

THE EFFECT OF WORK QUALITY AND WORK MOTIVATION ON THE PERFORMANCE OF STATE CIVIL SERVANTS IN THE HOUSING, RESIDENTIAL AREAS AND LAND OFFICE OF KENDARI CITY

PENGARUH KUALITAS KERJA DAN MOTIVASI KERJA TERHADAP KINERJA PEGAWAI NEGERI SIPIL NEGARA DI BIDANG PERUMAHAN, PERUMAHAN DAN PERTANAHAN KOTA KENDARI

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ABSTRACT

The performance of Civil Servants (ASN) plays a crucial role in enhancing the quality of public services. Work motivation and work quality are often identified as key factors influencing ASN performance; However, many government agencies have yet to implement adequate policies to improve these aspects. The knowledge gap in understanding the influence of motivation and work quality on ASN performance in the public sector highlights the need for more in-depth research. This study employed a quantitative method using Partial Least Squares Structural Equation Modeling (PLS-SEM) and involved 42 ASN samples from the Department of Housing, Settlement Areas, and Land Affairs in Kendari City. The findings indicate that both work motivation and work quality significantly impact ASN performance, providing valuable insights for human resource development policies in the public sector. These results offer local governments a foundation for designing effective strategies to enhance ASN performance and provide a theoretical basis for further research on performance determinants in public service sectors.

Keywords: ASN performance; public service; work motivation; work quality

ABSTRAK

Kinerja Aparatur Sipil Negara (ASN) memiliki peran penting dalam meningkatkan kualitas pelayanan publik. Faktor motivasi kerja dan kualitas kerja sering diidentifikasi sebagai komponen utama yang mempengaruhi kinerja ASN, namun masih banyak instansi pemerintahan yang belum mengimplementasikan kebijakan yang memadai untuk meningkatkan kedua faktor ini. Kesenjangan pengetahuan dalam memahami pengaruh motivasi dan kualitas kerja terhadap kinerja ASN di sektor publik menunjukkan perlunya penelitian yang lebih mendalam. Penelitian ini menggunakan metode kuantitatif dengan pendekatan Structural Equation Modeling (SEM) berbasis Partial Least Squares (PLS) dan melibatkan 42 sampel ASN di Dinas Perumahan, Kawasan Permukiman, dan Pertanahan Kota Kendari. Hasil penelitian menunjukkan bahwa baik motivasi kerja maupun kualitas kerja memiliki pengaruh signifikan terhadap kinerja ASN, yang dapat memberikan kontribusi penting bagi kebijakan pengembangan sumber daya manusia di sektor publik. Temuan ini memberikan wawasan bagi pemerintah daerah dalam merancang strategi peningkatan kinerja ASN, sekaligus menawarkan landasan teoritis untuk penelitian lebih lanjut terkait faktor-faktor penentu kinerja dalam sektor pelayanan publik.

Kata kunci: kinerja ASN; kualitas kerja; motivasi kerja; pelayanan publik

1. Introduction

The performance of the State Civil Apparatus (ASN) is one of the important elements in realizing quality public services in various countries. Research shows that ASN performance has a direct impact on the effectiveness and efficiency of public services provided by the government (Brinkerhoff & Wetterberg, 2016). Civil servants who have optimal performance

can provide services that are more responsive, fast, and in accordance with the needs of the community, which ultimately supports the achievement of national development goals (Kim & Fernandez, 2017). Along with increasing public expectations for public services, the role of civil servants in meeting high performance standards is increasingly crucial. Therefore, the factors that affect the performance of ASN need to be analyzed in depth to improve the quality of public services. Work motivation is one of the important factors that affect the performance of ASN, because it can determine the level of enthusiasm, involvement, and dedication of an employee in carrying out their duties. Previous studies have found that high motivation encourages employees to work harder to achieve optimal work results, thereby improving the efficiency and quality of public services (Perry et al., 2010). According to the motivation theory developed by Herzberg (1968), work motivation can be improved through motivational factors such as recognition, responsibility, and achievement. In the context of ASN, good work motivation is not only important for improving individual performance, but also contributes to the achievement of overall organizational goals. Thus, understanding the work motivation of ASN can help in designing an effective performance improvement strategy.

In addition to work motivation, the quality of work owned by ASN also plays a central role in determining their performance. High quality of work is characterized by precision, speed, and compliance with applicable standards, which ultimately has a positive impact on the quality of services received by the community (Van de Walle et al., 2008). Research shows that civil servants who have good skills and competencies can carry out their duties more effectively and efficiently, thereby increasing public trust in government institutions (Christensen & Laegreid, 2007). In the context of public services, optimal work quality is very important to ensure that the services provided are in accordance with the expectations of the community and are able to provide real benefits. So, good quality of work in ASN is one of the important goals in bureaucratic reform in many countries. The factors that affect the performance of ASN are not limited to technical aspects only, but also involve psychological elements and the work environment. Work motivation and work quality are often referred to as the two main components that have a direct impact on the productivity and effectiveness of civil servants (Dessler, 2017). According to research conducted by Robbins and Judge (2019), high motivation and good work quality can improve employees' ability to achieve organizational goals, especially in the public sector. Furthermore, the performance of civil servants affected by these factors shows a close relationship with the level of public satisfaction with the services provided by the government (Bratton & Gold, 2019). Therefore, understanding how these two factors interact and affect the performance of ASN is essential to support the success of government agencies.

Research shows that work motivation and work quality are interrelated in shaping optimal performance in ASN. Work motivation, which includes aspects such as appreciation, recognition, and a sense of responsibility, can influence how civil servants carry out their duties with dedication (Perry & Wise, 1990). On the other hand, the quality of work includes the expertise, precision, and adaptability possessed by each ASN in dealing with various situations in their work environment (Armstrong & Taylor, 2020). With the synergy between motivation and work quality, ASN is expected to provide better results in serving the community. This supports research that shows that when these two factors go hand in hand, the productivity and effectiveness of ASN work will increase significantly.

Furthermore, the combination of motivation and work quality is considered an important foundation in efforts to improve ASN performance in a sustainable manner. For example, research conducted by Deci and Ryan (2000) revealed that intrinsic motivation accompanied by high work quality standards can create a more conducive and productive work atmosphere. In the context of ASN, work motivation can be likened to fuel that moves each individual to contribute optimally, while work quality functions as a parameter to ensure that the work results meet the standards that have been set (Mullins, 2016). By understanding the

interaction of these two factors, government agencies can design ASN performance development programs that are more effective and oriented to improving the quality of public services.

Work motivation is known as one of the main determinants that encourage ASN to work with full commitment and dedication. Herzberg (1968) in his theory explained that motivational factors such as rewards, responsibility, and recognition can significantly increase work motivation. In the context of the public sector, work motivation in ASN is important because it can improve the performance of public services that are directly felt by the community (Perry et al., 2010). Other research shows that high motivation can help civil servants overcome challenges in their work and increase their sense of belonging to their organization (Wright, 2007). Thus, increasing work motivation in ASN has a long-term impact in efforts to achieve optimal performance in the government sector. Research conducted by Deci and Ryan (2000) also stated that intrinsic work motivation has a greater impact in shaping long-term performance compared to extrinsic motivation. In ASN, intrinsic motivation fostered through a sense of responsibility and the opportunity to develop professionally can affect overall work effectiveness. According to research, civil servants who have high intrinsic motivation tend to have a better level of job satisfaction, which ultimately contributes to the quality of public services provided (Van Loon et al., 2015). Therefore, it is important for government agencies to facilitate intrinsic work motivation through various human resource development policies.

In practice, the provision of work motivation to ASN is often carried out through various training programs and performance awards. These programs are designed to build positive work motivation, where every ASN feels valued and recognized for his or her contribution to the organization (Bratton & Gold, 2019). Studies show that awards given to ASN who have achievements can increase employee morale and loyalty to the organization (Dessler, 2017). Providing the right motivation also helps ASN in dealing with high work pressure, especially in a demanding work environment. Thus, well-managed work motivation will improve the performance of ASN and have an impact on improving the quality of public services. The high quality of work in ASN is an important indicator in providing effective and efficient public services. The quality of work includes various aspects such as technical skills, precision, and punctuality in carrying out tasks, all of which play a role in producing outputs that meet organizational standards (Van de Walle et al., 2008). According to Robbins and Judge (2019), civil servants who have good work quality tend to be able to complete tasks with more accurate and reliable results. Optimal work quality also reflects the competence of ASN in meeting the demands of an increasingly complex and diverse society. Therefore, it is important for government agencies to continue to improve the quality of ASN's work through development and training programs.

Another study revealed that good quality of work can increase public trust in government institutions. According to Christensen and Laegreid (2007), people who receive quality services tend to have higher trust in the government, thereby increasing the legitimacy of the government in carrying out its functions. In the context of ASN, good work quality not only reflects professionalism, but also strengthens the positive image of government institutions in the eyes of the public. Optimal work quality in ASN also minimizes the risk of errors in services that can harm the community. Therefore, maintaining high quality of work is one of the important strategies in improving the image and trust of the public in government institutions.

To ensure high quality of work, various training and development programs are often implemented within the ASN environment. Brinkerhoff and Wetterberg (2016) explained that improving the quality of work can be achieved through training that is in accordance with the competency needs of ASN. The program includes the improvement of technical and non-technical skills necessary in carrying out daily government duties. In addition, good work

quality also requires consistent evaluation and supervision to ensure that ASN works in accordance with the standards that have been set (Mullins, 2016). With continuous efforts, the quality of ASN's work can be effectively improved, supporting the achievement of the government's goal in providing optimal public services.

Understanding the influence of work motivation and work quality on ASN performance is very important in efforts to improve and optimize public services. In a literature review, work motivation and work quality were identified as two factors that complement each other in improving the performance of government employees (Perry et al., 2010). Previous research has shown that when civil servants have high work motivation and optimal work quality, their performance will improve, which ultimately has a positive impact on the quality of public services (Kim & Fernandez, 2017). Thus, the influence of these two factors in the government environment needs to be well understood so that it can be used to formulate effective policies in human resource development. This understanding also provides insight for related parties to create a work environment that supports improving ASN performance.

Furthermore, research conducted by Van Loon et al. (2015) emphasized that ASN performance development policies that focus on motivation and work quality can encourage the creation of better public services. A good work motivation factor will increase employee involvement and commitment in carrying out their duties. On the other hand, optimal work quality will produce outputs that are in line with societal expectations and organizational standards (Armstrong & Taylor, 2020). Therefore, understanding the influence of work motivation and work quality on ASN performance allows the government to design relevant strategies in improving the quality of public services. This increase will have a direct impact on public satisfaction with the services provided by ASN.

In practice, policies that support work motivation and work quality must be implemented consistently to ensure that ASN performance is at an optimal level. Bratton and Gold (2019) emphasized that the implementation of policies such as awarding, continuous training, and skill development can help improve the motivation and quality of work of civil servants. This strategy is also considered an important step in maintaining the sustainability of high performance in government organizations. Thus, greater attention to the influence of motivation and work quality on ASN performance can help achieve the overall vision and mission of the organization.

Although the performance of the State Civil Apparatus (ASN) has become one of the priorities in efforts to improve the quality of public services, the challenges in optimizing the performance of ASN are still faced by many countries. This can be seen from the results of research that shows that although many governments have made efforts to improve the performance of civil servants, the results have not been completely satisfactory (Van de Walle & Scott, 2018). The low performance of ASN is often caused by limitations in the implementation of strategies oriented to improving motivation and work quality, which is considered an important element in determining the effectiveness of ASN (Kim, 2005). Many countries are still constrained by bureaucracy and lack of resources in maximizing the potential of civil servants as public service providers (Christensen & Laegreid, 2017). Therefore, a more holistic and directed approach is needed in understanding the factors that affect ASN performance in order to produce optimal public services.

Although various studies have shown the importance of work motivation and work quality of civil servants in improving public services, human resource development policies in the public sector often do not pay sufficient attention to these factors. Research by Bratton and Gold (2019) shows that human resource policies that ignore work motivation have a negative impact on individual performance in public organizations. This results in suboptimal ASN performance which should be the spearhead in community services. Robbins and Judge (2019) also highlight that a lack of focus on work quality can create a gap between people's expectations and the reality of the services provided. Thus, there is a need for a more thorough

policy evaluation to accommodate the important role of ASN motivation and work quality in meeting the increasing public demands.

Although work motivation has been identified as an important factor in improving the performance of civil servants, there are still many government agencies that have not implemented a systematic motivation improvement program. Herzberg (1968) emphasized that motivational factors such as awards and recognition are very important in encouraging individual performance, but in reality many civil servants still feel that they are not appreciated in their work. According to Perry et al. (2010), the lack of a structured motivation program results in ASN experiencing a decrease in work morale which has an impact on their productivity. In this context, indifference to the importance of work motivation can worsen the quality of public services received by the community (Wright, 2007). Therefore, it is necessary to carry out reforms in the ASN management system that prioritize increasing motivation as part of efforts to improve performance.

The quality of ASN's work in various countries is still often below the expected standards, especially in terms of accuracy and timeliness of service. Van de Walle et al. (2008) stated that the low quality of ASN work can result in public dissatisfaction with public services provided by the government. The inability of civil servants to meet good work quality standards reflects weaknesses in the training and professional development provided by government agencies (Christensen & Laegreid, 2007). The lack of attention to improving the quality of ASN's work risks reducing the effectiveness of the government in carrying out its functions as public servants (Armstrong & Taylor, 2020). Thus, more serious efforts are needed to improve the quality of ASN's work to ensure more effective services and meet the expectations of the community.

At a more specific level, the influence of work motivation and work quality on the performance of ASN in the Housing, Settlement Area, and Land Office of Kendari City is still not understood in depth. This results in difficulties in designing effective performance improvement strategies in these agencies. Previous research has shown that a lack of understanding of these factors can hinder the reform process in the public service sector (Brinkerhoff & Wetterberg, 2016). In addition, the absence of empirical data that supports the importance of ASN's motivation and quality of work in the local government environment can slow down the achievement of organizational goals (Perry & Wise, 1990). Therefore, this research is expected to fill the knowledge gap related to the influence of motivation and work quality on the performance of civil servants in local government agencies, especially in Kendari City.

This research is important and urgent to be carried out considering the challenges faced by the State Civil Apparatus (ASN) in improving the quality of public services at the Kendari City Housing, Settlement Area, and Land Office. The importance of a deep understanding of the factors that affect ASN performance, such as work motivation and work quality, is a fundamental solution in overcoming low performance that can have an impact on community satisfaction. The urgency of this research lies in its efforts to trace the root of the problem that has been hindering the improvement of ASN performance in serving the public effectively and efficiently. The findings of this study are expected to provide practical guidance for government agencies in designing relevant and data-based policies to improve ASN performance, so that it can be a sustainable solution to performance problems in the public sector.

Therefore, this study aims to explore and analyze the influence of work motivation and work quality on the performance of ASN in the Housing, Settlement Area, and Land Office of Kendari City. This study seeks to explore the significant relationship between these two factors and ASN performance, so that it can provide a clearer understanding of how strategies to improve motivation and work quality can be implemented. In addition, this study aims to provide empirical data that can be used as a basis for decision-making related to human

resource development in the public sector. Thus, the results of this research are expected not only to add to the scientific literature, but also to make a real contribution to improving public services in the local government environment.

Based on the problems that have been identified, this study proposes two main hypotheses related to factors that affect the performance of the State Civil Apparatus (ASN) at the Kendari City Housing, Settlement Area, and Land Office. The first hypothesis states that the quality of work has a significant influence on the performance of ASN. This is based on the assumption that optimal work quality reflects the ability, precision, and professionalism of civil servants in carrying out their duties, which will ultimately increase the effectiveness of public services. The second hypothesis states that work motivation also has a significant influence on ASN performance. Work motivation is expected to encourage ASN to work harder and be committed, thereby increasing productivity and the quality of services provided to the community. This study seeks to test the two hypotheses to gain a more comprehensive understanding of the factors that can improve the performance of ASN within the scope of local government.

2. METHODS

This study uses a quantitative research design with a causal approach to examine the influence of work quality and work motivation on the performance of State Civil Apparatus in the Kendari City Housing, Settlement Area, and Land Office. This design was chosen because it allows for an in-depth and measurable analysis of relationships between variables. The Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS) is used to process data, because this method is effective in handling small samples and model complexity. A total of 42 samples of ASN respondents working in the agency were involved in this study, with sample selection carried out randomly. The use of the SEM PLS approach is considered appropriate for this study because it can provide accurate and relevant results in analyzing the influence of independent variables on dependent variables.

The instruments used in this study consist of a structured questionnaire designed to measure the variables of work motivation, work quality, and ASN performance. Each item on the questionnaire was developed based on a five-point Likert scale to measure the level of respondents' approval of each statement. This instrument has been tested for validity and reliability before being used for primary data collection, to ensure that the data obtained is accurate and consistent. Validity testing was carried out using convergent validity and discriminant validity, while the reliability of the instrument was checked with composite reliability. The test results show that the instrument used has an adequate level of validity and reliability.

The research procedure begins with the distribution of questionnaires to predetermined respondents. Filling out the questionnaire is carried out directly with supervision to ensure the completeness and validity of the data obtained. After all questionnaires were collected, the data was analyzed using SEM PLS software to test the relationship between the variables of work quality, work motivation, and performance. The analysis stage involves testing structural models and hypothesis testing to determine the significance of the influence between variables. The results of this data analysis are then used as a basis for discussion and conclusion of the research.

3. RESULTS

Characteristics of Respondents	Frequency	Percent (%)
Gender		
Man	23	55%
Woman	19	45%
TOTAL	42	100%
Age		
24-30	5	12%
24-30	8	19%
31-37	7	17%
38-44	14	33%
45-51	8	19%
TOTAL	42	100%
Education		
SMA	12	29%
STRATA 1	22	52%
STRATA 2	8	19%
TOTAL	42	100%

Source: Smart PLS, 2024

The characteristics of the respondents in this study consisted of various categories based on gender, age, and education level. Based on gender, as many as 55% of respondents were male and 45% were female, indicating a relatively balanced participation between men and women. Based on age group, respondents aged 24-30 years consisted of 12% and 19%, the age group of 31-37 years was 17%, the age group of 38-44 years was 33%, and the age group of 45-51 years was 19%. This shows that the majority of respondents are in the productive age group, namely 38-44 years old.

In terms of education, most of the respondents have a fairly high level of education. Respondents with high school education were 29%, Strata 1 (S1) as many as 52%, and Strata 2 (S2) as many as 19%. The majority of respondents were Strata 1 graduates, which reflects an adequate level of education in supporting analytical skills and understanding of relevant issues in this study.

This study involves an analysis model that describes the relationship between work quality variables, work motivation, and the performance of the State Civil Apparatus (ASN). This model refers to two independent variables, namely work quality and work motivation, which are hypothesized to have an influence on the dependent variable, namely the performance of ASN in the Kendari City Housing, Settlement Area, and Land Office. The work quality variable was measured through five main indicators, while the work motivation variable was measured through five other indicators. The ASN performance variable as a dependent variable is measured through nine indicators that reflect the level of effectiveness, efficiency, and responsiveness of ASN in carrying out their duties.

This research model utilizes Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) to analyze the relationship between variables. SEM PLS was chosen because of its ability to test the complexity of relationships involving multiple indicators and latent variables simultaneously, albeit with a limited number of samples. The results of the analysis showed

that work quality and work motivation had a significant contribution to the improvement of ASN performance, which was illustrated by the high loading factor and statistical T values in each indicator. This model not only helps in understanding the determinants of ASN performance, but also provides a basis for the development of more effective policy strategies in improving the quality of public services in the local government environment.

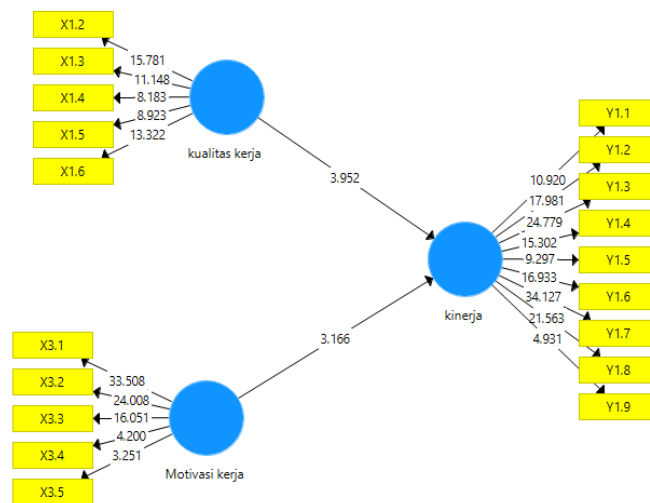


Figure 1: Smart PLS, 2024

Based on the results of the research, the work quality variable measured through indicators shows a strong contribution with a loading factor value between 8,183 to 15,781. The effect of work quality on performance has a T value of 3,952, which shows significance at a high level of confidence. This indicates that improving the quality of work will have a positive impact on the performance of ASN. Meanwhile, the work motivation variable is measured through indicators with a factor loading value that ranges from 3,251 to 24,008. The influence of work motivation on performance has a T value of 3,166, also showing high significance. This means that better work motivation will encourage a significant improvement in ASN performance.

In the ASN performance variable, there are several indicators that show the magnitude of the influence of work quality and work motivation. Performance indicators show that ASN's performance is significantly influenced by work quality and work motivation. Thus, this study proves that both work quality and work motivation have an important role in improving the performance of ASN in the Kendari City Housing, Settlement Area, and Land Office. To understand the influence of work motivation and work quality on the performance of the State Civil Apparatus (ASN) at the Kendari City Housing, Settlement Area, and Land Office, a statistical analysis was carried out using Partial Least Squares (PLS) to measure the relationship between variables. This analysis involves testing mean values, standard deviations, T-values, and p-values for each relationship between work motivation and work quality on ASN performance. In addition, confidence intervals are used to evaluate the stability of research results, both in the form of standard and bias-corrected confidence intervals. The results of this test provide a strong guide on the significance and stability of the influence of work motivation and work quality variables on performance, which serves as a basis for answering research hypotheses and making theoretical and practical contributions to the field of human resource management in the public sector.

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Mean, STDEV,
T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work motivation -> performance	0.427	0.454	0.135	3.166	0.002
Quality of work -> performance	0.500	0.498	0.127	3.952	0.000

Confidence Intervals

	Original Sample (O)	Sample Mean (M)	2.5%	97.5%
Work motivation -> performance	0.427	0.454	0.158	0.714
Quality of work -> performance	0.500	0.498	0.254	0.757

Confidence Intervals
Bias Corrected

	Original Sample (O)	Sample Mean (M)	Bias	2.5%	97.5%
Work motivation -> performance	0.427	0.454	0.027	0.046	0.649
Quality of work -> performance	0.500	0.498	-0.003	0.254	0.757

Results of data processing sem pls 2024

Based on Statistical analysis, work motivation has a significant influence on the performance of state civil servants with an Original Sample (O) value of 0.427 and a Sample Mean (M) of 0.454. The standard deviation for this variable is 0.135, resulting in a T value of 3.166 which indicates significance at the p-value level of 0.002. These results indicate that work motivation plays an important role in improving performance, in line with the researchers' expectations.

Furthermore, the quality of work was also found to have a significant influence on performance with an Original Sample (O) value of 0.500 and a Sample Mean (M) of 0.498. The standard deviation obtained for the work quality variable is 0.127, with a T value of 3.952 which is significant at the p-value level of 0.000. These findings show that improving work quality contributes positively to the performance of state civil servants, providing empirical evidence that work quality is one of the key determinants in improving work performance. The confidence interval for work motivation on performance showed a range between 0.158 to 0.714, which provides evidence that the influence of this variable remains significant in various sample conditions. This interval is strengthened by a bias correction, where the corrected confidence range is in the range of 0.046 to 0.649. This indicates that these results are fairly stable and reliable, providing additional support for the significance of the relationship between work motivation and performance.

Similarly, the confidence interval for quality of work on performance ranged from 0.254 to 0.757, suggesting that this relationship was fairly consistent across various sample conditions. The bias-corrected interval for work quality remained in the same range, i.e. between 0.254 and 0.757, which emphasizes that work quality has a stable and significant influence on performance. These results underscore the importance of work quality in determining optimal performance in the government agencies studied. Based on the results of a study on the influence of work quality and work motivation on the performance of State Civil Apparatus (ASN) in the Kendari City Housing, Settlement Area, and Land Office, it was found that the two independent variables had a significant influence on performance. The first finding shows that work motivation has a positive influence on ASN performance with an Original Sample (O) value of 0.427 and a Sample Mean (M) of 0.454. This is reinforced by a statistical T-value of 3.166, which exceeds the significance limit and gives a p-value of 0.002, signifying significance at a 95% confidence level. The visualization in the form of a confidence interval distribution table shows that the range of the influence of work motivation on performance is in the interval between 0.158 to 0.714. In addition, the bias corrected confidence interval was in the range of 0.046 to 0.649, which indicates that the results of this test are quite stable in various sample conditions, strengthening confidence in the consistency of the influence of work motivation on improving ASN performance.

4. DISCUSSIONS

This study succeeded in providing a deeper understanding of the influence of work motivation and work quality on the performance of State Civil Apparatus (ASN) in the Kendari City Housing, Settlement Area, and Land Office. The findings of the study show that work motivation has a significant influence on ASN performance, which can be the answer to the problem of low optimization of ASN performance in various countries. With high work motivation, ASN is more encouraged to work with enthusiasm and commitment, thereby increasing effectiveness in public services. This is in line with the motivation theory put forward by Herzberg, which states that motivational factors such as rewards and recognition can affect the level of performance of individuals in organizations. Therefore, these findings provide empirical evidence that supports the importance of increasing ASN work motivation as a step to optimize public services.

In addition, this study reveals that the quality of work also has a significant impact on the performance of ASN. This finding answers the gap related to the lack of government attention to the quality aspect of work in human resource development policies in the public sector. With good work quality, ASN can carry out their duties efficiently and accurately, thereby increasing public satisfaction with the services provided. According to the quality management theory put forward by Juran, high quality of work not only has an impact on better results but also on increasing public trust in government organizations. Thus, the findings of this study support the importance of improving the quality of ASN work as part of a more comprehensive human resource policy in the public sector.

Furthermore, the findings regarding the significant influence of work motivation on ASN performance also overcome the gap between the importance of work motivation as a performance improvement factor and the government's lack of attention to the development of ASN motivation. Effective work motivation can encourage civil servants to be more committed in carrying out their duties, which ultimately increases productivity and efficiency of public services. According to Wright, high motivation in ASN can increase the sense of belonging to the organization and build a more conducive work culture. With this empirical evidence, government agencies can better understand the importance of implementing a structured work motivation improvement program to improve ASN performance in a sustainable manner.

In addition, the results of this study also highlight the importance of work quality as the key in producing public services that meet the expectations of the community. This finding answers the problem related to the low quality of ASN work which often does not reach the expected standards, especially in terms of speed and accuracy of service. In this context, the high quality of work reflects the competence of ASN in carrying out its functions effectively and efficiently. This is in line with the views of Robbins and Judge, who stated that the quality of work plays an important role in ensuring accurate and timely services, thereby reducing public dissatisfaction with public services. Therefore, this finding supports efforts to improve the quality of ASN's work as one of the important strategies in improving the quality of public services.

At a more specific level, this study also addresses the gap in understanding the influence of work motivation and work quality on the performance of civil servants in the Kendari City Housing, Settlement Area, and Land Office. This finding provides deeper insights for local government agencies about the importance of these two factors in improving ASN performance. With empirical data that shows the significance of the influence of work motivation and work quality, these agencies can design more effective and data-driven performance improvement strategies. According to Brinkerhoff and Wetterberg, a deep understanding of performance determinants is essential in the public sector reform process, especially in local government environments. Thus, this research not only adds to the academic literature but also makes a real contribution to efforts to improve the performance of ASN in the local government sector.

5. CONCLUSION

This study concludes that work motivation and work quality have a significant influence on the performance of the State Civil Apparatus (ASN) at the Kendari City Housing, Settlement Area, and Land Office. The results of the analysis show that these two factors consistently play a role in increasing the effectiveness of public services through improving the performance of ASN. Good work motivation can encourage civil servants to be more enthusiastic in carrying out their duties, while optimal work quality reflects the technical ability and precision needed in serving the community. Thus, these findings reinforce the relevance of motivation and work quality as important elements in human resource development strategies in the public sector. This research contributes to a deeper understanding of the factors that support the improvement of ASN performance, especially in the context of local government.

Theoretically, these findings contribute to the development of literature related to the influence of work motivation and work quality in the field of human resources, especially in the public sector. Practically, the results of this study provide guidance for government agencies to focus more on improving the motivation and quality of ASN work as part of human resource policies. This finding also provides solutions to improve public services by strengthening components that are directly related to ASN performance. However, this study has limitations in terms of regional scope and the number of samples limited to one local government agency. For future research, it is recommended to expand the scope of research by involving various different agencies or government areas so that the understanding of ASN performance factors in the public sector can be more comprehensive.

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