

The Influence of Motivation, Competence, and Work Environment on Employee Performance (Study at the III-13 Madiun Military Court Institution)

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ABSTRACT

This research is driven by the swift advancement of technology, necessitating all organizations to deliver services that are quick, precise, and professional. The importance of human resources (HR) is significant since employees are the main factors in executing organizational functions. The objective of this research is to assess how Motivation, Competence, and Work Environment affect Employee Performance at the III-13 Madiun Military Court. This investigation utilizes a quantitative method with an associative framework. The study's population comprises all staff engaged in operational roles, including both military personnel and active civilian workers, amounting to a total of 44 individuals. Saturated sampling was selected due to the manageable size of the population, which is completely reachable. Findings reveal that the performance of employees at the III-13 Madiun Military Court is impacted by Motivation, Competence, and the Work Environment. Suggested strategies for intervention include annual training programs aimed at enhancing competencies, upgrades to digital work resources, and reward systems based on performance for the Military Court. Additionally, creating a performance measurement tool that can be replicated specifically for military justice is recommended, serving as a foundation for the Ministry of Defense in reforming military HR management. This research addresses the existing gap in literature regarding performance determinants in specialized military justice institution.



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Introduction

Human resources are an essential component in any organization, regardless of whether it is in the private or public domain. The overall achievement of an organization is largely influenced by the competence and effectiveness of its workforce as they fulfil their tasks and obligations. In the context of government agencies, including judicial institutions such as the III-13 Military Court, employees play a central role in carrying out public service functions, law enforcement, and judicial administration professionally and with integrity. Therefore, employee performance is a key factor in determining an organization's success in achieving its goals and missions. In the era of globalization and rapid technological development, every

agency is required to provide fast, accurate, and professional services.

Every organizational entity, within both public and private sectors, operates with defined objectives aimed at maximizing operational efficiency and effectiveness. In pursuing these targets, the contribution of human resources proves indispensable, as personnel serve as the primary catalysts executing institutional operations. Superior staff productivity yields a substantial positive impact on service standards and the fulfillment of organizational aims; however, in practical reality, workforce output frequently falls short of optimal levels due to a combination of internal and external forces.

Work motivation represents the internal drive or enthusiasm that encourages an individual to expend maximal effort and operate effectively to satisfy corporate milestones (Sapar, 2022). This professional drive operates as an emotional force propelling workers toward institutional goals, whereby a constructive mental stance regarding the workplace ecosystem inspires personnel to reach their peak productivity thresholds (Febrina & Rahmat, 2024). Once these milestones are attained, individual needs become fulfilled, meaning identical operational behaviors are structurally reinforced when matching requirements surface in the future (Maswar et al., 2020), leading driven staff members to demonstrate enhanced professional performance.

Alongside motivation, professional competence functions as a critical pillar, integrating the specialized knowledge, talents, and skills applied by employees during their shifts. Capable workers can fulfill their duties productively in alignment with established institutional benchmarks. As clarified by (Arifin et al., 2023) competency is an individual capability to maintain a satisfactory production standard at work, spanning the agility to translate and execute these professional skills and insights within unfamiliar operational landscapes while elevating collective institutional benefits. This competency acts as a foundational attribute that enables workers to excel, defining an individual as highly competent when they possess the exact skills required to perform professional tasks with minimal or zero errors (Hajali et al., 2021).

An expansion in employee vocational competence, encompassing collaboration, attitudes, knowledge, and technical skills, directly refines their capacity to finalize duties punctually, generate organized and accurate output, uphold military regulations, and provide professional, responsive services (Purwanto, 2023). Consequently, strong competency not only fulfills corporate objectives but also mirrors the credibility and professional standing of the institution in administering its military law enforcement duties.

Another element heavily dictating workforce output is the workplace atmosphere. According to (Gultom et al., 2021), the work environment encompasses the entire ecosystem surrounding employees that shapes the execution of their assigned professional responsibilities. Performance, often characterized as occupational achievement, denotes the tangible results of an individual's efforts. Kusuma, (2021) defines performance as the specific quantity and quality of output achieved by a staff member while fulfilling duties relative to their designated roles.

Generating superior performance is deeply tied to fluid cooperation between leadership and subordinates, which builds strong professional rapport and delivers the necessary motivation to cultivate a balanced workplace setting. Additionally, exceptional leadership within a firm remains a cornerstone of organizational triumph, given that the workplace atmosphere directly influences employees by either elevating their productivity or,

conversely, reducing output if the infrastructure is inadequate. A harmonious workplace setting fosters a deep sense of individual comfort, allowing personnel to function at their highest capacity (Nurhandayani, 2022). Ultimately, workforce performance is the collection of achievements realized by an individual when fulfilling institutional tasks, dictated by their sincerity, expertise, background, and capability. In a broader scope, performance represents the quantitative and qualitative benchmarks achieved by an employee while executing their designated professional roles and functions, measured directly against their accountability toward the assigned workload (Rasjid et al., 2023).

Given the critical nature of these three determinants, empirical investigation is essential to assess how deeply Motivation, Competence, and the Work Environment dictate Employee Performance within the III-13 Madiun Military Court. In line with this objective, the study posits three core hypotheses: Hypothesis 1 proposes that motivation shapes staff performance; Hypothesis 2 suggests that competence alters employee outcomes; and Hypothesis 3 indicates that the work environment affects workforce productivity. Academically, these insights are anticipated to enrich the literature on Human Resource Management, particularly regarding the specific catalysts of personnel efficiency, while offering a solid literature benchmark for subsequent investigators examining these identical variables. Practically, the conclusions serve as a strategic framework for the leadership at the III-13 Madiun Military Court to design sustainable policies that elevate institutional excellence by fostering a supportive workplace atmosphere, advancing professional capabilities, and boosting internal drive, which simultaneously guides personnel to recognize how these dimensions reinforce their daily output.

Method

This research is quantitative with an associative approach. It is called quantitative because the data collected are in the form of numbers or questionnaire scores, which are then analyzed using statistical methods (e.g., multiple linear regression). Quantitative research techniques represent a form of investigation that is methodical, intentional, and distinctly organized from the initial stages all the way to the creation of the research framework.. By using an associative quantitative research method in this study, it is hoped that we will be able to obtain measurable, objective, and statistically analyzable data to assess how work motivation, work competency, and work environment affect employee performance. to determine the influence of work motivation, work competency, and the work environment on employee performance at the III-13 Madiun Military Court.

The research population encompasses the entire operational workforce, comprising both active-duty civilian staff and military personnel. As defined by (Syandu & Ali, 2015), a sample represents a fraction of the population size and features, selected through systematic methods to accurately mirror the broader group. Given that the target population is highly limited and falls short of 100 individuals, a saturated sampling or census approach was implemented, meaning every single member of the population was integrated into the study. Consequently, the final sample size for this investigation consists of exactly 44 employees, a strategy selected because a smaller population can be comprehensively monitored to yield highly precise empirical outcomes. In terms of data type, this study utilizes quantitative data, which is formatted numerically to allow for rigorous statistical computations. These quantitative metrics were derived from structured Likert-scale questionnaires distributed to workers at the III-13 Madiun Military Court to capture data regarding Motivation, Competence, Work Environment, and Employee Performance. This research relies entirely

on primary data sources, which Syandu & Ali, (2015) characterizes as original, contemporary, and fresh information gathered directly from the primary source by the researchers. This firsthand information encapsulates the direct experiences, viewpoints, and perceptions of the respondents concerning how work environment, competence, and motivation interact with employee productivity. To accumulate these insights, the study deployed a questionnaire as the main data gathering instrument, which Salsafila et al., (2023) describe as a structured inventory of questions designed to investigate a specific research problem. For practical execution, these survey questionnaires were distributed digitally to the selected sample through a Google Form link.

Findings

Respondents were 27 people, or 61.4%, with TNI personnel. Furthermore, 10 respondents, or 22.7%, were civil servants, while 7 respondents, or 15.9%, were PPPK. Therefore, it can be concluded that the majority of respondents in this study were TNI personnel.

Results of Instrument Validity and Reliability Tests

Regarding the empirical verification of the research instruments, the Validity Test Results for Motivation (X₁), Competence (X₂), and Work Environment (X₃) were systematically computed. Based on the statistical data processing executed through the JASP software application, the specific calculated r value obtained for each individual indicator within the motivation variable is structured as follows:

Table 1. Results of the Motivation Validity Test (X₁)

Variable	N	rcount	rtable	Information
Motivation (X ₁)	X1.1	0.741	0,2973	Valid
	X1.2	0.651	0,2973	
	X1.3	0.766	0,2973	
	X1.4	0.812	0,2973	

Source: Research Data Processed by JASP, 2026

Table 2. Results of the Competence Validity Test (X₂)

Variable	N	rcount	rtable	Information
Competence (X ₂)	X2.1	0.873	0,2973	Valid
	X2.2	0.885	0,2973	
	X3.3	0.778	0,2973	
	X4.4	0.440	0,2973	

Source: Research Data Processed by JASP, 2026

Table 3. Results of the Competence Validity Test (X₃)

Variabel	N	rcount	rtable	Information
Work Environment (X ₃)	X3.1	0.901	0,2973	Valid
	X3.2	0.906	0,2973	
	X3.3	0.795	0,2973	
	X3.4	0.938	0,2973	
	X3.5	0.553	0,2973	

Source: Research Data Processed by JASP, 2026

Table 4. Employee Performance Validity Test Results (Y)

Variable	N	rcount	rtable	Information
Employee Performance (Y)	Y.1	0.623	0,2973	Valid
	Y.2	0.835	0,2973	
	Y.3	0.719	0,2973	
	Y.4	0.758	0,2973	

Source: Research Data Processed by JASP, 2026

Reliability Test

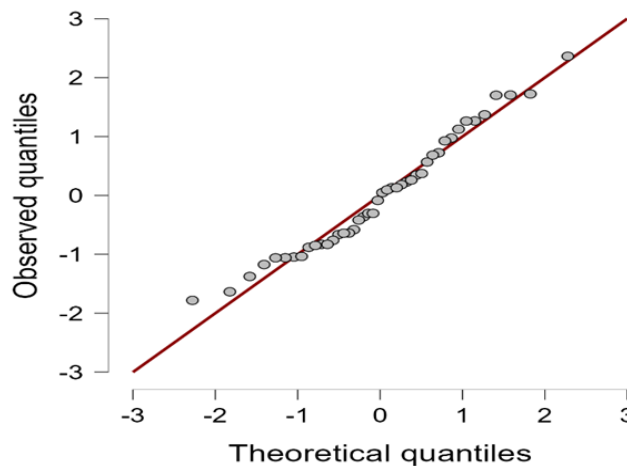
Table 5. Reliability Test Results

Variable	Statement Items	Nilai Cronbach's Alpha	Infirmation
Motivation (X ₁)	4	0.702	Reliabel
Competence (X ₂)	4	0.755	
Work Environment (X ₃)	5	0.887	
Employee Performance (Y)	4	0.706	

Source: Research Data Processed by JASP, 2026

Based on Table V, it can be seen that the *Cronbach's Alpha* value for each variable in this study is greater than 0.60, so it can be concluded that all variables are declared reliable and the research instrument can be used for further analysis.

Normality Test



Picture 1. Q-Q Plot Standardized Residuals

Based on the results of the normality test using the Q-Q Plot (Quantile-Quantile Plot) using the JASP application in Figure 1, it can be seen that the data points (residuals) are spread around the diagonal line and mostly follow the direction of the line. This indicates that the residual distribution in the research model approaches a normal distribution. Although there are several points that deviate slightly from the diagonal line, these deviations are still within reasonable limits and do not form a significant pattern. Thus, it can be concluded that the data in this study have met the assumption of normality.

Multicollinearity Test

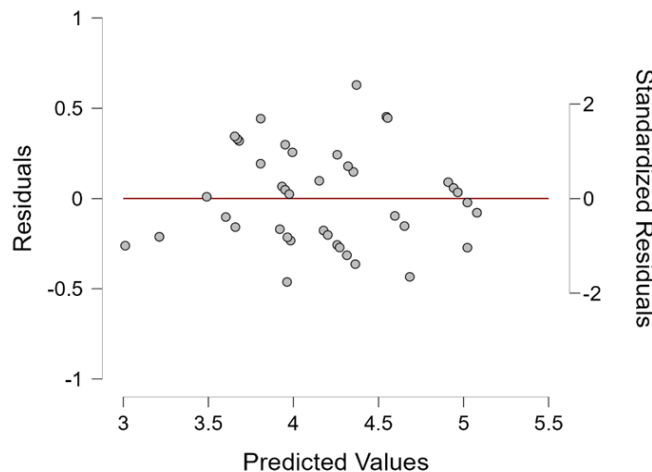
Table 6. Multicollinearity Test Results

Independent Variable	Tolerance	VIF	Information
Motivation (X ₁)	0,429	2,332	Multicollinearity does not occur
Competence (X ₂)	0,736	1,358	Multicollinearity does not occur
Work Environment (X ₃)	0,517	1,936	Multicollinearity does not occur

Source: Research Data Processed by JASP, 2026

According to Table IV, it is observed that the tolerance level for the Motivation variable (X₁) stands at 0.429. For the Competence variable (X₂), the tolerance level is noted at 0.736, while the Work Environment variable (X₃) exhibits a tolerance value of 0.517. All three variables present tolerance values exceeding 0.1. This indicates the absence of multicollinearity among the independent variables. The Variance Inflation Factor (VIF) for these three variables remains below 10. The VIF for the Motivation variable (X₁) is recorded at 2.332, the Competence variable (X₂) has a VIF of 1.58, and the Work Environment variable (X₃) shows a value of 1.936, suggesting no significant correlation exists between any of the independent variables. This means that the problem of multicollinearity among all independent variables can still be tolerated. Thus, each variable can be subjected to a regression test with significant results.

Heteroscedasticity Test



Picture 2. Scatter Plot Graph

Based on Figure II in the scatterplot graph, the data points are spread above and below 0 (zero), the data distribution points are not spread. Thus, it can be concluded that the data being tested has heteroscedasticity.

Hypothesis Test

Based on the results of the t-test using the JASP program, the following values were obtained:

Table 7. Hypothesis Test Results

		<i>Coefficients</i>			
Model		Unstandardized	Standard Error	Standardized	t
M ₀	(Intercept)	4.193	0.090		46.732
M ₁	(Intercept)	0.412	0.301		1.370
	Motivation (X ₁)	0.549	0.108	0.543	5.108
	Competence (X ₂)	0.226	0.058	0.314	3.871
	Work Environment (X ₃)	0.158	0.075	0.204	2.111

Based on the calculation results shown in Table VII, the t-value of the Motivation variable (X₁) is 5.108. The t-value of the Motivation variable (X₁) is 5.108 > t-table (1.98) and Sig. (0.001) < α (0.05), so H1 is accepted. Furthermore, the t-value of the Competence variable (X₂) is 3.871. The t-value of the Competence variable (X₂) is 3.871 > t-table (1.98) and Sig. (0.001) < α (0.05), so H2 is accepted.

Finally, the t-value of the Work Environment variable (X₃) is 2.111. The t-value of the Work Environment variable (X₃) is 2.111 > t-table (1.98) and Sig. (0.041) < α (0.05), so H3 is accepted.

Discussion

The empirical outcomes of this investigation demonstrate that motivation serves as a fundamental catalyst that prompts personnel to achieve peak functionality. Employees who possess a high degree of drive consistently exhibit superior discipline, heightened accountability, and strong enthusiasm when executing their assignments, whereas those with low morale typically demonstrate subpar productivity and diminished focus. According to [Suparman et al., \(2023\)](#), motivation represents the underlying force, whether positive or negative, internal or external, that compels an individual to act or refrain from acting, effectively acting as the core mechanism that nurtures vocational enthusiasm. Within an institutional framework such as a judicial court, this professional drive can be stimulated by diverse elements, including career advancement prospects, a supportive workspace ecosystem, leadership encouragement, and formal recognition. Consequently, it is imperative for organizational leaders to persistently stimulate staff morale through systematic coaching, structured appreciation, and the establishment of a comfortable office atmosphere, since elevating the motivation delivered to and felt by personnel directly leads to enhanced performance outcomes.

Superior employee competency yields a direct and substantial contribution toward accelerating overall workforce output. Workers backed by an advanced skill set are naturally more capable of fulfilling their operational duties with maximized effectiveness and sharp efficiency, illustrating that expanding professional capabilities through self-development initiatives and targeted training programs is crucial for fostering performance growth. This interpretation strongly corresponds with the scholarly perspectives of [Arifin et al., 2023](#), who characterize competency as an individual capacity to generate exemplary results within the workplace, which encompasses the versatility to transfer and implement this accumulated knowledge and skill set into novel operational scenarios while maximizing collective

organizational advantages. Furthermore, to execute their daily assignments successfully, personnel must possess verifiable talents and capabilities that the institution relies upon, creating a core foundation that enables the workforce to operate with high professional standards (Kusuma, 2021).

The work environment examined in this investigation integrates both non-physical and physical dimensions. Material components, including proper workplace facilities, tidiness, temperature control, and adequate illumination, directly foster employee comfort during working hours. Simultaneously, psychological or non-physical elements, such as a harmonious office atmosphere, fluid communication with leadership, and positive interpersonal relationships among staff, serve as vital catalysts for elevating workplace morale. Operating within a supportive and comfortable setting enables personnel to achieve sharper focus, heightened productivity, and superior job satisfaction, whereas a disruptive workplace can trigger occupational stress, diminish concentration thresholds, and ultimately damage output quality. These empirical outcomes correspond with organizational theories positioning the workplace environment as an external determinant of individual behavior and performance. As articulated by Iqbal, (2022), the work environment encompasses all physical and psychological features that directly or implicitly impact personnel as they execute their professional duties, underscoring the necessity for institutions to establish a harmonious, secure, and comfortable atmosphere to maximize workforce capabilities. Furthermore, Munardi et al., (2021) define the work environment as the entire physical and non-physical ecosystem surrounding employees during their shifts that shapes the execution of their daily assignments. Within an institutional landscape like a judicial court, leaders must prioritize the provision of sufficient infrastructure, cultivate strong professional relationships, and nurture a constructive organizational culture to enhance collective performance outcomes.

Conclusion

The empirical conclusions of this investigation demonstrate that workplace motivation acts as a fundamental driver that inspires personnel to exhibit exemplary performance, with highly motivated staff consistently achieving superior productivity. Additionally, employee competence significantly dictates performance quality, enabling highly skilled workers to fulfill their operational tasks with greater efficiency and effectiveness. A encouraging work environment, characterized by robust interpersonal connections, individual comfort, and accessible infrastructure, also yields a substantial positive impact on overall workforce output. Looking ahead, subsequent investigations are anticipated to resolve the empirical constraints identified within this research, particularly regarding data distribution boundaries, while broadening the scope of the research object to generate more generalizable and representative scholarly outcomes.

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