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THE EFFECT OF COMPETENCE, TRAINING AND MOTIVATION ON WORK PRODUCTIVITY BY MODERATING INCENTIVES ON STATE CIVIL APPARATUS EMPLOYEES OF THE REGIONAL SECRETARIAT OF KARIMUN DISTRICT

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Abstract:

This study aims to understand and measure the effectiveness and efficiency of performance in various sectors, especially in public services. As an integral part of efforts to improve the quality of public services, the work productivity of State Civil Apparatus (ASN) plays a very important role in the success of local governments in meeting community needs. This study uses quantitative data, which focuses on the measurement and numerical analysis of the variables involved in the study. The quantitative data collected include variables of competency, training, incentives, and work productivity of State Civil Apparatus employees at the Karimun Regency Regional Secretariat. Data collection was carried out through a survey using a systematically compiled questionnaire to obtain information that can be calculated and analyzed statistically. It was found that simultaneously Competence, Training, and Motivation together have a significant effect on Work Productivity. Although not all variables have a significant effect, simultaneously all three are able to explain 60% of the variance of work productivity. Moreover, incentives have not been able to strengthen the relationship between employee competency and work productivity in the organizational context. Incentives also do not moderate the influence of Training and Work Productivity. This shows that the provision of incentives has not functioned as a reinforcement of the impact of training on employee work results. Moreover, incentives do not moderate the influence of Motivation and Work Productivity. Although motivation has a strong direct influence, incentives have not been proven to be able to strengthen that effect.

Keywords: Improving the Quality of Public Services, Competence, Training, Motivation and Work Productivity of ASN

INTRODUCTION

Work productivity is a crucial aspect in measuring the effectiveness and efficiency of performance across various sectors, particularly in public services. For State Civil Apparatus (ASN) within the Karimun Regency Regional Secretariat, work productivity not only influences the quality of service provided to the public but also determines the extent to which the organization can fulfill its objectives and mandate. High work productivity indicates that existing resources (whether time, labor, or budget) are well-managed and deliver optimal results. In other words, high work productivity creates an efficient, effective, and impactful work environment, which in turn improves public welfare and creates public satisfaction. Therefore, increasing ASN work productivity is not only about achieving targets, but also about creating positive change in every aspect of the lives of the communities served.



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In the modern workplace, work productivity is a key factor influencing organizational performance, including in the government sector. For the State Civil Apparatus (ASN) within the Karimun Regency Regional Secretariat, work productivity is often in the spotlight, given the importance of efficient and high-quality public services. One factor that significantly influences ASN work productivity is employee competency, which includes abilities, skills, knowledge, and motivation in carrying out their duties. Employees working in the public sector are required to have a high level of competency to provide optimal service to the public. However, is this competency sufficient to increase productivity, or are there other factors that play a role?

The limitations faced by Karimun Regency employees are in the competence and training of human resources for employees, both structural and functional, in carrying out their duties and functions. Quantitatively, the Karimun Regency Regional Secretariat staff are adequate, but qualitatively, they have not yet demonstrated the ability to be qualified employees.

In recent years, there has been a trend of declining employee competency, which can directly impact their work productivity. Various factors, such as a lack of relevant training, rapid policy changes, and challenges in adapting to technology, have impacted employees' ability to perform their duties optimally. This decline is evident in various aspects of competency, from technical knowledge and expertise to problem-solving skills, teamwork, leadership, and commitment to continuous improvement.

In this context, training becomes a highly relevant variable. Employee training is one of the most effective ways to improve their competency. Appropriate training can enrich the knowledge and skills of civil servants, enabling them to work more efficiently and overcome challenges in their jobs. Quality management and continuous improvement are highly dependent on employee competency. Providing ongoing training enables civil servants to adapt to technological developments and changes in work procedures. Training also provides employees with opportunities for continuous development and increased work productivity.

However, even after training and employee competency development have been implemented, one factor often remains the primary driver of increased work productivity: incentives. Incentives provided to employees are not only financial rewards but can also include social recognition and career development opportunities. The right incentives can be a powerful motivator for employees to work harder and make maximum contributions. In this case, incentives serve as a moderating factor that can strengthen the relationship between competency and work productivity, motivating employees to be more committed to applying their competencies to achieve better performance.

Considering these factors, the influence of competence and training on work productivity is important to study, particularly within the Karimun Regency Regional Secretariat's civil servant (ASN) environment. This study aims to identify the contribution of competence and training to increasing ASN work productivity in Karimun Regency, as well as how incentives can moderate this relationship. Therefore, with a deeper understanding of the interaction between competence, training, and incentives, more appropriate solutions can be found to increase ASN work productivity and, in turn, improve the quality of public services in Karimun Regency.

Problem Formulation. Based on the background described above, the problem formulated in this study is to determine the appropriate efforts to improve the quality of public services. The work productivity of the State Civil Apparatus (ASN) is very influential.

Research Objective. This study aims to identify factors influencing the work productivity of State Civil Apparatus (ASN) at the Karimun Regency Regional Secretariat, focusing on competency,

training, and incentives. To further understand the influence of these three variables on ASN work productivity.

METHODS

Type Of Research. This type of research uses quantitative data, which focuses on the measurement and numerical analysis of the variables involved in the study. The quantitative data collected includes variables such as competency, training, incentives, and work productivity of Civil Servant employees at the Karimun Regency Regional Secretariat. Data collection was conducted through a survey using a systematically compiled questionnaire to obtain information that can be calculated and analyzed statistically. This data will then be processed to find relationships between existing variables and to test the formulated hypotheses. The use of quantitative data allows researchers to obtain more objective and generalizable results and provides a strong basis for formulating policy recommendations.

Research Site. This research was conducted at the Karimun Regency Regional Secretariat, located in the Regent's Office Complex, Bukit Gading Building (Building D), Jl. Jend. Sudirman – Poros Tanjung Balai Karimun, Karimun Regency, Riau Islands Province, Indonesia. This research focused on State Civil Apparatus (ASN) employees working at this agency.

Method of collecting data. The data collection methods used in this study included four main techniques: interviews, questionnaires, observation, and literature review. Interviews were conducted to obtain more in-depth information regarding employee experiences and perspectives regarding competency, training, incentives, and work productivity. In addition to interviews, questionnaires were distributed to employees to collect structured quantitative data, allowing for statistical analysis to test the relationships between the study variables. Observations were conducted by directly monitoring employee activities and interactions in their work environment to obtain data on work productivity and the implementation of training received. Finally, a literature review was conducted to examine relevant theories and previous research findings that support the theoretical basis of this study.

In the context of this research, data on the number of employees in various departments within the Karimun Regency Regional Secretariat provides a clear picture of the organization's population. Based on the data obtained, there are 12 departments covering various sectors, such as the Governance Department, the Public Welfare Department, the Legal Department, and the Planning and Finance Department. Each department has a varying number of employees, ranging from 8 in the Equipment Department to 27 in the Procurement Department. The total number of employees in all 12 departments is 159.

In this study, a saturated sampling technique was applied to the entire employee population at the Karimun Regency Regional Secretariat, with a total of 159 employees in all 12 departments serving as respondents. All of these employees served as samples in this study, allowing researchers to obtain a more in-depth and comprehensive picture of the human resource conditions at the Karimun Regency Regional Secretariat.

RESULT AND DISCUSSION

Respondent Characteristics; Gender Characteristics. **The results of processing gender data in SPSS 27.0 software can be described in the following table:**

Table 1. Respondent Descriptive (Gender)

Gender



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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	103	66.0	66.0	66.0
	Female	56	34.0	34.0	100.0
	Total	159	100.0	100.0	

Source: Data Processed by SPSS 27.0

Based on the results of a descriptive analysis of respondent characteristics by gender, it was found that of the 159 Civil Service (ASN) employees of the Karimun Regency Regional Secretariat sampled in the study, the majority were male, representing 103, or 66.0 percent of the total respondents. Meanwhile, 56 respondents were female, representing approximately 34.0 percent.

These data indicate that male ASN participation in this study was higher than female ASN participation. This may reflect the gender distribution of employees within the Karimun Regency Regional Secretariat. No missing data were found in this category, resulting in the same percentage and valid percentage values in the table.

Furthermore, the cumulative distribution shows that the cumulative number of male and female respondents reached 100 percent, indicating that all data was validly classified. This information is important in the context of this research because gender differences have the potential to influence perceptions and responses to the variables studied, such as competence, training, motivation, work productivity, and incentives as moderating variables.

Age Characteristics. The results of processing age data in SPSS 27.0 software can be described in the following table:

Table 2. Respondent Descriptive (Age)

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	> 17	12	7.5	7.5	7.5
	> 25	28	17.6	17.6	25.2
	> 35	85	53.5	53.5	98.7
	> 45	32	20.1	20.1	100.0
	> 50	2	1.3	1.3	
	Total	159	100.0	100.0	

Source: Data Processed by SPSS 27.0

The distribution of respondents by age category shows that of the 159 Civil Service (ASN) employees of the Karimun Regency Regional Secretariat sampled in the study, the majority were in the age group over 35, totaling 85 individuals, or 53.5 percent. This indicates that the majority of respondents were individuals of mature and productive age, generally possessing significant work experience.

Furthermore, 32 respondents (20.1 percent) were in the age group over 45, likely reflecting more senior positions or experience in the workplace. Twenty-eight respondents (17.6 percent) were in the age group over 25, while only 12 respondents, or 7.5 percent, were in the age group over 17. The highest age group, over 50, comprised only two individuals (1.3 percent).

There were no missing data in this category, so the percentage and valid percent values were identical. The cumulative percentage indicates that almost all respondents (98.7 percent) were in the age range of over 45. Thus, this age data provides an illustration that respondents have an age profile that is predominantly in the productive age, which is very relevant in examining the influence of

competency, training, and motivation variables on work productivity, as well as the role of incentives as a moderating variable.

Characteristics of Education. The results of processing education data using SPSS 27.0 software are illustrated in the following table:

Table 3. Respondent Descriptives (Education)

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SMA	11	6.9	6.9	6.9
	D3	7	4.4	4.4	11.3
	S1	127	79.9	79.9	91.2
	S2	13	8.2	8.2	99.4
	S3	1	0.6	0.6	100.0
	Total	159	100.0	100.0	

Source: Data Processed by SPSS 27.0

Respondent characteristics based on educational level indicate that the majority of civil servants (ASN) at the Karimun Regency Regional Secretariat involved in this study had a bachelor's degree (S1), representing 127 individuals, or 79.9 percent of the 159 respondents. This indicates that most employees have completed higher education, which theoretically supports an understanding of the concepts of competence, training, motivation, and incentives discussed in this study.

Furthermore, 13 respondents (8.2 percent) had a master's degree (S2), while 11 respondents (6.9 percent) had a high school diploma. Furthermore, 7 respondents (4.4 percent) had a diploma 3 (D3) degree, and only 1 (0.6 percent) had completed a doctoral degree (S3).

All data in this table is considered valid, so the percentage and valid percent values are identical. The cumulative percentage indicates that respondents with a master's degree comprise 99.4 percent of the total sample. This suggests that the study population was dominated by individuals with a high level of education, who are believed to possess sufficient cognitive and professional capacity to accurately and objectively answer the research instruments.

Therefore, this educational profile supports the relevance of research on the influence of competence, training, and motivation on work productivity, as well as the effectiveness of incentives as a moderating variable in the context of government officials.

Characteristics of Work Period. The results of processing the tenure data in SPSS 27.0 software are illustrated in the following table:

Table 4. Respondent Descriptives (Tenure)

		Tenure			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	> 1	5	3.1	3.1	3.1
	< 5	13	8.2	8.2	11.3
	> 6	26	16.4	16.4	27.7
	> 10	115	72.3	72.3	100.0
	Total	159	100.0	100.0	

Source: Data Processed by SPSS 27.0

The distribution of respondents based on length of service indicates that the majority of Civil Service (ASN) employees at the Karimun Regency Regional Secretariat have more than 10 years of

service. The number of respondents in this category reached 115, representing 72.3 percent of the total 159 respondents. This finding indicates that the majority of ASN respondents in the study have extensive work experience, which potentially influences their perceptions of competence, training effectiveness, work motivation, and the role of incentives on productivity.

Furthermore, 26 respondents (16.4 percent) had more than 6 years of service, while 13 respondents (8.2 percent) had less than 5 years of service. Respondents with the shortest service period, namely more than 1 year, numbered 5 individuals, or 3.1 percent of the total.

All service period data were declared valid, so the percentage and valid percent values were identical. The cumulative percentage showed that 27.7 percent of respondents had less than or equal to 6 years of service, while the remainder had worked for more than a decade.

This composition indicates that the respondents involved in the study have a high level of familiarity with and experience with the bureaucratic system, work procedures, and internal organizational policies. This makes them a relevant source of information for assessing the impact of competency, training, motivation, and incentives on increasing work productivity within the Regional Secretariat.

The discussion of the H1 hypothesis in this study, namely "Competence (X1) influences Work Productivity (Y) of Civil Servant Employees of the Karimun Regency Regional Secretariat", is based on the results of statistical tests that show a path coefficient value of 0.11 with a T-Statistic of 0.75 and a p-value of 0.46. These results indicate that although the direction of the influence is positive, the influence of competence on work productivity is statistically insignificant. This means that employee competence has not been proven to be able to significantly increase the work productivity of ASN at the agency in the analyzed model.

The H2 hypothesis in this study states that training (X2) has an effect on work productivity (Y) among civil servants at the Karimun Regency Regional Secretariat. Based on the theoretical model, training refers to five indicators according to McClelland (1973), namely the ability to manage time and priorities, communication skills, the ability to adapt to change, increased job satisfaction, and teamwork skills. Meanwhile, work productivity refers to five indicators according to Gaspersz (1997), namely output quantity, output quality, resource efficiency, task completion speed, and the use of technology in work.

The H3 hypothesis in this study states that Motivation (X3) influences Work Productivity (Y) among Civil Servant Employees of the Karimun Regency Regional Secretariat. Based on the hierarchy of needs theory proposed by Abraham Maslow (1943), motivation is seen as an internal drive that arises from five levels of needs, namely physiological needs, security needs, social needs, esteem needs, and self-actualization needs. These five indicators are believed to play a major role in triggering work behavior and achieving optimal performance. On the other hand, work productivity is measured based on Gaspersz's theory (1997), which includes indicators of output quantity, output quality, resource efficiency, task completion speed, and use of technology in work.

The analysis results in this study indicate that motivation has a very significant influence on work productivity. This is indicated by a path coefficient value of 0.51, a T-statistic value of 4.10, and a p-value of 0.00, which is far below the significance threshold of 0.05. This means that, statistically, motivation has been proven to have a positive and significant influence on employee work productivity. These results confirm that the higher the employee motivation, the higher their level of work productivity in completing tasks and achieving organizational targets.

Theoretically, these results are highly relevant. When an employee's basic needs, such as physiological needs and job security, are met, they will be more focused and calm in carrying out their tasks. Furthermore, the needs for social, esteem, and self-actualization, met through

harmonious work relationships, recognition for achievements, and opportunities for development, will trigger increased work enthusiasm, which directly impacts productivity (Ilim et al., 2024). This is evident in how employees are able to produce more, higher-quality output, and complete it in a timely manner.

In contrast, the results of this study contrast with studies that found no significant effect between motivation and productivity, despite their relatively small number. Several studies have suggested that motivation does not always have a direct impact if it is not supported by a work system that facilitates its implementation. However, in the context of Karimun Regency's civil servants, the work environment appears to be responsive to individual motivation, resulting in a significant impact.

The need for self-actualization can also explain the success of motivation in increasing productivity among civil servants. When employees are given the space to develop themselves, take initiative, and contribute innovative ideas, they feel valued and have a significant role in the organization. This feeling then fosters a drive to deliver the best possible work results, which in turn increases overall work productivity (Vanness & Sitorus, 2024).

The need for recognition also plays a significant role. Appreciation from superiors and the workplace for employee achievements and contributions can boost work morale and loyalty to the organization. In bureaucracy, forms of reward such as job promotions, increased allowances, or simply public recognition of employee performance can be a trigger for increased motivation and performance.

Motivation also plays a role in overcoming work burnout and increasing employee job satisfaction. In relation to productivity, motivation also influences technology utilization. Motivated employees tend to be more proactive in learning and using new technologies to support their performance. This results in accelerated work processes and improved output quality.

Thus, the results of this study not only demonstrate that motivation significantly influences work productivity but also provide in-depth explanations that Maslow's five motivational indicators are truly integrated into the work processes of civil servants in Karimun Regency. This success demonstrates the importance of systematic motivation management through internal policies, organizational culture, and ongoing managerial support. Overall, hypothesis H3 is proven to be statistically acceptable and has a strong contribution in explaining the work productivity of ASN employees.

CONCLUSION

Conclusions from research results based on testing of seven hypotheses that were formulated previously. Competence and training did not significantly impact work productivity, while motivation had a positive and significant effect. This indicates that increasing motivation, from basic needs to self-actualization, can significantly boost employee productivity. Although not all variables had a significant partial effect, all three simultaneously explained 60% of the variance in work productivity.

Incentives do not moderate the influence of competence, training, and motivation on work productivity. This means that incentives have not been able to strengthen the relationship between employee competence, training, and motivation on work productivity. Although motivation has a strong direct influence, incentives have not been proven to strengthen this effect.

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