

# THE MODERATING EFFECT OF COMPETENCY ON THE INFLUENCE OF WORK ENVIRONMENT AND BEHAVIORAL INTEGRITY ON WORK PERFORMANCE OF STATE CIVIL SERVANT EMPLOYEES AT LUBUKLINGGAU ENVIRONMENTAL SERVICE

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## *Abstract*

*This research examines the moderating effect of competency on the relationship between work environment and work performance of Lubuklinggau Environmental Service employees who were members of the State Civil Service (ASN). Finding out how much impact employee competence has on the correlation between these two factors and output is the main objective of this research. This research used a quantitative approach by collecting data through questionnaires. Lubuklinggau Environmental Service staff from ASN were used as research samples. To test the research hypothesis, we used moderation analysis and multiple regressions. Employee performance was positively influenced by the work environment and behavioral integrity, according to the research. In contrast, the relationship between workplace integrity, employee performance, and behavioral integrity was influenced by the employee's skill level. Organizational management should pay attention to the work environment, behavioral integrity, and the need to develop employee competency in order to improve the performance of ASN workers. These results were very important in this regard. With luck, this research will increase knowledge about public sector human resource management and provide an idea of how ASN staff can work more efficiently.*

**Keywords:** *Environment, Integrity, Competence, Performance*

## **Abstrak**

Penelitian ini menguji pengaruh moderasi kompetensi terhadap hubungan lingkungan kerja dengan prestasi kerja pegawai Dinas Lingkungan Hidup Lubuklinggau yang tergabung dalam Aparatur Sipil Negara (ASN). Mengetahui seberapa besar pengaruh kompetensi pegawai terhadap korelasi kedua faktor dan output tersebut menjadi tujuan utama penelitian ini. Penelitian ini menggunakan pendekatan

kuantitatif dengan pengumpulan data melalui kuesioner. Staf Dinas Lingkungan Hidup Lubuklinggau dari ASN dijadikan sampel penelitian. Untuk menguji hipotesis penelitian, kami menggunakan analisis moderasi dan regresi berganda. Kinerja karyawan dipengaruhi secara positif oleh lingkungan kerja dan integritas perilaku, menurut penelitian. Sebaliknya, hubungan antara integritas tempat kerja, kinerja karyawan, dan integritas perilaku dipengaruhi oleh tingkat keterampilan karyawan. Manajemen organisasi hendaknya memperhatikan lingkungan kerja, integritas perilaku, dan perlunya pengembangan kompetensi pegawai guna meningkatkan kinerja pekerja ASN. Hasil ini sangat penting dalam hal ini. Semoga penelitian ini dapat menambah pengetahuan tentang manajemen sumber daya manusia sektor publik dan memberikan gambaran bagaimana staf ASN dapat bekerja lebih efisien.

**Kata Kunci :** *Lingkungan, Integritas, Kompetensi, Kinerja*

## **Introduction**

The State Civil Apparatus, both at the center and in the regions, can produce high competence and performance, giving a signal that an organization is managed well, which will fundamentally produce effective management behavior. The State Civil Apparatus (ASN) is a human resource (HR) that is part of an organization. The State Civil Apparatus is required to have optimal performance in carrying out its duties and work. If ASN has optimal performance, it will automatically influence organizational (government) performance as well. The benchmark for organizational (government) performance, whether from central government or regional government, is the share of employees in providing services to the community. Research results (Rahmatia et al., 2022) prove that the work environment has a greater direct influence on employee performance, meaning that organizational citizenship behavior is not an intervening variable between work environment variables that has a significant effect on employee performance.

Integrity is a description of a person's personality as a whole in the process of forming better behavior. Integrity is also related to performance, achieving good results will always uphold honesty and integrity. According to (Kurniati & Rojuaniah, 2023) someone with integrity is someone who tells the truth, and those people keep their promises. And they also have responsibility for their past actions, as well as admitting mistakes and correcting them. And according to Basil (Permatasari, 2020) integrity is a factor that has strength and underlies a person's ability to take action and make decisions. Pay attention to other moral values. In my opinion, behavioral integrity is showing a complete unity so that it has potential and ability that radiates authority or honesty.

Competency is the ability to carry out or carry out a job or task that is based on skills and knowledge and supported by the work attitudes required by the job (Wibowo, 2017, Yulianti, et.al, 2020). In my opinion, competence is a basic characteristic that is intended to explain how people behave when they carry out their roles well. Research results (Firdaus & Masrurroh, 2022) show that competence has a positive effect on employee performance. This shows that the better competence causes the level of motivation to moderate the influence of competence on employee performance, in accordance with values and norms, and a tone of consistency to maintain commitment. Based on the explanation above, it can be said that competence is a combination of standards with superior competence, and is able to meet the requirements in an organization to achieve the expected results.

The Lubuklinggau City Environmental Service is the service that has the main task of carrying out the preparation and implementation of regional policies in the field of environmental management and control in order to realize sustainable and environmentally sound development. Based on initial observations that have occurred so far at the Lubuklinggau City Environmental Service related to the work environment, namely a lack of employee awareness in carrying out assigned tasks, untidy layout of chairs, lack of support from leadership causing working conditions to decline.

Furthermore, related to behavioral integrity, namely that employees often do not comply with existing office rules, there is a lack of employee awareness of what their obligations are in the office and there are still employees who do not show friendly behavior at work in addition, there is still a lack of employees in providing suggestions for improving behavioral integrity, there is still a lack of employees in managing time in completing their work and there are still employees who have not participated in training related to employee performance. Employee performance that occurs in the environmental service, the lack of quality and quantity of employee performance is not achieved from the specified target, employees do not complete tasks on time effectively and efficiently, there is still a lack of employee responsibility in carrying out work. The work environment that occurs in the Lubuklinggau environmental service, there is still a lack of a good working atmosphere, there is still a lack of employee work facilities, a lack

of relationships between co-workers. Behavioral integrity that occurs in the environmental service, there is still a lack of employee responsibility in carrying out all tasks and obligations correctly, a lack of employee confidence in convincing themselves of their abilities. Competence that occurs in the environmental service, there is still a lack of employee confidence in doing their work, there is still a lack of employee skills and character in the workplace, a lack of employee characteristics in their personality (Aravik, et.al, 2021).

Based on initial observations made, several problems were found, there are still employees who have not completed their work on time, there is still a lack of employees in managing time to complete the work given. Competence is a person's ability to produce at a level of satisfaction in the workplace, including a person's ability to transfer and apply those skills and knowledge. Lack of employee skills or abilities, there are still many employees who still lack skills and in new situations and increase the agreed benefits. Competence explains that competence can be analogized as an 'iceberg' where skills and knowledge form the peak above the water. The part below the surface of the water is not visible to the naked eye, but is the foundation and has an influence on the shape of the part above the water. There are still many employees who still pay less attention to their appearance, skills are a character that employees must maintain at work. Therefore, based on the explanation that has been put forward above, the researcher wants to conduct research on the phenomenon that exists in the Lubuklinggau Environmental Service with the title "*The Moderation Effect of Competence on the Influence of the Work Environment and Behavioral Integrity on the Performance of State Civil Apparatus Employees at the Lubuklinggau Environmental Service*".

### **Scope of Problem**

So that the discussion in this research does not cause deviation, this research was limited to the problem, namely the influence of the work environment and behavioral integrity on employee performance at the Lubuklinggau environmental service.

### **Literature Review**

Performance is the result of work that can be achieved by employees, both individuals and groups in an organization, in accordance with the authority and responsibility given by the organization, including ability, perseverance, independence, the ability to overcome problems according to the time limits given legally, without violating the law and in accordance with morals and ethics, (Busro, 2020).

The work environment is something that exists in a worker's environment that can influence him in carrying out his duties. A conducive work environment will provide a sense of security and enable employees to work optimally. This also influences the work enthusiasm and emotions of employees, such as lighting, cleanliness, humidity and so on, Sudaryo (2018). Latin integrity (whole or whole), which means intact, round, full of purity, or clean, where the etymology of the word integrity comes from. Therefore, integrity can be interpreted as an orderly, healthy and peaceful lifestyle in general (Kurniati & Rojuaniah, 2023). Competency is the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job (Wibowo, 2018).

**Theoretical Framework**

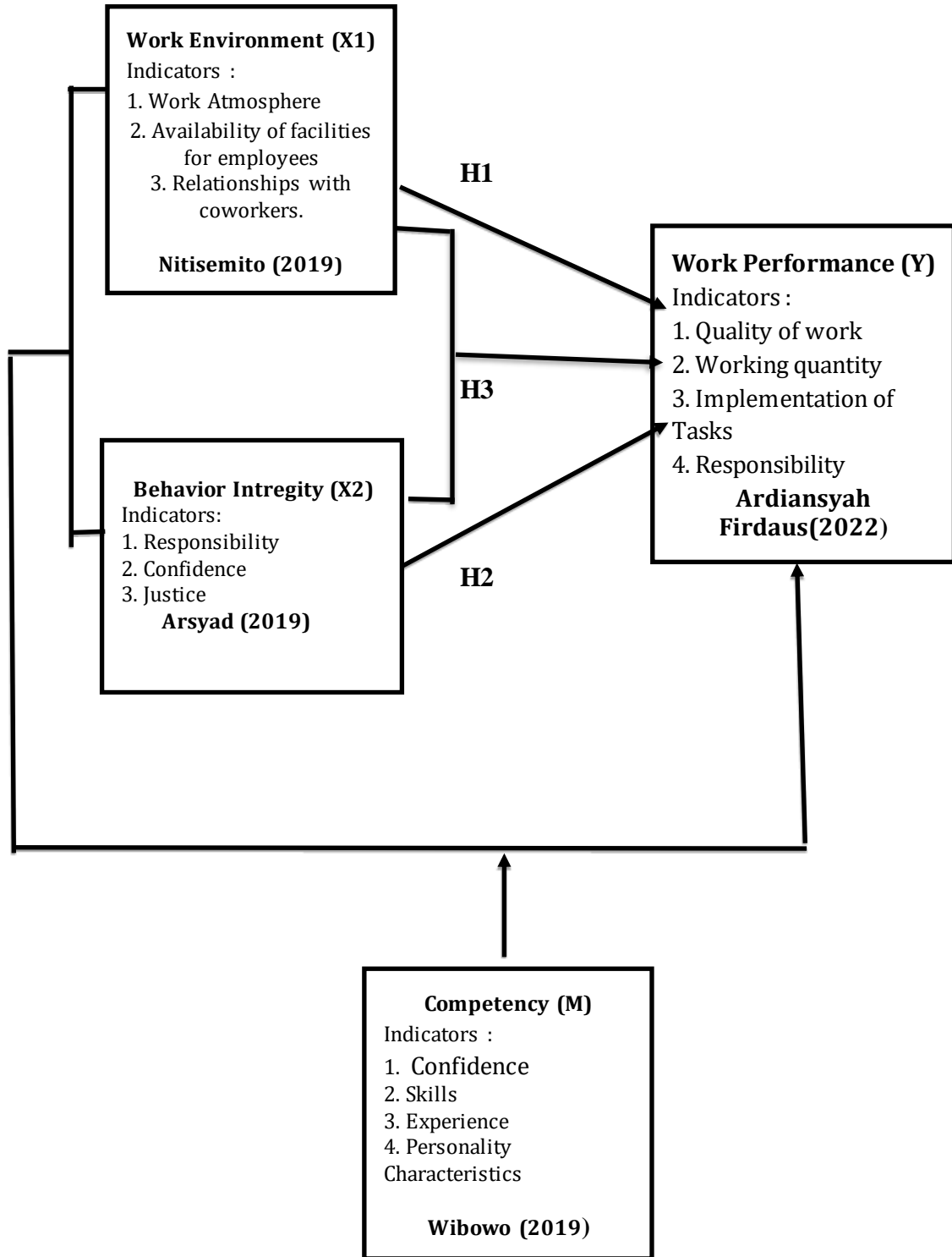


Figure 2.1 Theoretical Framework

## Hypotheses

A hypothesis is a temporary answer to a research problem formulation, where the research problem formulation has been stated in the form of a question sentence. It is said to be temporary, because the answer given is only based on a relevant theory, not yet based on empirical facts obtained through data collection, a hypothesis can also be stated as a theoretical answer to the research problem formulation, not yet an empirical answer (Sugiyono, 2022b). The hypotheses of this research are:

H1: There is an influence of the work environment on employee performance at the Lubuklinggau Environmental Service.

H2: There is an influence of behavioral integrity on employee performance at the Lubuklinggau Environmental Service.

H3: There is an influence of the work environment and behavioral integrity on employee performance at the Lubuklinggau Environmental Service.

H4: There is a moderating influence of competence on the influence of the work environment and behavioral integrity on employee performance at the Lubuklinggau Environmental Service.

## Research Method

The influence of competence on the moderating role of the work environment and behavioral integrity on the performance of Lubuklinggau Environmental Service employees who are civil servants was examined in this research. To understand the effect of one variable's treatment on other variables, researchers chose a quantitative approach.

### Method of collecting data

This research data comes from various sources, including:

#### Observation Method

Preliminary observations were carried out at the Lubuklinggau Environmental Service with the aim of having workers fill out a survey explaining the various parts of the product being studied.

#### Documentation Method

Information related to research can be found in various formats, including books, archives, papers, writings, figures, and photographs, all of which are part of documentation. To assess the collected data, documentation is used. This kind of documentation is used to complete information regarding the general description of the Lubuklinggau Environmental Service, which may be able to support this research in influencing employee performance. individual. The extent to which an employee's work environment and behavioral integrity impact their performance may be influenced by their competencies, which include job-relevant knowledge, abilities, and attitudes. The aim of this research is to find out how competence moderates the relationship between the performance of ASN employees at the Lubuklinggau Environmental Service and their work environment and behavioral suitability. We hope that this research can help us understand the elements that impact employee performance in the environmental sector and provide a basis for better human resource management strategies by highlighting the function of competence as a moderator.

Information related to research can be found in various formats, including books, archives, papers, writings, figures, and photographs, all of which are part of documentation. To assess the collected data, documentation is used. This kind of documentation is used to complete information regarding the general description of the Lubuklinggau Environmental Service, which may be able to support this research.

#### Questionnaire Method

To gather information, researchers often use questionnaires, which consist of a series of questions that participants are asked to complete. When researchers have sufficient information about the variables to be assessed and the respondents' expectations, questionnaires are an effective tool for collecting data

### **Result and Discussion**

#### **Result of Reliability Test**

When an instrument is reliable and consistently provides accurate results, this demonstrates its capacity as a data collection tool. When measuring the same thing

multiple times, a reliable instrument should consistently provide the same results. Quality assurance Refers to the amount of clarity something has. Dependability expresses the extent to which something can be relied upon. The instrument is considered trustworthy if the Cronbach Alpha coefficient value exceeds the value stated in the table at a significance level of 5%. This reliability test was carried out using the Cronbach Alpha approach

### Classic Assumption Test Results

The results of the normality test on the output of the One Sample Kolmogorov Smirnov Test above can be seen for the analysis of the Asymp significance value. Sig (2-tailed) for the Work Environment variable with a value of (0.214), Behavioral Integrity with a value of (0.066), Moderation Competency with a value of (0.729) and employee performance with a value of (0.208). The significance for the four variables all shows greater than 0.05. Thus it can be concluded that the data distribution on these four variables can be declared normal.

### Data Analysis Methods

#### a. Simple Linear Regression

A simple linear regression test was carried out to find the results of distributing questionnaires to 42 Lubuklinggau Environmental Service employees, which aimed to examine the extent of the influence of the Work Environment and behavioral integrity on the performance of Lubuklinggau Environmental Service employees.

#### 1) Simple Linear Regression Test Results on the Effect of Work Environment on Employee Performance

Table 4.1 Simple Linear Regression of X1 Against Y

Model	Unstandardized coefficients		Standardized coefficients
	B	Std.error	Beta
(Constant)	17,966	3,828	
Work Evironmental	,513	,098	,638

## b. Correlation Coefficient

The correlation coefficient test is used to prove the alleged existence of a relationship between variables in the population through data on the relationship of variables in the sample by calculating the correlation coefficient between variables in the sample. Detailed correlation coefficient test results can be seen in the table below:

Table 4.2 Work Environment Correlation Test Results (X1)

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,789 <sup>a</sup>	,623	,582	1,352

Source: Results of data processing using SPSS Version 25 2024

Based on the results of the correlation coefficient test in table 4.75 above, the results of each work environment variable (X1) and employee performance (Y) are obtained. The correlation coefficient (R) value of 0.789 is in the coefficient interval 0.37 - 0.41, which means that the relationship between the Work Environment and Behavioral Integrity variables shows a moderate relationship and the positive correlation value means that the correlation or relationship between the Work Environment and employee performance is in the same direction.

**Partial Test (T Test)**

To see the partial influence of each independent variable on the dependent variable, it can be explained using the t test. The detailed t test results can be presented in the table below:

Table 4.3 Results of t Test Work Environment (X1) on Employee Performance(Y)

Model	t	Sig.
(Constant)	2,186	,035
Lingkungan Kerja	2,871	,007

Source: Results of data processing using SPSS Version 25 2024

From the results of table 4.77 of the t test results above, the value of the Work Environment variable (X1) on Employee Performance (Y) is obtained in the form of a t value = 2.186 which is greater than the value t table  $(42-2=40) = 1.670$  with a significant value of  $0.001 < (\alpha) 0.05$ . This means that partially the Work Environment variable (X1)

has a significant influence on the performance of Lubuklinggau Environmental Service employees

## **Discussion**

### **1. Results of Multiple Regression Analysis**

The effect of moderation and workplace on productivity was examined using multiple linear regression analysis in this research. In addition, this study uses multiple linear regression analysis to check the accuracy of its assumptions.

### **2. Influence of Work Environment on Employee Performance (H1)**

There is a significant influence of the work environment on employee performance." This is the main hypothesis tested in this study. The findings of this study indicate that workplace factors have a significant impact on worker productivity. For the Work Environment variable, it is shown by the results of the t test: the calculated t value is 2.871 at a significance level of 0.05,  $df = n - k$  ( $42 - 2 = 40$ ), and the t table value is 1.670.  $0.000 < 0.05$ , in accordance with the calculation findings. Therefore, motivation and work discipline are two factors that influence productivity in the workplace.

### **3. There is a significant influence of the Work Environment and Behavioral Integrity variables on employee performance**

The third hypothesis proposed by researchers in this study is "There is a significant influence of work environment variables and behavioral integrity on moderated employee performance." This research shows that the competency moderating variable is a moderating variable that strengthens the relationship between work environment variables and behavioral integrity on employee performance. This is proven by unstandardized beta coefficients of 0.005 and a significance level of 0.38.1 which is greater than 0.005, so H3 is accepted.

**4. There is a significant influence of the Work Environment and Behavioral Integrity variables on employee performance which is moderated by the competency variable**

The fourth hypothesis proposed by researchers in this study is "There is a significant influence of work environment variables and behavioral integrity on employee performance which is moderated by competency variables." This research shows that moderating variables strengthen the relationship between Work Environment variables and behavioral integrity on employee performance. This is proven by the unstandardized beta coefficients of 0.005 and a significance level of 0.38.1 which is greater than 0.005, so H4 is accepted. Therefore, the third hypothesis (H4) proposed in this research is accepted. According to Ardiansyah Firdaus, Disman Rina Masruroh, the research results show that competence has a positive and significant effect on employee performance, behavioral integrity has a positive and significant effect on employee performance. Competency and behavioral integrity have a simulative effect on employee performance. Motivation moderates the influence of work discipline on employee performance. The calculation results of the calculated t value < thick t or  $4.154 < 1.989$  and the sig value.  $0.00 < 0.05$ , and the magnitude of the influence of behavioral integrity on employee performance is 17.9%.

## **Conclusion**

Significant findings can be drawn from research that investigates the role of competence as a moderator between the work environment and behavioral integrity in relation to the performance of State Civil Service employees at the Lubuklinggau Environmental Service. First, there is a strong correlation between workplace quality and productivity. Therefore, to improve employee performance, management must focus on making the workplace more enjoyable. Furthermore, workers' honesty and reliability also play an important role in how well they do their jobs. Having honest and trustworthy staff can make a big difference in how well the job gets done. Finally, thirdly, the impact of the work environment and behavioral integrity on employee performance can be reduced by individual skills. Ensuring a balance between the work environment, behavioral

integrity and individual skills is very important, but strengthening employee competencies is also a way to improve their performance. Therefore, in order to increase the efficiency and resilience of ASN employee performance, Lubuklinggau Environmental Service managers must think about these things when creating HR policies and programs.

### **Suggestion**

Here are some suggestions put forward by the researchers based on their findings: Future researchers can use this study as a springboard to expand the research to include more independent factors. With luck, this will help existing research become more comprehensive. Lubuklinggau Environmental Service leaders can use the findings of this research to inform their efforts to foster a positive work environment, increase compliance with behavioral integrity standards, and recognize the moderating role of employee competency. Overall, these steps should increase worker productivity.

### **Thank Giving**

The author would like to thank the Lubuklinggau Environmental Service for supporting our research.

### **Declaration**

All authors have contributed equally to this research. The authors have no known competing financial interests or personal relationships that could have influenced the work reported in this article

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