a 1–5 Likert scale.

Data analysis for this study was performed using Statistical Product and Service Solutions (SPSS) software, version 26. The analysis involved validity and reliability testing to ensure the suitability of the research instrument. Subsequently, classical assumption tests—comprising normality, multicollinearity, and heteroscedasticity tests were conducted as prerequisites for multiple linear regression analysis. Multiple linear regression analysis was employed to determine the influence of competence and motivation on the performance of PPNPN employees. Hypothesis testing was carried out using the t-test to assess the partial influence of independent variables on the dependent variable, the F-test to assess simultaneous influence, and the coefficient of determination (R^2) to measure the extent of the contribution of competence and motivation variables to employee performance. The research flow is illustrated in the following figure:

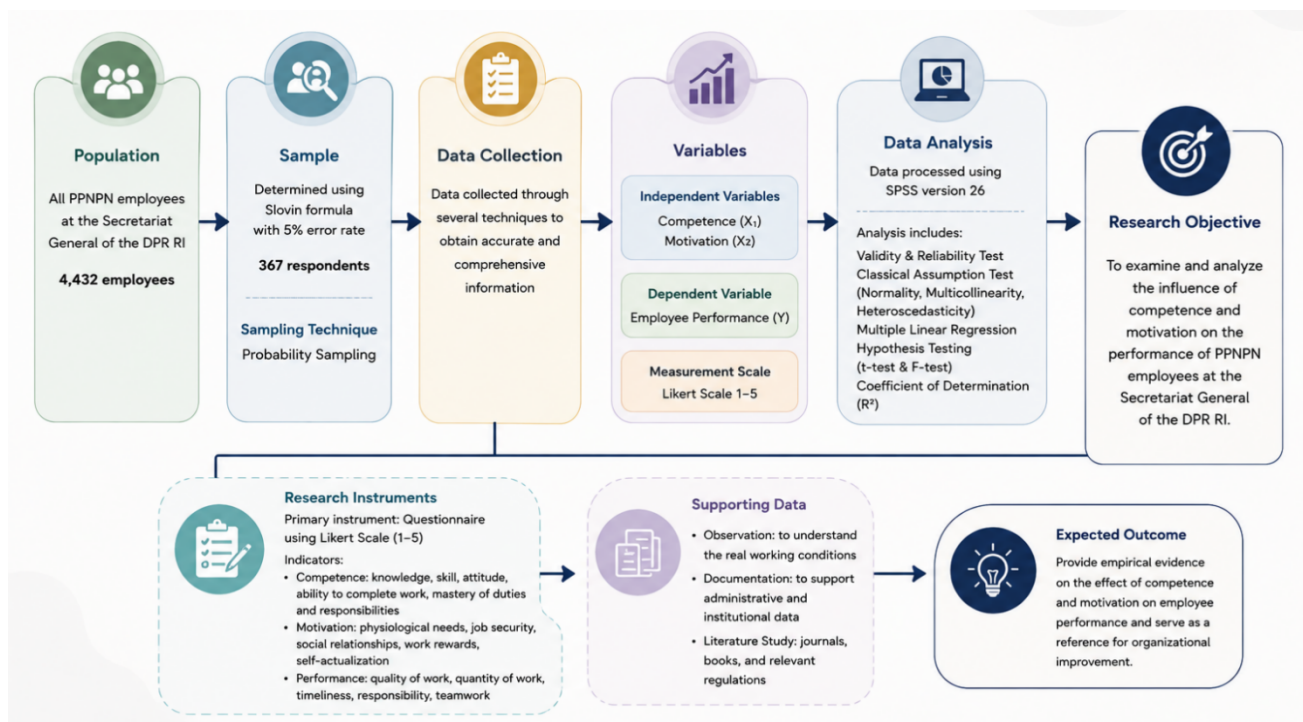


Figure 1 Research Flow

3. FINDINGS AND DISCUSSION

Findings

Prior to collecting data from the entire respondent pool, the research instrument underwent a pilot test with 50 respondents to assess its validity and reliability. This pilot test covered all statement items regarding the variables of competence, motivation, and employee performance. The results indicated that all statement items across the three variables yielded correlation coefficients exceeding the critical *r*-table value, thereby confirming their validity. Furthermore, reliability testing demonstrated that all variables achieved Cronbach's Alpha values falling within the strong and reliable range. Consequently, the research instruments were deemed suitable for use in the data collection and subsequent analysis phases. The reliability test results for the instruments covering competence, motivation, and employee performance are presented below. Reliability testing was conducted to determine the consistency of the instruments in measuring the variables under study; an instrument is considered reliable if its Cronbach's Alpha value exceeds 0.70. The reliability test results are shown in the following table:

Table 1 Reliability Test

No	Variable	Number of Items	Cronbach's Alpha	Reliability Standard
1	Competence	30	0,962	0,70
2	Motivation	30	0,955	0,70
3	Employee Performance	30	0,968	0,70

The reliability test table above shows that all research variables achieved Cronbach's Alpha values greater than 0.70. Specifically, the competence variable scored 0.962, the motivation variable scored 0.955, and the employee performance variable scored 0.968. These results indicate that all research instruments fall into the highly reliable category, making them suitable for use in data collection for this study.

Once the research instruments were confirmed to be valid and reliable, the next step involved conducting classical assumption tests—or prerequisite analysis tests—on the data obtained from the 367 respondents comprising the study sample. Classical assumption tests were conducted to ensure that the multiple linear regression model used in the study met the requirements for statistical analysis, thereby allowing for accurate and reliable hypothesis testing results. The classical assumption tests in this study included the normality test, the multicollinearity test, and the heteroscedasticity test.

Table 2 Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		367
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	20.11683871
Most Extreme Differences	Absolute	.025
	Positive	.016
	Negative	-.025
Test Statistic		.025
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on the normality test results using the One-Sample Kolmogorov-Smirnov Test, the study involved 367 respondents (N), with a residual mean of 0.0000000 and a standard deviation of 20.11683871. The obtained Test Statistic value was 0.025, with an Asymp. Sig. (2-tailed) value of 0.200. The normality test was conducted to determine whether the residual data in the regression model followed a normal distribution. According to (Priyatno, 2023) a good regression model is one in which the residual data follows a normal distribution.

The test results indicate that the significance value of 0.200 is greater than 0.05. This demonstrates that the residual data in this study is normally distributed, meaning the regression model satisfies the normality assumption. Furthermore, the relatively small "Most Extreme Differences" values specifically 0.025 (absolute), 0.016 (positive), and -0.025 (negative) indicate that the deviation of the residual distribution from the normal distribution is not significant.

With the normality assumption satisfied, the multiple linear regression model used in this study is deemed suitable for hypothesis testing. This condition indicates that the research data meets one of the requirements for classical assumption testing; consequently, the regression analysis results can be used to explain the influence of Competence and Motivation on Performance accurately and reliably. Following the fulfillment of the normality assumption, a multicollinearity test was conducted to determine whether there were high correlations among the independent variables in the study's regression model.

Table 3 Multicollinearity Test

Coefficients ^a							
	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	-1.189	4.154		-.286	.775		
Competence	.545	.032	.573	17.010	.000	1.000	1.000
Motivation	.468	.031	.511	15.169	.000	1.000	1.000
a. Dependent Variable: Performance							

Based on the multicollinearity test results in the coefficients table, the Competence variable shows a tolerance value of 1.000 and a Variance Inflation Factor (VIF) value of 1.000. Similarly, the Motivation variable also exhibits a tolerance value of 1.000 and a VIF value of 1.000. According to (Nugraha, 2022), a regression model is considered free from multicollinearity if the tolerance value exceeds 0.10 and the VIF value is less than 10.00. Thus, the test results indicate that neither of the independent variables in this study suffers from multicollinearity.

These results demonstrate that there is no high linear relationship between the Competence and Motivation variables, making them suitable for inclusion in the multiple linear regression model. The absence of multicollinearity indicates that each independent variable contributes independently to explaining the Performance variable. Consequently, the regression model used in this study is deemed robust and satisfies the classical assumption tests, allowing it to be used for subsequent hypothesis testing. Having satisfied the multicollinearity assumption, a heteroscedasticity test was subsequently conducted to determine whether unequal residual variances exist within the study's regression model.

Table 4 Heteroscedasticity Test

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	253.308	113.466		2.232	.026
Competence	1.694	.875	.101	1.936	.054
Motivation	-.025	.843	-.002	-.029	.977

a. Dependent Variable: Abs_Res

Based on the heteroscedasticity test results using the Glejser test (as shown in the coefficients table), the Competence variable has a significance value of 0.054, while the Motivation variable has a significance value of 0.977. The heteroscedasticity test is conducted to determine whether there is inequality in residual variances within the regression model. According to (Nugraha, 2022) a regression

model is considered free from heteroscedasticity if the significance value for each independent variable exceeds 0.05.

The test results indicate that the significance value for the Competence variable is 0.054 (> 0.05) and the significance value for the Motivation variable is 0.977 (> 0.05). Thus, it can be concluded that the regression model in this study does not exhibit heteroscedasticity. This demonstrates that the residual variance is constant (homogenous); consequently, the regression model satisfies one of the classical assumption test requirements and is suitable for further hypothesis testing.

Once all classical assumption tests or analysis prerequisite tests have been satisfied, hypothesis testing is conducted to determine the influence of the independent variables on the dependent variable. This hypothesis testing involves several stages: the coefficient of determination (R^2) test to assess the magnitude of the contribution of competence and motivation to employee performance; the F-test to determine the simultaneous influence of the independent variables; and the t-test to determine the partial influence of each independent variable on employee performance. The results of the coefficient of determination test are presented below:

Table 5 Coefficient of Determination results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766 ^a	.586	.584	20.172
a. Predictors: (Constant), Motivation, Competence				

Based on the coefficient of determination results in the Model Summary table, an R-value of 0.766 was obtained. This value indicates a strong relationship between the variables of Competence and Motivation and the variable of Performance. Additionally, an R-Square value of 0.586 and an Adjusted R-Square value of 0.584 were obtained. The coefficient of determination is used to assess the extent to which the independent variables explain the dependent variable within the regression model.

The R-Square value of 0.586 indicates that the variables of Competence and Motivation simultaneously exert a 58.6% influence on the performance of PPNPN employees within the Secretariat General of the House of Representatives of the Republic of Indonesia (DPR RI). Meanwhile, the remaining 41.4% is influenced by variables outside the scope of this study—such as work environment, leadership, work discipline, organizational culture, compensation, job satisfaction, and other factors. Thus, it can be concluded that competence and motivation make a significant contribution to enhancing the performance of PPNPN employees. Having determined the magnitude of the independent variables' influence on the dependent variable, a partial test (t-test) was subsequently conducted to examine the individual impact of each independent variable on employee performance. The results of the t-test in this study are presented in the following table:

Table 6 Partial Test Results (t-test)

Model	Coefficients ^a		t	Sig.
	Unstandardized Coefficients	Standardized Coefficients		
	B	Std. Error	Beta	
1 (Constant)	-1.189	4.154		.775
Competence	.545	.032	.573	.000
Motivation	.468	.031	.511	.000

a. Dependent Variable: Performance

Based on the partial test results (t-test) in the coefficients table, the Performance variable shows a calculated t-value of 17.010 with a significance value of 0.000. Since the significance value of 0.000 is less than 0.05, H1 is accepted and H0 is rejected. This indicates that the Competence variable has a positive and significant effect on the performance of PPNNP employees within the Secretariat General of the DPR RI. The regression coefficient of 0.545 indicates that every unit increase in competence leads to a 0.545-unit increase in employee performance, assuming other variables remain constant. Thus, higher employee competence results in higher performance.

Additionally, the Motivation variable shows a calculated t-value of 15.169 with a significance value of 0.000. Since the significance value of 0.000 is less than 0.05, H2 is accepted and H0 is rejected. This indicates that the Motivation variable has a positive and significant effect on the performance of PPNNP employees within the Secretariat General of the DPR RI. The regression coefficient of 0.468 indicates that every unit increase in motivation leads to a 0.468-unit increase in employee performance, assuming other variables remain constant. Therefore, it can be concluded that competence and motivation, when tested individually, have a significant effect on improving the performance of PPNNP employees.

Based on the t-test results, it is evident that the variables of competence and motivation individually exert a significant influence on employee performance. Following the partial testing, a simultaneous test (F-test) was conducted to determine the combined effect of competence and motivation on the performance of PPNNP employees within the Secretariat General of the DPR RI. The results of the F-test are presented in the following table:

Table 7 Simultaneous Test Results (F-test)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	209892.485	2	104946.242	257.910	.000 ^b
Residual	148115.515	364	406.911		
Total	358008.000	366			

a. Dependent Variable: Performance
b. Predictors: (Constant), Motivation, Competence

Based on the simultaneous test results (F-test) in Table 7, the calculated F-value was 257.910, with a significance value of 0.000 (less than 0.05). These results indicate that the variables of Competence and Motivation, acting jointly (simultaneously), have a positive and significant effect on the performance of PPNPN employees within the Secretariat General of the House of Representatives of the Republic of Indonesia (DPR RI). Consequently, H3 is accepted and H0 is rejected; thus, it can be concluded that Competence and Motivation are crucial factors influencing the improvement of employee performance. A significance value below 0.05 indicates that the regression model employed in this study is valid and capable of explaining the relationship between the independent and dependent variables. This suggests that enhancing employee competence coupled with high work motivation will improve work effectiveness, productivity, and the quality of performance among PPNPN employees in supporting the execution of institutional duties within the Secretariat General of the DPR RI.

Empirically, the study results demonstrate that PPNPN employees possessing strong work capabilities, task mastery, and high work motivation tend to work more professionally, with greater discipline and a stronger sense of responsibility in completing their tasks. Therefore, the organization needs to prioritize competence development through training and skills enhancement, while also strengthening employee motivation by providing rewards, fostering career development, and creating a conducive work environment to ensure continuous improvement in employee performance.

Discussion

The research results indicate that competence has a positive and significant effect on the performance of PPNPN (non-civil servant government employees) within the Secretariat General of the House of Representatives of the Republic of Indonesia (DPR RI). This is evidenced by partial test results showing a significance value of 0.000 (< 0.05) and a regression coefficient of 0.545. These findings demonstrate that higher employee competence leads to higher performance. Employee competencies such as the ability to understand the job, skills in completing tasks, mastery of responsibilities, and the ability to work according to organizational standards serve as crucial factors in enhancing employee

work effectiveness. This situation highlights the vital role competence plays in supporting the administrative and operational duties of PPNNP staff within the Secretariat General of the DPR RI.

These results align with the theory proposed by Spencer and Spencer, which defines competence as an underlying individual characteristic that influences a person's work effectiveness within an organization (Spencer & Spencer, 2008). Employees with high competence tend to work more professionally, effectively, and productively when carrying out organizational tasks. Furthermore, human resource management theory posits that the quality of human resources is a primary factor in boosting organizational productivity (Dewi et al., 2025). In public sector organizations, competence is a critical aspect, as employees are required to adapt to bureaucratic changes, technological advancements, and increasingly complex public service demands.

These findings are also supported by recent research conducted by (Rahmayuna & Sandakila, 2026) which explains that employee competence significantly influences organizational performance in the public sector; competent employees are able to work more adaptively and productively when facing organizational changes. Another study by (Anggiani et al., 2024) demonstrates that work competence positively affects public service effectiveness in government institutions. Additionally, research by (Ingsih et al., 2024) indicates that employee competence influences improvements in work productivity and service quality within public sector organizations. Thus, these results reinforce previous findings that competence is a key factor in enhancing the performance of government employees.

In addition to competence, research findings indicate that motivation has a positive and significant impact on the performance of PPNNP (non-civil servant government employees) within the Secretariat General of the House of Representatives of the Republic of Indonesia (DPR RI). This is evidenced by a significance value of 0.000 (less than 0.05) and a regression coefficient of 0.468. These findings demonstrate that work motivation plays a crucial role in boosting employee morale, discipline, loyalty, and productivity. Highly motivated employees tend to demonstrate greater responsibility toward their work and strive to achieve organizational targets to the fullest extent. Consequently, motivation emerges as a vital factor in enhancing the work effectiveness of PPNNP staff within the Secretariat General of the DPR RI.

These research results align with Abraham Maslow's Hierarchy of Needs theory, which posits that individuals possess a hierarchy of needs—ranging from physiological, safety, social, and esteem needs to self-actualization. Fulfilling these needs influences an individual's work motivation. Furthermore, Herzberg's theory explains that work motivation is shaped by "*motivator*" and "*hygiene*" factors related to recognition, personal development, the work environment, and job security. In public sector organizations, employees with high work motivation exhibit greater work engagement and organizational commitment, thereby improving the quality of their performance.

These findings are further supported by recent research (Shahzad, 2024) which explains that work motivation significantly influences performance in public sector organizations by fostering employee engagement and organizational commitment. Research by (Omale et al., 2023) also demonstrates a positive relationship between work motivation and the productivity of government employees, as motivated staff tend to work with greater discipline and a stronger sense of responsibility toward organizational tasks. Furthermore, a study by (Lu & Chen, 2022) indicates that work motivation significantly impacts the quality of public services and the effectiveness of government organizations. Thus, the results of this study highlight work motivation as a crucial factor in enhancing the performance quality of public sector employees.

Simultaneously, the research findings indicate that competence and motivation significantly influence the performance of PPNPN (non-civil servant government personnel), with a significance value of 0.000 (< 0.05) and a coefficient of determination of 58.6%. This demonstrates that competence and motivation collectively make a substantial contribution to improving the performance of PPNPN staff within the Secretariat General of the House of Representatives of the Republic of Indonesia (DPR RI), while the remaining 41.4% is influenced by factors outside the scope of this study. Empirically, these results suggest that enhancing competence and work motivation must be a primary organizational priority to support the effective execution of institutional duties. Therefore, the organization needs to foster competence development through training and the strengthening of employee professionalism and boost work motivation by providing rewards, facilitating career advancement, and creating a conducive work environment, thereby ensuring the sustained improvement of PPNPN employee performance.

4. CONCLUSIONS

Based on the research findings, it can be concluded that competence and motivation have a positive and significant impact on the performance of PPNPN (non-civil servant government employees) within the Secretariat General of the House of Representatives of the Republic of Indonesia (DPR RI). Partial test results indicate that the competence variable has a significance value of 0.000 (< 0.05) with a regression coefficient of 0.545, while the motivation variable has a significance value of 0.000 (< 0.05) with a regression coefficient of 0.468. This demonstrates that higher levels of employee competence and work motivation lead to higher performance outcomes. Furthermore, simultaneous test results show that competence and motivation collectively exert a significant influence on PPNPN employee performance, contributing 58.6% to the effect.

These findings imply that enhancing competence and work motivation must be a primary focus for the organization in improving the performance quality of PPNPN employees within the DPR RI

Secretariat General. The organization needs to foster competence development through training, skills enhancement, and the strengthening of employee professionalism. Additionally, work motivation can be boosted through the provision of rewards, career development, and the creation of a conducive work environment. Consequently, efforts to enhance competence and motivation are expected to support employee work effectiveness while sustainably improving the quality of service and the execution of DPR RI's institutional duties.

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