

The Influence of State Civil Apparatus Competence, Work Environment, and Reward Systems on State Civil Apparatus Performance at BKPSDM Cirebon

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Abstract

This study examines the influence of state civil apparatus competence, work environment, and reward systems on the performance of state civil apparatus at the Regional Civil Service and Human Resource Development Agency (BKPSDM) of Cirebon. Improving state civil apparatus performance has become a strategic issue in public sector governance, particularly in the context of bureaucratic reform aimed at creating professional, adaptive, and service-oriented public institutions. Nevertheless, challenges related to disparities in employee competence, less supportive work environments, and the suboptimal implementation of reward systems continue to affect employee productivity and organizational effectiveness. This research employed a quantitative approach with an associative design to analyze the causal relationships among the variables under investigation. The study involved 130 state civil apparatus as respondents using a census sampling technique. Data were collected through structured questionnaires based on a five-point Likert scale and analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with the assistance of SmartPLS version 4 software. The findings reveal that competence has a positive and significant effect on state civil apparatus performance with a coefficient value of 0.418, indicating that competence is the most dominant factor influencing employee performance. The work environment also demonstrates a positive and significant effect with a coefficient value of 0.254, while the reward system exerts a positive and significant influence with a coefficient value of 0.365. Simultaneously, these three variables explain 77.3% of the variance in state civil apparatus performance, indicating that the proposed model possesses strong predictive capability. The study concludes that improving state civil apparatus performance requires an integrated and sustainable human resource management strategy through strengthening employee competencies, creating a conducive work environment, and implementing fair, transparent, and performance-based reward systems. The findings contribute theoretically to the development of public sector human resource management studies and practically provide strategic insights for regional governments in formulating adaptive and performance-oriented state civil apparatus management policies.

Keywords: State Civil Apparatus Competence; Work Environment; Reward System; Employee Performance

INTRODUCTION

Improving the quality of State civil apparatus (ASN) performance has become one of the strategic agendas in Indonesia's bureaucratic reform. The government continues to encourage the creation of a professional, adaptive, effective, and public service-oriented bureaucracy in response to increasingly complex societal demands. In the context of public sector organizations, state civil apparatus performance is not only measured by the ability to complete administrative tasks but also by the

capacity to provide fast, transparent, accountable, and responsive public services. Law Number 5 of 2014 concerning the State Civil Apparatus emphasizes that state civil apparatus must possess competence, integrity, professionalism, and the ability to carry out duties optimally as part of the implementation of a merit-based system within government bureaucracy.

From the perspective of human resource management, Armstrong and Taylor (2023) explain that employee competence is a key

element in improving organizational effectiveness because it relates to knowledge, skills, abilities, and work behavior that support task implementation. State civil apparatus with high competence are more capable of understanding work responsibilities, completing tasks on time, and adapting to policy changes and organizational dynamics.

In addition to competence, the work environment is an important factor influencing state civil apparatus performance. The work environment includes not only physical conditions such as facilities, lighting, and workspace comfort, but also non-physical aspects such as interpersonal relationships, organizational communication, and leadership support. According to Sedarmayanti (2020), a conducive work environment can create a comfortable atmosphere and increase employee motivation in performing their duties. A positive work environment can reduce work stress, increase employee loyalty, and encourage overall organizational productivity.

In public sector organizations, a supportive work environment also contributes to the creation of a professional and collaborative work culture. De Carlo et al. (2020) assert that a comfortable and supportive work environment is closely related to increased productivity and employee engagement within organizations. Rahmawati and Hidayat (2022) further explain that effective organizational communication and harmonious working relationships can improve state civil apparatus motivation.

Another factor affecting state civil apparatus performance is the reward system. Rewards represent forms of appreciation provided by organizations to employees for their contributions and achievements. Armstrong (2024) states that fair and performance-based reward systems can enhance motivation, job satisfaction, and organizational commitment. Rewards are not limited to financial incentives such as allowances and bonuses but also include non-financial forms such as recognition, promotions, career development opportunities, and acknowledgment of achievements.

In the context of state civil apparatus, implementing merit-based rewards is an important effort to enhance professionalism and encourage a competitive and productive work culture. Kurniasih et al. (2021) found that performance-based rewards improve the

motivation and morale of public sector employees. Similarly, Yusmardi et al. (2025) stated that fair and transparent rewards can improve organizational commitment and the quality of state civil apparatus performance, while Lestari and Prabowo (2023) explained that combining financial and non-financial rewards produces more effective impacts on employee productivity than relying solely on financial rewards.

Several previous studies have shown that competence significantly influences state civil apparatus performance. Prasetyo and Sutanto (2020) found that improving state civil apparatus competence contributes to effective task implementation and organizational target achievement. Wulandari and Hasanah (2025) also demonstrated that technical and interpersonal competencies positively affect the quality of public services. Furthermore, Khalid and Nawab (2018) found that both technical and interpersonal competencies significantly contribute to improving employee performance in governmental organizations.

Recent studies have consistently confirmed that competence, work environment, and reward systems are important determinants of employee performance. Research by Prasetyo and Sutanto (2020), Wulandari and Hasanah (2025), and Khalid and Nawab (2018) demonstrated the significant contribution of competence to employee performance. Similarly, studies conducted by De Carlo et al. (2020) and Rahmawati and Hidayat (2022) highlighted the importance of a supportive work environment in improving employee productivity and engagement. Furthermore, Kurniasih et al. (2021), Lestari and Prabowo (2023), and Yusmardi et al. (2025) emphasized the role of reward systems in enhancing employee motivation and performance outcomes.

Despite these valuable contributions, the existing literature remains fragmented because most studies have examined competence, work environment, and reward systems as separate determinants of performance. Consequently, limited attention has been given to understanding how these variables interact simultaneously within an integrated human resource management framework. In addition, previous studies have predominantly focused on private-sector organizations or general public institutions, while empirical evidence from strategic state civil apparatus management

agencies such as BKPSDM remains relatively scarce. This limitation creates a gap in the literature regarding the combined influence of competence, work environment, and reward systems on state civil apparatus performance within regional government institutions. Therefore, further investigation is required to provide a more comprehensive explanation of employee performance determinants in the public sector.

From a Human Resource Management (HRM) perspective, competence, work environment, and reward systems should be viewed as complementary elements of an integrated employee performance management framework. Competence reflects the capability dimension of employees, encompassing knowledge, skills, and abilities required to perform work effectively. The work environment represents the organizational context that facilitates or constrains the utilization of employee competencies, while reward systems serve as motivational mechanisms that encourage employees to exert greater effort and sustain high levels of performance. According to strategic HRM theory, organizational performance is enhanced when these human resource practices operate synergistically rather than independently. Therefore, competence, work environment, and reward systems are conceptualized in this study as interconnected HRM factors that collectively influence state civil apparatus performance.

The shortcomings of previous studies are further reflected in the limited attention given to the Regional Civil Service and Human Resource Development Agency (BKPSDM) as a strategic institution responsible for managing regional state civil apparatus. Empirically, the management of state civil apparatus at the regional level continues to encounter various issues, including disparities in employee competence, work environments that have not fully supported productivity, and reward systems that remain insufficient in enhancing employee motivation and performance.

These circumstances indicate the existence of a discrepancy between the theoretical principles of human resource management and their practical implementation within regional government bureaucracies. Accordingly, this study seeks to examine the effects of state civil apparatus competence, work environment, and reward systems on the performance of state civil apparatus at

BKPSDM Cirebon, with the objective of generating empirical evidence regarding the determinants of performance in regional public sector organizations.

The state of the art contribution of this research is reflected in its integrative framework, which simultaneously incorporates competence, work environment, and reward systems into a unified public sector research model using Partial Least Squares Structural Equation Modeling (SEM-PLS). Compared with earlier studies that tended to analyze these variables separately, this approach enables a more holistic and comprehensive examination of causal relationships.

The novelty of this research lies in its specific focus on BKPSDM Cirebon as a regional state civil apparatus management institution characterized by unique bureaucratic dynamics, as well as in the integration of competence, work environment, and reward system perspectives to explain the enhancement of merit-based state civil apparatus performance. Academically, this study is expected to enrich the discourse on public sector human resource management, while practically serving as a reference for regional governments in developing more effective, adaptive, and performance-oriented state civil apparatus management policies.

METHOD

This research adopted a quantitative method with an associative research design to investigate the causal relationships among state civil apparatus competence, work environment, reward systems, and state civil apparatus performance. The quantitative approach was considered appropriate because it facilitates systematic hypothesis testing through numerical data processing and statistical measurement, thereby enabling the generation of objective, empirical, and generalizable findings. Through this approach, the study was able to provide measurable evidence regarding the extent to which each independent variable contributes to improving the performance of state civil apparatus within public sector institutions.

The population of this study consisted of all state civil apparatus working at the Regional Civil Service and Human Resource Development Agency (BKPSDM) of Cirebon. In determining the sample, this research employed a census sampling technique,

meaning that the entire population was included as research respondents. The application of the census method was intended to obtain comprehensive and representative data regarding the perceptions and experiences of employees related to competence, work environment, reward systems, and performance. As a result, the study involved a total of 130 state civil apparatus as respondents.

This study utilized both primary and secondary data sources to strengthen the comprehensiveness of the research findings. Primary data were obtained directly from respondents through the administration of structured questionnaires designed using a five-point Likert scale, ranging from strongly disagree to strongly agree. The questionnaire items were formulated based on indicators that represented each research construct, including state civil apparatus competence, work environment, reward systems, and state civil apparatus performance. Meanwhile, secondary data were collected from supporting documents, institutional reports, and relevant literature that contributed to the contextual understanding of the research problem.

To reduce the potential risk of common method bias, several procedural remedies were implemented during the data collection process. First, respondents were informed that their participation was voluntary and that all responses would be treated anonymously and confidentially, thereby minimizing social desirability bias and evaluation apprehension. Second, the questionnaire items were carefully organized and presented using clear and concise wording to reduce ambiguity and response pattern tendencies. In addition, the measurement indicators employed in this study were adapted from established constructs that had been validated in previous research, thereby strengthening content validity and measurement consistency.

To enhance measurement robustness, the study assessed the quality of the measurement model through multiple validity and reliability criteria, including factor loadings, Average Variance Extracted (AVE), Heterotrait–Monotrait Ratio (HTMT), Composite Reliability, and Cronbach’s Alpha. The use of these complementary evaluation procedures ensured that the constructs demonstrated adequate convergent validity, discriminant validity, and internal consistency before proceeding to structural model analysis.

To analyze the data, this study applied Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with the assistance of SmartPLS version 4 software. The SEM-PLS technique was selected because of its capability to analyze complex relationships among latent variables simultaneously while accommodating research models with moderate complexity. In addition, SEM-PLS is recognized for its flexibility in data analysis, particularly because it does not impose strict assumptions regarding multivariate normality, making it highly suitable for social science and public sector research contexts.

The analytical process was conducted through two major stages, namely the evaluation of the measurement model (outer model) and the evaluation of the structural model (inner model). The outer model evaluation was aimed at assessing the validity and reliability of the research constructs using several statistical indicators, including loading factors, Average Variance Extracted (AVE), Heterotrait–Monotrait Ratio (HTMT), Composite Reliability, and Cronbach’s Alpha. These indicators were employed to ensure that the measurement instruments accurately represented the intended constructs and consistently measured the variables under study.

Subsequently, the inner model evaluation was performed to examine the structural relationships among variables and to determine the predictive capability of the proposed research model. This stage involved the assessment of R-square (R^2) values to measure explanatory power, f-square (f^2) values to identify effect sizes, and the Standardized Root Mean Square Residual (SRMR) to evaluate the overall model fit. Furthermore, hypothesis testing was carried out using t-statistics and p-values in order to determine the significance of the causal relationships among competence, work environment, reward systems, and state civil apparatus performance. Through these procedures, the study aimed to provide robust empirical evidence regarding the determinants of employee performance within regional public sector organizations.

RESULTS AND DISCUSSION

Results

Data Description

This study applied Structural Equation Modeling based on Partial Least Squares (SEM-

PLS) with the assistance of SmartPLS version 4 software as the primary analytical method. The use of SEM-PLS was considered appropriate because it enables the simultaneous analysis of complex relationships among latent variables and is capable of accommodating research models with moderate complexity without requiring strict assumptions of multivariate normality. The objects of this research were state civil apparatus employed at the Regional Civil Service and Human Resource Development Agency (BKPSDM) of Cirebon, involving a total of 130 active employees as respondents. Data collection was conducted through the distribution of closed-ended questionnaires that were systematically developed based on indicators representing each research variable, namely competence, work environment, reward systems, and state civil apparatus performance. The structured questionnaire format allowed the researcher to obtain quantitative data that could be analyzed objectively and measured statistically. Furthermore, the SEM-PLS approach using SmartPLS version 4 software was utilized to comprehensively examine the relationships among the research variables, including the evaluation of both the measurement model and the structural model, in order to provide empirical insights into the factors influencing state civil apparatus performance within the context of regional public sector institutions.

Analysis of the Measurement Model (Outer Model)

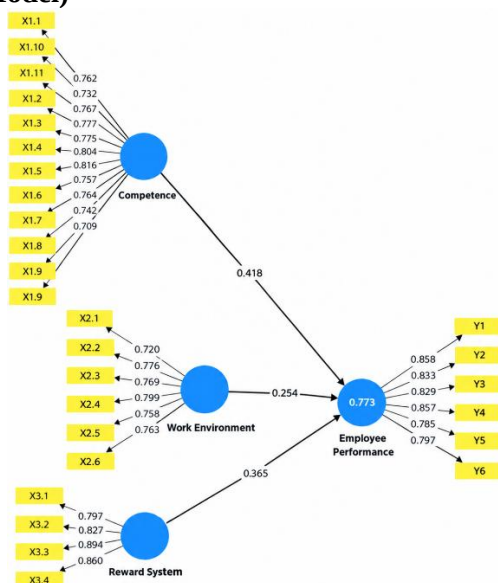


Figure 1. Latent Variable Model of the Research Variables

Validitas Konvergen

Table 1. Results of the Convergent Validity Test

Variabel	Outer Loading	Average Variance extracted (AVE)	Description
ASN Competence	0.764	0.585	Valid
Work Environment	0.774	0.599	Valid
Reward System	0.845	0.715	Valid
ASN Performance	0.827	0.684	Valid

Source : Processed Data, 2026

Discriminant Validity

Table 2. Results of the Heterotrait–Monotrait Ratio (HTMT) Test

Variabel	X1	X2.	X3.	Y
Competence (X1)				
Work Environment (X2)	0.653			
Reward System (X3)	0.558	0.746		
ASN Performance (Y)	0.812	0.828	0.834	

Source : Processed Data, 2026

The results indicate that all HTMT values among the constructs are below the threshold of 0.90, suggesting that discriminant validity has been satisfactorily achieved. The highest HTMT value was identified in the relationship between the reward system (X3) and ASN performance (Y), with a value of 0.834, followed by the relationship between work environment (X2) and ASN performance (Y) at 0.828, and competence (X1) and ASN performance (Y) at 0.812. Although these values are relatively high, they remain below the recommended threshold of 0.90, indicating that while the three independent variables demonstrate strong correlations with ASN performance, each construct remains empirically distinct from one another.

Reliability Test

Table 3. Results of the Reliability Test

Variabel	Cronbach's alpha	Composite reliability (rho_c)	Description
X1	0.929	0.939	Reliabel
X2.	0.866	0.900	Reliabel
X3.	0.867	0.909	Reliabel
Y	0.907	0.928	Reliabel

Source : Processed Data, 2026

The results of the reliability assessment reveal that all research variables exhibited

strong internal consistency and measurement stability. This is reflected in the Cronbach's Alpha coefficients, which ranged from 0.866 to 0.929, indicating a high degree of consistency among the indicators used to measure each construct. In addition, the Composite Reliability values were found to range between 0.900 and 0.939, further demonstrating that the measurement instruments employed in this study possess a robust level of reliability. Since both Cronbach's Alpha and Composite Reliability values exceeded the recommended minimum threshold of 0.70, it can be concluded that all constructs included in the research model are reliable and capable of consistently representing the variables under investigation. These findings confirm that the measurement instruments used in this study are appropriate for evaluating the relationships among competence, work environment, reward systems, and state civil apparatus performance.

Analysis of the Structural Model (Inner Model)

R-Square

Tabel 4. Results of the R-Square Test

	R-square	R-square adjusted	Description
ASN Performance (Y)	0.773	0.768	Strong

F-Square

Tabel 5. Results of the F-Square Test

	Y	Description
Competence (X1) → ASN Performance (Y)	0.482	Strong
Work Environment (X2) → ASN Performance (Y)	0.138	Medium
Reward System (X3) → ASN Performance (Y)	0.326	Strong

Source : Processed Data, 2026

Based on the results of the F-Square (f^2) test, the competence variable (X1) obtained a value of 0.482, which falls within the strong effect category, indicating that competence exerts a substantial influence on ASN performance. The work environment variable (X2) produced an f^2 value of 0.138, categorized as a moderate effect, suggesting that the work environment has a sufficient influence on ASN performance. Meanwhile, the reward system variable (X3) recorded an f^2 value of 0.326, which is classified as a strong effect, demonstrating that the reward system has a considerable influence on ASN performance.

Source : Processed Data, 2026

The R-square (R^2) value of 0.773 demonstrates that the research model possesses substantial explanatory power in predicting ASN performance. This result indicates that 77.3% of the variation in state civil apparatus performance can be accounted for by the independent variables incorporated within the model, namely competence, work environment, and reward system. Such findings suggest that these three variables collectively play a significant role in influencing the performance of state civil apparatus within the organizational context of BKPSDM Cirebon.

Meanwhile, the remaining 22.7% of the variance in ASN performance is explained by other factors that were not included in the present study. These external factors may involve additional organizational, psychological, leadership, or environmental dimensions that could also contribute to employee performance but were beyond the scope of this research model. Therefore, although the model demonstrates strong predictive capability, future studies are encouraged to incorporate other relevant variables in order to obtain a more comprehensive understanding of the determinants affecting state civil apparatus performance in public sector institutions.

Uji Goodness of Fit (GoF)

Tabel 6. Results of the Goodness of Fit Test

	Saturated model	Estimated model
SRMR	0.077	0.077
Chi-square	1.326.585	1.326.585
NFI	0.606	0.606

Source : Processed Data, 2026

The Goodness of Fit evaluation indicates that the proposed research model demonstrates an acceptable level of overall suitability. This is reflected in the Standardized Root Mean Square Residual (SRMR) value of 0.077 obtained for both the saturated and estimated models. Since the SRMR value is below the recommended

threshold of 0.08, the results suggest that the discrepancy between the empirical data and the predicted model is relatively low, indicating that the model has achieved a good fit. These findings confirm that the structural relationships represented in the model are capable of adequately explaining the observed data.

Furthermore, the Normed Fit Index (NFI) value of 0.606 indicates a moderate level of model fit. Although the value has not yet reached the ideal benchmark close to 1.00, it remains acceptable within the context of Partial

Least Squares Structural Equation Modeling (PLS-SEM). Unlike covariance-based SEM approaches such as CB-SEM, which emphasize overall model fit, PLS-SEM primarily focuses on predictive relevance and the explanatory power of the model. Therefore, the obtained NFI value does not diminish the adequacy of the research model, as the model remains capable of explaining the relationships among competence, work environment, reward systems, and ASN performance within the context of public sector organizations.

Hypothesis Testing

Tabel 7. Results of Hypothesis Testing

Hipotesis	Original sample	Sample mean	Standard deviation	T statistics	P values	Description
X1 -> Y	0.418	0.422	0.076	5.482	0.000	Accepted
X2. -> Y	0.254	0.251	0.077	3.292	0.001	Accepted
X3. -> Y	0.365	0.365	0.074	4.931	0.000	Accepted

Source : Processed Data, 2026

Discussion

The Influence of Competence on State civil apparatus Performance

The results of the first hypothesis test reveal that competence exerts a positive and statistically significant influence on the performance of State civil apparatus (ASN). This finding is evidenced by the path coefficient value of 0.418, which indicates the direction and magnitude of the relationship between competence and employee performance. Furthermore, the t-statistic value of 5.482 exceeds the critical threshold, while the p-value of 0.000 is substantially lower than the significance level of 0.05, confirming that the relationship is statistically significant. These results demonstrate that improvements in employee competence are directly associated with enhanced levels of ASN performance within the organizational environment of BKPSDM Cirebon.

In addition, the F-Square (f^2) value of 0.482 categorizes competence as having a strong effect on state civil apparatus performance. This indicates that competence contributes substantially to the explanatory power of the research model compared to the other independent variables examined in the study. Consequently, competence can be identified as the most dominant variable influencing ASN performance in this research framework. Practically, the findings suggest that every one-unit increase in competence has

the potential to improve state civil apparatus performance by approximately 41.8%. Therefore, strengthening employee competencies through training, professional development programs, skill enhancement, and continuous capacity-building initiatives is considered essential for improving the quality and effectiveness of public sector performance.

The relatively large effect size of competence can be theoretically explained through Human Capital Theory, which views employee knowledge, skills, and abilities as strategic organizational assets that generate superior performance outcomes. State civil apparatus with higher levels of competence are better equipped to understand regulations, solve work-related problems, adapt to policy changes, and provide effective public services. Consequently, competence exerts a stronger influence on performance because it directly determines an employee's capacity to perform assigned duties effectively. This theoretical perspective supports the finding that competence emerged as the most dominant predictor of state civil apparatus performance in the present study.

These findings indicate that the ability of state civil apparatus to carry out their duties, including knowledge, skills, and work attitudes, is a major factor in determining performance levels. State civil apparatus with high competence tend to better understand their duties and responsibilities, complete tasks on

time, and adapt to continuously evolving organizational demands. This strengthens the view that competence functions not only as individual capital but also as a primary driver of public sector organizational effectiveness.

The results of this study are consistent with the findings of Prasetyo and Sutanto (2020), who stated that competence has a positive and significant influence on state civil apparatus performance. Their study emphasized that state civil apparatus with strong task mastery, adequate technical abilities, and a good understanding of work procedures are capable of producing optimal performance according to organizational standards. In addition, Khalid and Nawab (2018) also found that both technical and interpersonal competencies significantly contribute to improving employee performance, particularly in governmental organizations.

Empirically, the results of this study demonstrate that the competency indicators used in the research are capable of encouraging positive changes in state civil apparatus performance. Therefore, these findings provide evidence that efforts to improve state civil apparatus competence within BKPSDM Cirebon are highly strategic for promoting sustainable performance improvement. Well-directed and continuous competency development programs are expected to strengthen the quality of public sector human resources in carrying out public service functions.

The Influence of Work Environment on State civil apparatus Performance

The results of the second hypothesis testing indicate that the work environment has a positive and significant influence on state civil apparatus performance. This is evidenced by a path coefficient value of 0.254, a t-statistic value of 3.292, and a p-value of 0.001, which is below the significance level of 0.05. The F-Square value of 0.138 indicates that the work environment has a moderate effect on state civil apparatus performance. Although its contribution is not as large as competence, the work environment remains an important factor contributing to a 25.4% increase in state civil apparatus performance.

The moderate effect size of the work environment suggests that environmental conditions primarily function as supporting factors rather than direct performance drivers.

According to organizational behavior theory, a conducive work environment facilitates employee effectiveness by reducing stress, improving communication, and creating a positive psychological climate. However, even when working conditions are favorable, performance improvements may remain limited if employees do not possess sufficient competence or motivation. This may explain why the work environment demonstrates a significant but comparatively weaker effect than competence and reward systems in influencing state civil apparatus performance.

These findings indicate that a conducive work environment, both physically and non-physically, can encourage state civil apparatus to work more optimally. A comfortable and safe work environment, supported by harmonious working relationships and leadership support, creates a positive work atmosphere. Such conditions ultimately enhance employee motivation, concentration, and productivity in carrying out their duties and responsibilities.

The findings of this study are in line with the research conducted by Sihombing and Simanjuntak (2021), which found that the work environment has a positive and significant effect on state civil apparatus performance in regional government institutions. Their study emphasized that a supportive work environment can increase employee morale and reduce work stress. Furthermore, Rahmawati and Hidayat (2022) concluded that non-physical work environments, such as the quality of interpersonal relationships, effective communication, and leadership support, contribute significantly to improving state civil apparatus performance.

Thus, this study provides empirical evidence that improving the work environment at BKPSDM Cirebon, both in terms of work facilities and organizational climate, has the potential to sustainably improve state civil apparatus performance. Efforts to create a conducive work environment should become a management priority so that state civil apparatus can work optimally and professionally.

The Influence of Reward Systems on State civil apparatus Performance

The results of the third hypothesis testing indicate that the reward system has a positive and significant effect on state civil apparatus performance, with a path coefficient value of

0.365, a t-statistic value of 4.931, and a p-value of 0.000. The F-Square value of 0.326 indicates that the reward system has a strong influence on state civil apparatus performance. These findings suggest that the reward system is a key factor in motivating state civil apparatus to improve their performance, with a contribution of 36.5%.

The relatively strong effect of the reward system can be explained through Expectancy Theory and Reinforcement Theory. These theories suggest that employees are more likely to exert greater effort when they perceive a clear connection between performance and desirable rewards. In the context of public sector organizations, fair and transparent reward mechanisms signal organizational appreciation and encourage employees to maintain high performance standards. Consequently, reward systems strengthen employee motivation and commitment, which ultimately contributes to improved performance outcomes.

Previous studies supporting these findings were conducted by Yumardi, Putri, and Saputra (2022), who found that performance-based rewards significantly affect state civil apparatus performance in government institutions. In addition, Lestari and Prabowo (2023) concluded that financial and non-financial rewards simultaneously have a positive influence on state civil apparatus performance. Therefore, the reward system implemented consistently and fairly at BKPSDM Cirebon has proven to be one of the key factors in improving state civil apparatus performance within this research model.

The stronger effect size of the reward system compared to the work environment suggests that motivational mechanisms may play a more direct role in shaping employee performance. While a supportive work environment creates favorable working conditions, rewards provide tangible and psychological incentives that encourage employees to achieve organizational goals. This finding indicates that state civil apparatus tend to respond more strongly to recognition, appreciation, and performance-based incentives, which reinforces the importance of reward management practices within public sector organizations.

The results also confirm that fair and consistent rewards can increase work motivation and encourage state civil apparatus to achieve better performance. Based on

interviews conducted on January 1, 2026, with BKPSDM Cirebon officials, one form of reward system implemented is the Outstanding Employee Selection Program. This program involves recommendations from direct supervisors, followed by a selection process conducted by the Cirebon Regency Government team, including Computer Assisted Test (CAT) examinations and interviews. The program aims to identify nominations for "The Future Leader," "Innovative," and "Inspirational" state civil apparatus as a form of appreciation for employee performance and dedication.

In addition, BKPSDM Cirebon implements the Satya Lencana Karya Satya program as a form of appreciation for long-term service, categorized into 10-year, 20-year, and 30-year service periods. This award is intended to recognize employee loyalty and long-term contributions.

However, based on the interview results, the implementation of non-financial reward systems at BKPSDM Cirebon has not yet been fully optimized. Recognition for employees with high integrity, both inside and outside the workplace, has not yet been realized in the form of tangible internal rewards. Meanwhile, the provision of Additional Employee Income (TPP) has been implemented effectively. Employees with maximum attendance receive the maximum TPP amount, while those with attendance issues receive adjusted amounts accordingly.

Regarding career development, the reward system related to promotion at BKPSDM Cirebon has been formally regulated. Employees in structural positions may apply for promotion after four years of service, while those in functional positions may apply after meeting the required credit points. However, state civil apparatus who receive disciplinary sanctions may experience delays in their promotion process.

Furthermore, BKPSDM Cirebon has a Competency Development Needs Analysis program covering both technical and non-technical aspects. This program is intended for employees, including managerial personnel such as field supervisors, through training programs such as PKP, PKA, and PKN. Functional and structural employees may also apply for functional training through official memoranda submitted to the agency head for recommendation.

In carrying out their duties, state civil apparatus are required to report individual performance monthly through the E-BKN system. This process begins with a performance dialogue between supervisors and subordinates to determine individual work targets. Subsequently, Employee Performance Targets (SKP) are established by division heads as a documented form of performance assessment in both hard copy and soft copy formats.

Simultaneous Influence of Competence, Work Environment, and Reward Systems on State civil apparatus Performance

The simultaneous hypothesis testing results indicate that competence, work environment, and reward systems collectively have a significant effect on state civil apparatus performance. This is shown by the R^2 value of 0.773 or 77.3% and the adjusted R^2 value of 0.768 or 76.8%. The R^2 value, categorized as strong according to Hair et al. (2019), indicates that the research model has excellent predictive capability, where most variations in state civil apparatus performance can be explained simultaneously by the three independent variables.

These findings imply that improving state civil apparatus performance cannot be achieved optimally by focusing solely on one factor. Instead, a comprehensive and integrated approach is required, involving competence enhancement, the creation of a conducive work environment, and the implementation of fair and motivating reward systems. These three variables complement one another and create synergistic effects in encouraging state civil apparatus performance.

For example, state civil apparatus with high competence are more capable of achieving optimal performance when supported by a comfortable work environment and reward systems that encourage motivation. Conversely, a good reward system will not produce maximum results without adequate competence and a supportive work environment. Therefore, these findings emphasize the importance of a systemic approach to human resource management in the public sector.

In the context of BKPSDM Cirebon, these findings indicate that state civil apparatus development policies should be designed in an integrated manner by considering all three aspects. Improvements in one aspect will produce more optimal impacts when

accompanied by adjustments and strengthening in other aspects, thereby enabling sustainable improvements in state civil apparatus performance.

CONCLUSION

Based on the results of the study, it can be concluded that state civil apparatus competence, work environment, and reward systems have a positive and significant influence on the performance of state civil apparatus at BKPSDM Cirebon. Partially, state civil apparatus competence has the most dominant influence on performance, with a coefficient value of 0.418 and a strong contribution effect category. This indicates that improvements in the knowledge, skills, and work attitudes of state civil apparatus directly enhance the quality of their performance. The work environment also has a positive and significant influence on state civil apparatus performance, with a coefficient value of 0.254 and a moderate effect category, indicating that comfortable and safe working conditions supported by harmonious working relationships can encourage employee productivity and performance. Meanwhile, the reward system has a positive and significant influence with a coefficient value of 0.365 and a strong effect category, demonstrating that fair, transparent, and performance-based rewards are capable of significantly improving employee motivation and performance.

Simultaneously, these three variables explain 77.3% of the variation in state civil apparatus performance, indicating that the research model has strong predictive power in explaining the factors influencing state civil apparatus performance. These findings emphasize that improving state civil apparatus performance cannot be achieved optimally by focusing solely on one factor. Instead, it requires an integrated approach involving competency development, the creation of a conducive work environment, and the implementation of effective and equitable reward systems.

The implications of this study indicate that, practically, BKPSDM Cirebon needs to strengthen state civil apparatus competency development programs through continuous training, improve the quality of the work environment both physically and psychosocially, and optimize the reward system, particularly in terms of non-financial

rewards that have not yet been fully maximized. From a theoretical perspective, this study contributes to the development of public sector human resource management studies by presenting an integrative model that combines competence, work environment, and reward systems in explaining state civil apparatus performance using the SEM-PLS approach. Therefore, the findings of this study are expected to serve as a reference in formulating more effective, adaptive, and sustainable state civil apparatus management policies aimed at improving performance continuously.

In addition to the substantive findings presented in this study, efforts were made to improve the overall consistency of academic writing through clearer sentence structures, reduced redundancy, and more coherent transitions between sections. These refinements were intended to enhance the readability and scholarly quality of the manuscript while maintaining the accuracy of the research findings.

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