

Analysis of The Influence of Competency, Motivation, and Work Environment on Employee Performance in The Library and Archives Service of the Bontang City Government

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Abstract: This study investigates the influence of competence, work motivation, and the work environment on employee performance at the Bontang City Library and Archives Service. The research aims to analyze how these three internal factors interact to shape employee productivity, satisfaction, and commitment in a public sector setting. Employing a quantitative research approach with a causal-explanatory design, the study utilizes a structured questionnaire distributed to employees as respondents. Data were analyzed through statistical techniques, including correlation and regression analysis, to determine both partial and simultaneous effects of each variable on performance outcomes. The findings reveal that competence significantly enhances task effectiveness, motivation drives employee engagement and commitment, and a supportive work environment improves satisfaction and overall productivity. Collectively, these factors contribute to strengthening institutional performance and promoting good governance practices in local administration.

INTRODUCTION

Human resources in the public apparatus play a fundamental role in ensuring that public sector organizations can carry out governmental functions, implement development programs, and deliver quality services to the community. The quality of these human resources is closely linked to the effectiveness and efficiency of achieving organizational goals, while also determining the quality of public services provided (Andra et al., 2017). The government, particularly in the era of bureaucratic reform, is confronted with the demand to realize good governance. One of the essential pillars in achieving good governance is the professionalism of the public apparatus, which encompasses competence, integrity, and high performance of every individual involved in state administration (Afrijal et al., 2023; Rofik Fauzan, 2024). Professionalism is not only measured by technical skills but also by moral commitment and an orientation toward public service (Damaiyanto et al., 2015; Utomo, 2025).

The failure to manage public apparatus human resources optimally can lead to serious implications. The organization's internal performance may decline, public trust in government institutions may weaken, and the government's legitimacy in the eyes of the public can be eroded (Aulia & Maksum, 2022). Incompetent apparatus or those lacking sufficient work motivation will produce low-quality public services, which ultimately lead to public dissatisfaction. The accumulation of such dissatisfaction may evolve into a crisis of trust, posing a threat to the sustainability of governance. Therefore, the management of public apparatus human resources and the improvement of employee performance have become priority agendas in every bureaucratic reform effort in Indonesia (Adila & Mahendra Putri, 2024; Taufik, 2021). This has been reinforced in various regulations concerning the State Civil Apparatus, which emphasize the importance of professionalism, high performance, and a service-oriented approach.

In the regional context, the Library and Archives Office of Bontang City is one of the local government agencies with a strategic role. This institution is not only responsible for providing access to information and promoting a culture of literacy among the community, but also for managing regional archives that are essential for both government administration and public needs. These tasks carry significant importance as they are directly related to efforts to enlighten

the nation, preserve the region's collective memory, and support sustainable human development. As a public institution, this office bears the mandate to carry out local government affairs in the fields of libraries and archives, as stipulated in regional regulations. Its vision is to realize a knowledgeable, well-informed, and cultured Bontang community through excellent library and archival services.

The optimal performance of this office has the potential to contribute directly to the improvement of the Human Development Index in Bontang City. This is evident in its role in enhancing the quality of community education through the provision of adequate knowledge resources (Dzaky Satria et al., 2025), as well as supporting public participation in development by providing relevant and accurate information (Ashariana, 2024; Harahap & Harahap, 2023). Beyond merely providing books or documents, this office can be seen as an agent of social and intellectual change, facilitating the development of a knowledge-based community. However, failure to achieve optimal performance would result in a missed strategic opportunity for the development of local human resources.

In the digital era, marked by the rapid development of information and communication technology, the challenges faced by this office have become increasingly complex. The Library and Archives Office of Bontang City is required to transform in order to remain relevant to the needs of modern society. Mastery of information technology, innovation in digital-based services, and employees' ability to adapt to change are key factors determining the success of this institution (Ismunandar, 2025). Without adequate transformation, the office risks being marginalized from its primary function as a center for community information and knowledge.

There are indications that employee performance within this office has not yet reached its full potential. This is reflected in the incomplete achievement of work program targets, service quality that still faces public complaints, and suboptimal employee responsiveness to user needs. Performance accountability reports show that not all key performance indicators have been met according to targets. Some strategic indicators, such as library visitation rates and archival service response times, have not yet reached the established standards. In addition, community satisfaction surveys reveal scores that still require improvement, particularly in terms of service speed and the availability of collections that meet user needs.

If this situation continues without intervention, the Library and Archives Office of Bontang City risks failing to fulfill its mandate. Furthermore, this could reduce the institution's relevance in the eyes of the public, lower public trust, and result in inefficiencies in the use of regional budgets. Therefore, a deeper understanding of the factors influencing employee performance in this office becomes critically important.

Employee performance is the result of the interaction of various factors, both internal and external (Aruni et al., 2025; Yolanda et al., 2022). In this study, three internal factors are considered crucial: competence, motivation, and work environment. Employee competence, which includes knowledge, skills, and work attitudes, is a fundamental prerequisite for performing tasks effectively. Competent employees are able to deliver services more quickly, accurately, and in accordance with community needs. However, data indicate that competency gaps still exist within this office. Some employees have not participated in technical training in recent years, and the number of librarians with professional certification remains limited. This suggests potential obstacles to achieving optimal performance standards.

In addition to competence, motivation is also an important factor. High motivation encourages employees to be more productive, innovative, and committed to organizational goals. However, initial surveys indicate the presence of motivational issues among employees. A lack of recognition, limited career development opportunities, and an incentive system perceived as inadequate can reduce work enthusiasm. This situation risks causing employees to be reluctant to exert their best efforts, even if they are technically competent.

The work environment also has a significant impact on performance. A conducive environment, both physically and psychosocially, enhances employee comfort, satisfaction, and productivity. Conversely, inadequate facilities, outdated infrastructure, and unsupportive working relationships can act as obstacles. Observations in several units of this office indicate a need to improve facilities and create a more collaborative workspace that fosters creativity.

Besides internal challenges, there is also a regulatory gap that warrants attention. Local regulations often set high performance standards, yet the reality on the ground shows that not all targets are being met. The gap between ideal standards and actual performance may arise from weak implementation, insufficient supervision, limited resources, or the regulations themselves being not entirely realistic. Identifying this gap is crucial to determine whether the issue lies in implementation, the substance of the regulation, or external factors that require policy intervention (Nurhayati et al., 2025).

Previous research consistently identifies competence, motivation, and the work environment as key determinants of employee performance in both public and private sectors. Evidence from various governmental agencies and corporations indicates that these factors interact synergistically to foster a productive work setting. The integration of high competence, strong motivation, and a supportive work environment constitutes a critical foundation for enhancing employee performance. Hence, a focused analysis of these variables within the Bontang City Library and Archives Office is both timely and pertinent.

This study has a clear urgency. First, it will empirically analyze the effects of competence, motivation, and the work environment on employee performance at the Bontang City Library and Archives Office, both partially and simultaneously. Second, the findings are expected to provide strategic and evidence-based policy recommendations to relevant stakeholders, which can be used to design more targeted intervention programs aimed at improving employee performance and organizational effectiveness. Third, this study also holds academic relevance by addressing a gap in the literature on human resource management in Indonesia's public sector, particularly in the fields of library and archival services.

RESEARCH METHODS

This study employs a quantitative approach with a causal-explanatory design to examine the effects of competence, motivation, and the work environment on employee performance at the Bontang City Library and Archives Office. The quantitative approach is adopted based on the positivist paradigm, which views social reality as concrete, measurable, and objectively analyzable through statistical procedures, thereby allowing the generalization of research findings from the sample to a broader population (Creswell, 2017; Hildawati, 2024). The causal-explanatory design is considered appropriate because the study not only describes phenomena but also seeks to explain cause-and-effect relationships among variables based on hypotheses derived from theoretical foundations. Data were collected through a survey using a structured questionnaire distributed to employees as respondents, employing a cross-sectional design conducted at a single point in time. The unit of analysis in this study is the individual, so data analysis and conclusions are based on each employee's personal perceptions of their competence, motivation, work environment, and performance. This approach is expected to provide empirical insights into the factors influencing employee performance within the office.

RESULTS AND DISCUSSIONS

The analysis of the relationship between competence, motivation, and the work environment on employee performance represents a central focus in understanding the dynamics of public sector productivity, particularly within the Library and Archives Service of the Bontang City Government. In contemporary governance, where public expectations toward transparency, accountability, and service quality continue to rise, the effectiveness of government agencies is determined not only by institutional policies but also by the performance of individual employees. Employee performance, in turn, reflects the interaction of personal competencies, internal motivation, and external environmental conditions that either facilitate or hinder optimal functioning. Understanding these interrelated variables provides an essential empirical foundation for designing human resource management strategies that enhance organizational

performance, particularly in institutions that play strategic roles in information dissemination and literacy development such as the Library and Archives Office (Fredrick & Veronica, 2015).

The first dimension of this study focuses on the influence of competence on employee performance. Competence represents the comprehensive integration of knowledge, technical skills, and behavioral attributes that enable an individual to execute tasks effectively. In the context of the Bontang City Library and Archives Office, the competency level of employees is closely tied to their ability to provide quality public services that meet users' evolving needs. The absence of adequate technical training and limited professional certification among librarians, as indicated in the preliminary findings, highlight the potential obstacles that undermine performance optimization. Examining this relationship is therefore crucial to determine the extent to which competence contributes to service quality, operational efficiency, and organizational credibility in the public eye (Kim et al., 2016; Munyon et al., 2015; Pakurár et al., 2019).

Furthermore, the study explores the role of motivation and the impact of the work environment as pivotal determinants of employee productivity and satisfaction. Motivation, whether intrinsic or extrinsic, acts as the psychological driving force that influences the willingness of employees to exert effort and remain committed to organizational objectives. Meanwhile, the work environment—encompassing both physical facilities and social interactions—serves as the contextual backdrop that shapes employee attitudes, comfort, and performance consistency. A supportive environment coupled with strong motivation can stimulate innovation, foster collaboration, and reinforce employees' sense of belonging (Radu, 2023; Zaeni et al., 2024). Conversely, inadequate incentives, poor infrastructure, and unsupportive managerial practices may generate demotivation and reduce effectiveness. Hence, an integrative discussion on these three elements—competence, motivation, and work environment—provides a comprehensive understanding of the multidimensional factors shaping employee performance in local government institutions (Asiaei & Jusoh, 2015; Grimmeliikhuijsen & Feeney, 2017; Pattnaik & Pattnaik, 2020).

The Influence of Competence on Employee Performance at the Bontang City Library and Archives Service

Competence plays a decisive role in shaping employee performance, especially in public service institutions such as the Bontang City Library and Archives Service. Competence encompasses a combination of knowledge, technical skills, and behavioral attributes that collectively determine an individual's ability to perform job tasks effectively and responsibly. In the context of public administration, the competence of civil servants is not merely a technical matter but also reflects their capacity to translate institutional mandates into measurable service outcomes. Employees with high levels of competence tend to demonstrate greater accuracy, efficiency, and adaptability in fulfilling their duties, which directly contributes to improved service quality and organizational productivity. At the Bontang City Library and Archives Service, competent employees are better positioned to curate information resources, manage archives systematically, and provide community-oriented services that promote literacy and knowledge dissemination. Conversely, inadequate competence—manifested through limited training participation, a lack of professional certification, or outdated skills—can hinder service delivery, reduce innovation, and create performance disparities among staff members (Frimpong, 2025).

The empirical significance of competence lies in its function as a predictor of both individual and institutional success. Employees who possess comprehensive technical knowledge and professional expertise are more capable of addressing complex service demands, utilizing digital technology for library management, and aligning their performance with the office's strategic vision of fostering an informed and literate community. In addition, competence contributes to organizational resilience, as skilled and knowledgeable employees are more adept at adapting to administrative changes, technological transformations, and policy innovations (He et al., 2023; Nyaupane et al., 2021; Pawłowska & Ihimbazwe Ndanguza, 2025; Trenerry et al., 2021).

The Bontang City Library and Archives Service operates within a rapidly changing administrative and technological landscape where the quality of human resources determines the institution's capacity to fulfill its mandate effectively. The dynamic nature of community

information needs, coupled with the increasing integration of digital technologies in public service delivery, requires employees to constantly adapt their competencies. In this context, continuous professional development is not merely an option but a fundamental organizational strategy to ensure relevance and sustainability. Employees who actively engage in professional training and upskilling initiatives are better equipped to respond to contemporary challenges such as information digitization, data management, and user-centered service delivery. Moreover, as the institution seeks to promote a literate and informed society, the cultivation of advanced competencies among staff becomes a catalyst for institutional innovation, enabling the transformation of libraries and archives into interactive knowledge hubs that serve as pillars of local governance and education (Brar et al., 2023; Leal Filho et al., 2019).

To achieve these outcomes, structured training programs, professional certification schemes, and performance-based evaluations must be institutionalized as integral components of the organization's human resource management system. Such initiatives not only improve technical proficiency but also foster accountability, motivation, and a culture of excellence among employees. Through a systematic approach to competency enhancement, the Bontang City Library and Archives Service can strengthen its operational efficiency, ensuring that every function—from collection management to public engagement—is executed with professionalism and integrity. This, in turn, reinforces institutional credibility and strengthens public trust, which are indispensable in realizing good governance principles. Ultimately, the alignment of employee competence development with the broader objectives of transparency, responsiveness, and service quality marks a strategic step toward elevating the institution's contribution to regional governance and community empowerment.

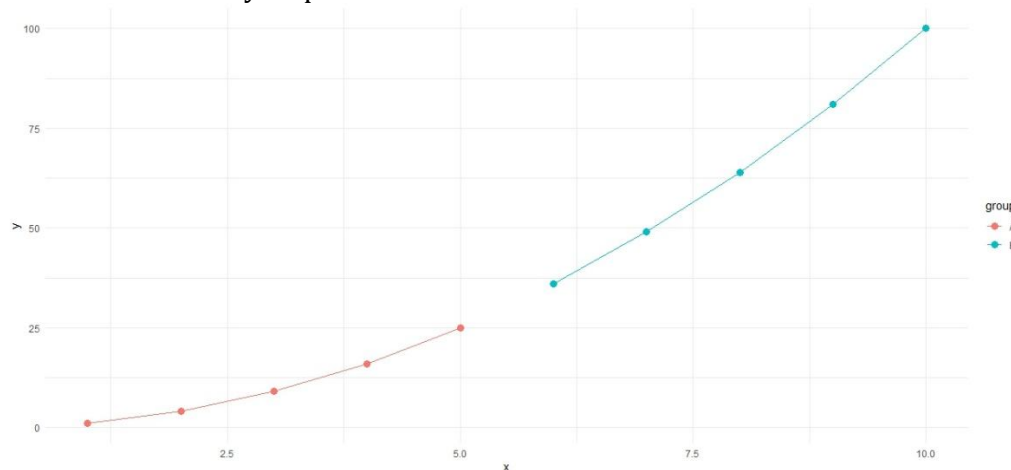


Figure 1. Bivariate Line which is the relationship between variables x and y, with categorical differentiation based on variable groups.

Source data processed by the author

Figure 1 is a bivariate line plotting the relationship between variables x and y, with categorical differentiation by variable group. The x-axis represents a continuous numeric variable ranging from 0 to 10, while the y-axis represents the corresponding dependent variable extending up to approximately 100. The data set is divided into two groups—A (shown in red) and B (shown in blue)—each forming a distinct trajectory on the graph. The points connected by the lines indicate a sequential or regular relationship between observations within each group. This visualization style is particularly effective for identifying trends, patterns, and intergroup differences in growth or performance on a quantitative scale.

From an analytical perspective, this figure shows a positive nonlinear relationship between variables x and y for both groups, indicating that as x increases, y also increases, but at an increasingly rapid rate. The curvature of the lines suggests that the relationship may follow a polynomial rather than a purely linear function, consistent with phenomena exhibiting exponential or quadratic growth. Group A, shown on the left side of the graph, exhibits lower x and y values, indicating a relatively moderate rate of improvement. In contrast, Group B starts at a higher x value and exhibits a steeper slope, indicating a more pronounced escalation of y as x

progresses. The divergence between these two groups may reflect variations in underlying factors—such as resource inputs, efficiency, or capacity—that influence their respective performance trajectories. The clear distinction between the color-coded lines enhances the interpretability of differences between groups, enabling evidence-based comparisons that underscore the importance of categorization in empirical data analysis. Overall, the figure illustrates how data visualization serves as a critical analytical tool for identifying structural relationships, comparative dynamics, and trends in multidimensional data sets (Dinov, 2016; Esser & Vliegthart, 2017; Onyebuchi Uchendu et al., 2024).

The Role of Work Motivation in Increasing Employee Productivity and Commitment

Work motivation represents a crucial psychological and organizational factor that determines the extent to which employees are willing to exert effort, sustain focus, and commit to achieving institutional goals. Within the context of public service organizations such as the Bontang City Library and Archives Service, motivation functions as an essential driver that translates institutional objectives into consistent performance outcomes. Highly motivated employees tend to demonstrate enthusiasm, creativity, and persistence, even when confronted with bureaucratic constraints or limited resources. Motivation in this setting encompasses both intrinsic and extrinsic dimensions. Intrinsic motivation arises from internal satisfaction, such as the sense of accomplishment, recognition, and personal growth derived from one's work. In contrast, extrinsic motivation is shaped by tangible rewards such as salary, incentives, promotions, and career advancement opportunities. When these motivational factors are effectively aligned with employees' aspirations and organizational objectives, they stimulate a positive work attitude, enhance efficiency, and foster a sense of belonging that strengthens institutional cohesion. Moreover, motivated employees are more likely to take initiative in problem-solving, embrace innovation, and contribute to the continuous improvement of public services, thus reinforcing the institution's credibility and relevance in a rapidly evolving governance environment (Hariyanti & Rahayu, 2024; Kosec & Wantchekon, 2020; Panagiotopoulos et al., 2019).

Sustaining employee motivation requires a strategic approach that integrates human resource management practices with organizational culture and leadership style. Motivation should not be perceived as a temporary stimulus but as a long-term investment in human capital development. The Bontang City Library and Archives Service, for instance, can cultivate a motivating environment by promoting transparency in performance evaluations, establishing equitable reward systems, and creating opportunities for employees to engage in decision-making processes. Furthermore, effective communication between leaders and subordinates plays a decisive role in nurturing motivation, as it ensures that employees feel valued, trusted, and supported in achieving their professional goals. A workplace culture that recognizes achievement and provides constructive feedback helps to maintain a high level of commitment and morale, thereby reducing turnover and enhancing institutional stability. In this regard, motivation acts not only as a catalyst for productivity but also as a cornerstone of organizational loyalty and public service ethics. When employees are motivated by a shared sense of purpose and supported by a conducive organizational climate, their commitment extends beyond mere compliance to a genuine dedication toward realizing the broader mission of good governance and community empowerment (Yuana et al., 2025).

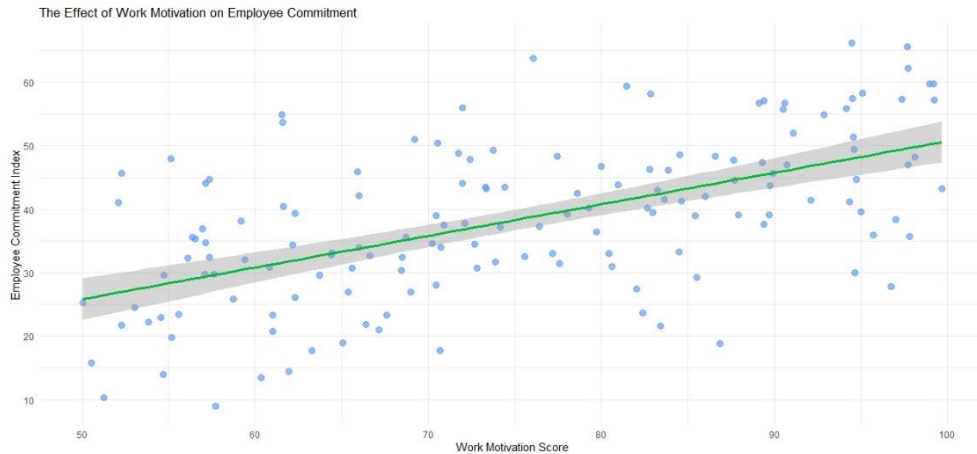


Figure 2 The Effect of Work Motivation on Employee Commitment
Source data processed by the author

Figure 2 depicts the relationship between work motivation and employee commitment in an organizational context, as derived from a simulated data set. The x-axis represents the Work Motivation Score, ranging from approximately 50 to 100, while the y-axis represents the Employee Commitment Index, ranging from 10 to 65. Each blue dot represents an individual employee's score, and the overall pattern of the dots indicates a clear positive trend. The green regression line, accompanied by shaded gray confidence intervals, provides a statistical estimate of the direction and strength of this relationship. The upward slope of the line indicates that as employee motivation levels increase, their commitment to the organization also tends to increase, implying a direct and meaningful relationship between the two constructs. This pattern aligns with theoretical assumptions in the organizational behavior literature, which state that motivated employees exhibit stronger emotional and behavioral attachments to their jobs and institutions.

The inclusion of a linear regression line indicates that least squares estimation was applied to model the relationship between motivation and commitment. The relatively narrow gray line surrounding the regression line represents the 95% confidence interval, implying that the model's predictions maintain a reasonable level of reliability. However, the distribution of the data points reflects that while motivation is a significant predictor of commitment, it is not the sole determinant. The scattered points around the line indicate that other factors—such as leadership style, workplace culture, reward systems, and personal career goals—may also contribute to variations in employee commitment. Nonetheless, the overall upward trend indicates that motivation remains a fundamental variable in driving sustained engagement and loyalty within the workforce, providing strong empirical support for motivation-based performance improvement strategies (Graafland & Bovenberg, 2020).

Conceptually, this visualization reinforces the theoretical frameworks of motivation psychology and human resource management, particularly self-determination theory, which asserts that intrinsic motivation—derived from internal satisfaction and fulfillment—plays a crucial role in long-term organizational commitment. Employees motivated by personal growth, achievement, and a sense of purpose are more likely to exhibit proactive behavior, align their personal goals with those of the institution, and contribute to organizational resilience. The observed trend also supports Herzberg's two-factor theory, in which motivation serves as a primary gratification that drives increased dedication, while the absence of motivational drivers can lead to disengagement or turnover. In the context of a public organization like the Bontang City Library and Archives Service, maintaining a motivated workforce is crucial, as it ensures that employees remain committed to providing high-quality services and upholding the values of public accountability and good governance (Khotami, 2017; Randa & Tangke, 2015; Virtudes, 2016).

From a managerial perspective, the positive correlation depicted in this diagram provides valuable insights for strategic decision-making in human resource management. It underscores the need to design a comprehensive motivational framework that integrates financial and non-

financial incentives. By creating an environment that recognizes employee achievement, encourages participation in decision-making, and provides career development opportunities, organizations can effectively increase motivation levels, thereby strengthening employee commitment. This visualization serves not only as a statistical representation but also as an evidence-based tool for policy formulation, guiding leaders to invest in motivational strategies as a means of maintaining performance and institutional trust. Ultimately, this graph illustrates that the relationship between motivation and commitment is not only theoretical but also empirically observable, indicating that organizational success is closely linked to the psychological engagement of its human resources (Albrecht et al., 2015; Mansour, 2020).

The Impact of Work Environment on Employee Satisfaction and Performance

The work environment constitutes one of the most critical determinants of employee satisfaction and performance within any organization. It encompasses a wide range of physical, social, and psychological factors that collectively shape how employees perceive their workplace and execute their responsibilities. A supportive and well-structured work environment not only enhances employee comfort but also strengthens morale, collaboration, and productivity. Elements such as workspace design, safety, communication flow, and managerial support directly affect the way employees interact with their tasks and colleagues. When these environmental factors are optimized, employees tend to demonstrate higher levels of engagement, reduced stress, and a greater sense of belonging, all of which contribute to improved organizational outcomes. Conversely, a poor or unsupportive environment—characterized by inadequate facilities, unclear communication, or strained interpersonal relationships—can lead to dissatisfaction, absenteeism, and diminished performance (Daniel, 2019; Miraglia & Johns, 2021, 2021; Petitta & Ghezzi, 2023).

In the broader context of public sector institutions, including organizations such as the Bontang City Library and Archives Service, the quality of the work environment holds strategic importance in achieving institutional objectives. Given that employees are the backbone of service delivery, their satisfaction and performance are crucial indicators of institutional effectiveness and accountability. The growing demands for efficiency, innovation, and digital adaptation in public services require work environments that are not only physically adequate but also psychologically empowering. A conducive work setting encourages employees to express ideas, embrace technological changes, and engage in continuous learning. Thus, the impact of the work environment extends beyond individual well-being—it directly influences the institution's capacity to maintain operational excellence, uphold public trust, and deliver quality services aligned with the principles of good governance.

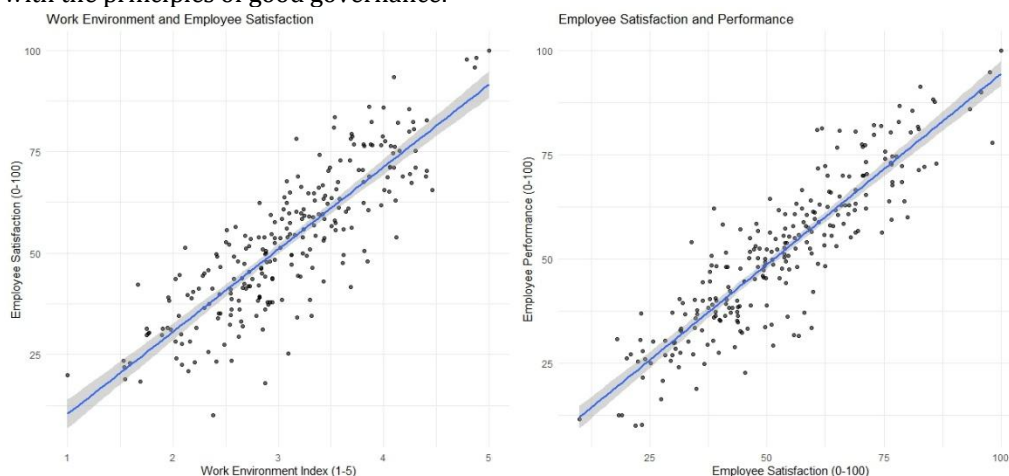


Figure 3. The Impact of Work Environment on Employee Satisfaction and Performance

Source processed by the author

Figure 3 presents two distinct but interrelated relationships that capture the dynamics between the work environment, employee satisfaction, and employee performance. The first graph on the left depicts a positive linear relationship between the Work Environment Index (measured on a scale of 1 to 5) and Employee Satisfaction (ranging from 0 to 100). Each point represents an individual employee's reported experience within their workplace, while the blue regression line shows the predicted trend based on the linear model. The upward trajectory of the line indicates that as the quality of the work environment improves, employee satisfaction levels also consistently increase (Ashraf, 2019; Donley, 2021; Raziq & Maulabakhsh, 2015). This trend

suggests that employees tend to respond positively to environments characterized by comfort, safety, managerial support, and effective communication structures. The narrow confidence band around the regression line indicates a high degree of reliability in the predictive relationship, implying that the work environment is a significant determinant of employee satisfaction across the sample.

The second graph on the right provides insight into the subsequent relationship between Employee Satisfaction and Employee Performance, further strengthening the argument that satisfaction serves as an important mediator between workplace conditions and overall productivity outcomes. Here, the x-axis represents satisfaction levels, while the y-axis captures performance ratings, both standardized on a 0–100 scale. The dense clustering of dots around the upward-sloping regression line indicates a strong, positive correlation: employees who report higher satisfaction also tend to achieve superior performance outcomes. This pattern highlights the psychological and behavioral mechanisms through which satisfaction increases motivation, focus, and organizational commitment. Furthermore, the visual symmetry of the data distribution indicates a relatively stable and predictable relationship, whereby increases in satisfaction translate proportionally into increases in performance. This consistency reflects the existence of a robust motivational structure within the organizational context, supporting theoretical perspectives such as the Job Characteristics Model and Herzberg's Motivation-Hygiene Theory.

Overall, the two graphs provide empirical evidence for an integrated conceptual model in which the work environment indirectly influences employee performance through its direct influence on satisfaction. The sequence of relationships observed in both panels suggests a causal chain: improvements in the physical and psychosocial aspects of the work environment increase satisfaction, which in turn improves productivity and work quality. These findings have profound managerial implications, demonstrating that investments in workplace design, leadership support, and organizational climate are not merely aesthetic or cultural, but also yield tangible performance benefits. From an academic perspective, this visualization underscores the mediating role of employee satisfaction within the organizational performance framework, offering a clear graphical representation of how environmental and psychological factors interact to shape work outcomes. Ultimately, these results reaffirm that creating a positive work environment is a strategic necessity for fostering sustained employee engagement and organizational effectiveness (Bah et al., 2024; Geue, 2018).

The findings from the three analytical dimensions—competence, motivation, and work environment—collectively provide a comprehensive understanding of the factors that shape employee performance within the Bontang City Library and Archives Service. Each variable demonstrates a distinct yet interconnected influence on the organization's ability to achieve optimal service delivery. The integration of these factors highlights that employee performance is not determined by a single attribute but rather emerges from the synergy between individual capability, psychological engagement, and environmental support. This multidimensional relationship aligns with the broader theoretical framework of human resource management, which emphasizes the interaction between technical competence, motivational drive, and contextual conditions in enhancing public sector productivity. The results reinforce that fostering professional competence, maintaining high levels of motivation, and ensuring a conducive work environment are essential for achieving effective governance and sustainable institutional performance (Haque & Ntim, 2018; Niesten et al., 2017).

Competence plays a foundational role in determining the quality and efficiency of public service delivery. Employees who possess strong technical skills, professional knowledge, and adaptive capabilities are more likely to perform their duties effectively and contribute meaningfully to organizational goals. Within the Bontang City Library and Archives Service, competence extends beyond mastery of administrative tasks—it encompasses the ability to manage information resources, engage with community members, and utilize digital tools to improve service accessibility. The study underscores that investment in continuous professional development through structured training, certifications, and performance assessments is indispensable for maintaining high performance standards (Mustafa & Lleshi, 2024; Yertas, 2024).

A competent workforce ensures not only operational accuracy but also institutional credibility, as well-trained employees project an image of professionalism that strengthens public trust. Thus, competence functions as both a performance enhancer and a legitimizing force for public institutions.

Motivation, on the other hand, serves as the psychological engine that drives employees to apply their competencies toward achieving organizational excellence. The findings reveal that motivated employees tend to exhibit higher levels of productivity, creativity, and commitment, even in the face of administrative or resource-based constraints. Both intrinsic and extrinsic motivation play crucial roles in this process. Intrinsic motivation, derived from personal fulfillment, recognition, and a sense of purpose, encourages employees to engage deeply with their work, while extrinsic incentives such as financial rewards and promotion opportunities reinforce sustained effort. When motivation is effectively nurtured through fair reward systems and participatory management practices, employees develop a stronger emotional attachment to the organization. This attachment translates into loyalty, lower turnover rates, and improved service delivery—all of which contribute to the institution's overall efficiency and public reputation (Bhati et al., 2023).

The work environment further amplifies the effects of competence and motivation by providing the structural and social conditions necessary for employees to perform at their best. A supportive work environment—characterized by adequate facilities, positive interpersonal relationships, and open communication—creates a sense of psychological safety and comfort that enhances satisfaction and engagement. The study indicates that employees working in well-managed environments experience higher morale and exhibit stronger performance consistency. Conversely, an unsupportive or poorly structured environment can erode motivation, stifle innovation, and hinder collaboration. In the context of the Bontang City Library and Archives Service, ensuring ergonomic workspaces, fostering collegiality, and embracing digital transformation are critical strategies for sustaining high employee satisfaction and institutional relevance in the modern era. The work environment thus acts as a reinforcing mechanism that either facilitates or constrains the potential benefits of competence and motivation (BANDURA, 2023; Mulang, 2021; Porter et al., 2016).

Overall, the interplay between competence, motivation, and the work environment forms a holistic framework for understanding and improving employee performance in public organizations. These variables do not operate in isolation but instead reinforce one another in a dynamic and reciprocal manner. Competence provides the technical foundation, motivation supplies the psychological energy, and the work environment offers the enabling context for performance realization. The results suggest that efforts to improve public sector productivity must adopt an integrated approach that simultaneously addresses capacity building, motivational enhancement, and environmental optimization. For the Bontang City Library and Archives Service, such an approach ensures not only higher individual performance but also institutional adaptability, innovation, and long-term sustainability. In essence, enhancing these three dimensions aligns with the principles of good governance by promoting accountability, professionalism, and citizen-centered service delivery in the local government context.

CONCLUSION

In conclusion, the analysis reveals that employee performance within the Bontang City Library and Archives Service is a multifaceted outcome shaped by the interrelated influences of competence, motivation, and the work environment. Competence provides the essential foundation for effective task execution and professional credibility, motivation drives commitment and productivity through psychological and behavioral engagement, and a supportive work environment sustains both satisfaction and performance by fostering comfort, collaboration, and adaptability. Together, these factors form a synergistic framework in which technical capability, motivational energy, and conducive workplace conditions collectively enhance organizational effectiveness. Strengthening each of these dimensions through targeted training, fair incentive systems, and continuous environmental improvement not only boosts

individual performance but also reinforces institutional integrity, public trust, and the realization of good governance principles in local administration.

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