THE INFLUENCE OF MOTIVATION, COMPETENCE AND WORK ENVIRONMENT TOWARDS EMPLOYEE PERFORMANCE AT MANADO CITY TOURISM OFFICE

PENGARUH MOTIVASI, KOMPETENSI, DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN PADA DINAS PARIWISATA KOTA MANADO

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Abstract: This study aims to analyze the influence of motivation, competence, and work environment on employee performance at the Manado City Tourism Office. Employee performance is an important factor in achieving organizational goals, especially in the tourism sector which requires qualified employees to provide optimal service. This study uses a quantitative method with a survey approach through questionnaires distributed to employees of the Manado City Tourism Office. The data was analyzed using multiple linear regression techniques to determine the influence of independent variables (motivation, competence, and work environment) on dependent variables (employee performance). The results of the study show that motivation, competence, and work environment have a significant influence on employee performance, both partially and simultaneously. The conclusion of this study is that increasing motivation, competence, and a conducive work environment can improve employee performance, which will ultimately have a positive impact on operational effectiveness at the Manado City Tourism Office.

Keywords: Motivation, Competence, Work Environment, Employee Performance.

Abstrak: Penelitian ini bertujuan untuk menganalisis pengaruh motivasi, kompetensi, dan lingkungan kerja terhadap kinerja pegawai pada Dinas Pariwisata Kota Manado. Kinerja pegawai merupakan faktor penting dalam mencapai tujuan organisasi, terutama pada sektor pariwisata yang membutuhkan pegawai yang berkualitas untuk memberikan pelayanan yang optimal. Penelitian ini menggunakan metode kuantitatif dengan pendekatan survei melalui kuesioner yang disebarkan kepada pegawai Dinas Pariwisata Kota Manado. Data dianalisis dengan menggunakan teknik regresi linier berganda untuk mengetahui pengaruh variabel independen (motivasi, kompetensi, dan lingkungan kerja) terhadap variabel dependen (kinerja pegawai). Hasil penelitian menunjukkan bahwa motivasi, kompetensi, dan lingkungan kerja memiliki pengaruh yang signifikan terhadap kinerja pegawai, baik secara parsial maupun simultan. Kesimpulan dari penelitian ini adalah peningkatan motivasi, kompetensi, dan lingkungan kerja yang kondusif dapat meningkatkan kinerja pegawai, yang pada akhirnya akan berdampak positif terhadap efektivitas operasional pada Dinas Pariwisata Kota Manado.

Kata Kunci: Motivasi, Kompetensi, Lingkungan Kerja, Kinerja Karyawan

INTRODUCTION

Research Background

The employee performance is an important factor in a company. The performance of good employees can enable the company to achieve its goals. When companies have better employee performance, the company's competitiveness is better. Various things can be done to improve employee performance. Employee performance is fundamental to the success and growth of any organization, influencing nearly every aspect of business operation from day-to-day efficiency to long-term strategic goals. Employee performance is directly linked to motivation, competence, and work environment because these three factors create the foundation for an employee to thrive and contribute effectively.

Motivation refers to the internal drive to do something because it's personally rewarding or fulfilling. Employees who are motivated tend to work harder, get involved, and take initiative. Motivation is driven by external factors such as bonuses, promotions, or recognition so that employees work more optimally. Motivation is a powerful internal mechanism that propels individuals to work towards their objectives. It highlights that motivation can stem from both intrinsic factors, which are internal drives like personal fulfillment and passion, as well as extrinsic factors such as financial rewards. Frey (1997) explores the idea that motivation is not only dependent on monetary incentives but also includes a deep sense of satisfaction and purpose that comes from one's work.

Competence is what an employee needs most to use in their work. Employees need the necessary skills and knowledge to perform their tasks effectively. This includes both technical skills and soft skills like communication and teamwork. Not only that, providing opportunities for employees to learn and develop new skills is crucial for enhancing competence. Competencies include knowledge, skills, and abilities that are relevant to the work performed. Employees who have strong competence in their field are able to carry out tasks effectively and make a significant contribution to achieving organizational goals. Prahalad and Hamel (1990) argued that companies should focus on building and developing core competencies, as these are the building blocks of competitive advantage. They believed that core competencies were more important than individual products or services, as they could be applied across multiple offerings.

The work environment is an important factor in the world of business and organization, including the various interrelated factors that affect the experience and behavior of employees. As a complex concept, the work environment includes three main elements: physical, social, and psychological. Practical parameters include factors such as design, lighting, temperature, and equipment that can provide comfort and productivity to employees. The environments related to interpersonal relationships in the workplace, including team dynamics, interpersonal communication, and organizational culture, shape the relationships between team members. The work environment is important for a company, agency or organization, because a supportive work environment, comfortable physical conditions, and the implementation of effective disciplinary policies not only create favorable conditions for employees but also directly affect the quality of work produced. A positive work environment encourages employees to feel motivated, collaborate, and innovate. Physical factors, such as lighting, temperature, and workspace design, can affect the physical and mental well-being of employees, which in turn can affect their concentration and productivity.

The Manado City Tourism Office is a government agency operating in the tourism sector that has the task of assisting the mayor in carrying out government affairs that fall under regional authority in the field of tourism and culture, especially in the city of Manado. Tourism activities in the city of Manado effectively began in the late 1980s or early 1990s, with full authority (autonomy) granted by the North Sulawesi Provincial Government. This authority is the basis for tourism development starting to be encouraged, but the main focus is only on physical development (infra and super-structure), and the tourist attractions being looked at are still natural tourist attractions, namely tourist attractions for beaches, lakes, mountains, and other geographical conditions. For cultural products, attention is paid to a number of natural tourist attractions, cultural heritage, such as waruga, colonial heritage buildings and structures, cave holes left over from the Japanese occupation, museums, and so on. Meanwhile, artistic products have not received as serious attention as natural tourist attractions, as is evident today, with ecotourism model cities.

Thus, in an effort to increase tourism activities, optimal performance is needed for each party responsible for managing this tourism sector. Employee performance has a significant role in ensuring smooth operations and achieving agency goals, in this case the Tourism Office. To achieve optimal performance, factors such as motivation, competence, and but also the work environment can be very relevant and important. Therefore, this research aims to reveal and explain how Motivation, Competence and Work Environment influence Employee Performance at the Manado City Tourism Office. To identify strong and competent employees to achieve the organization's or company's goals, each person, including employees, must have sufficient motivation, competence and support in best practices that positively impact the business process. For these reasons, it will be measured by the performance of employees in achieving the goals of the organization or company.

Research Objectives

The purpose of this research is:
1. To reveal motivation influence employee performance at Manado City Tourism Office.
2. To reveal competence influence employee performance at Manado City Tourism Office.

3. To reveal work environment influence employee performance at Manado City Tourism Office.
4. To reveal motivation, competence and work environment influence employee performance at Manado City Tourism Office.

LITERATURE REVIEW

Employee Performance

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Kasmir, 2018). Employee performance is the result of work achieved by employees both in quality and quantity by carrying out their duties effectively and efficiently in accordance with the responsibilities given by the company (Sutrisno et al., 2022). Employee performance is also determined by how much employee motivation is in an effort to achieve the standards set by the organization. Meanwhile, employee performance refers to the achievement obtained by an employee in carrying out his duties in accordance with the responsibilities given, both in terms of quality and quantity (Satwika and Himam, 2014).

Motivation

Motivation is interpreted as a process that started with a necessity and guide to a behaviour that drives someone to achieve an aim (Husna and Murtini, 2019). Motivation is a factor that pushes someone to continue in doing something consciously or unconsciously in order to achieve set goals. It could be seen from the view of two aspects that is internal and external, such as enthusiasm, appreciation of an achievement, also expectation from other people (Hong and Ganapath, 2017). Motivation is a form of encouragement and the efforts of someone to be able to do a job and have it the desire that each individual has to be able to give touch to carry out good actions in accordance with the provisions (Purba and Tambun, 2015).

Competence

Competence is defined as ability based on skills and knowledge, supported by work behavior and its application in the performance of tasks and work that expresses the job requirements (Sutrisno and Zuhri, 2019). Competence 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 attitudes required by the job (Wibowo, 2016). Competence is the basic basis of people's characteristics and indicates how to behave or thinking, equalizing the situation, and supporting for quite a long period of time (Fadude et al., 2019).

Work Environment

Work environment is the whole tools and materials used in the surrounding environment where a person is working, work methods, and work settings both individually and in groups (Mangkunegara, 2017). The work environment is the totality of tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as an individual and as a group (Sedamayanti, 2009). the work environment is the entire facilities and infrastructure around employees who are doing their own work. This work environment will include the workplace, facilities and work aids, cleanliness, lighting and quiet (Zainal, 2009).

Previous Research

Jafar et al. (2023) aimed to show the effect of leadership and motivation on employee performance with the work environment as a moderating variable at the Niaga Madani Sharia Rural Bank (SRB) Makassar. The type of research used is quantitative with an associative approach and uses primary and secondary data. This study used a saturated sample of 52 respondents. The data analysis technique used moderated regression analysis (MRA), but before that, it was tested for validity, reliability, and classical assumptions with SPSS 26 software tools. The results showed that leadership significantly positively affected employee performance. Motivation does not affect employee performance. Work environment significantly positively affected employee performance. Leadership and motivation simultaneously influence employee performance. The work environment can significantly moderate the influence of leadership on employee performance. The work environment cannot moderate the effect of motivation on employee performance.

Andardinata et al. (2023) analyzed the influence of competency and compensation on employee performance at PT. Berkah Bersama Gemilang Outlet Hertasning Branch. The research method uses qualitative and quantitative data, with descriptive analysis and multiple linear regression. The research results show that competency and compensation have a positive and significant influence on employee performance in the branch. Competency, as a combination of knowledge, skills, and attitudes, helps improve employee performance. Fair and appropriate compensation, including salary and bonuses, also has a positive impact on performance. Through regression testing, it was found that competence and compensation together contributed positively to employee performance. Statistical analysis shows that the coefficient of determination reaches 80.6%, indicating that competence and compensation explain variations in employee performance of that magnitude. The F test also shows the joint significance of the two independent variables on the dependent variable. These findings are in line with related theories, supporting the view that increasing competence and providing fair compensation can increase employee morale.

Handaru et al (2017) aimed to analyze the description for the work environment, work stress, and performance of permanent employees of PT "S", analyze whether there is an influence between the work environment on the performance of permanent employees PT "S", analyze whether there is influence between work stress on performance of permanent employee of PT "S", and analyze whether there is influence between work environment and work stress to performance of regular employees of PT "S". This research using descriptive and explanatory analysis. This research is taken 45 regular employees at PT "S", Jakarta. The technique of data collection used survey method by distributing questionnaires, which then processed with program SPSS 22.0. The result shows a significant influence of work environment and work stress on performance.
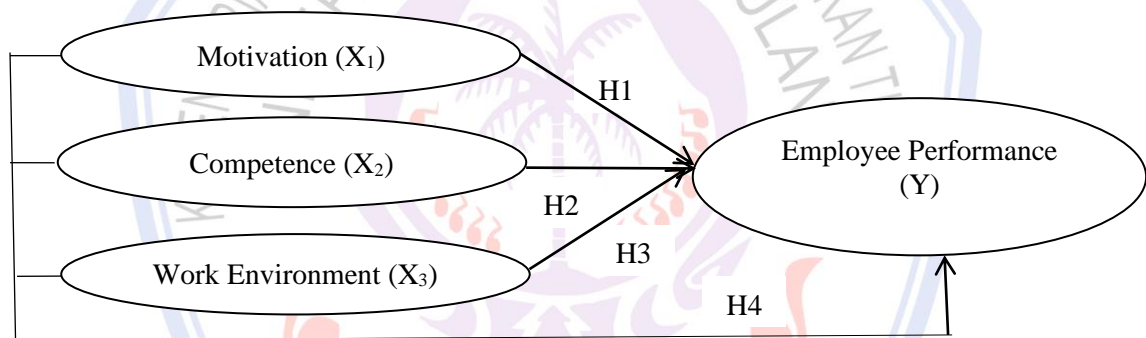
Conceptual Framework

Figure 1. Conceptual Framework
Source: Literature Review

Research Hypothesis

H_1: Motivation has a positive effect on Employee Performance
H_2: Competence has a positive effect on Employee Performance
H_3: Work Environment has a positive effect on Employee Performance
H_4: Motivation, competence, and work environment have positive effect on Employee Performance

RESEARCH METHOD

Research Approach

This research is using a quantitative approach. Sugiyono (2017) stated the statistical method is a research method based on the philosophy of positivism, used to research the universe or specific samples, to collect data using research tools, statistical analysis, or statistics, and to test established values. Research designs that use a quantitative approach must be structured, standardized, formal, and designed as thoroughly as possible beforehand. The approach used in this study is a quantitative approach that focuses on Motivation, Competence, Work on Employee Performance at Manado City Tourism Office.

Population, Sample, and Sampling Technique

According to Sujarweni (2020), population is the total number of objects or subjects that have certain characteristics and qualities determined by the researcher to be studied and then conclusions drawn. In this case, the researcher took the entire population, namely all employees working at Manado City Tourism Office of which there were approximately more than 44 people. In this research, researchers used a saturation sampling technique as a sampling technique. According to Sugiyono (2017), saturation sampling is a sampling technique when all members of the population are used as samples. This is done when the population is relatively small.

Type and Data Source

Research data is categorized into two types, namely primary data and secondary data. In this study, the type of data used is primary data. Primary data can be a source of questions about information obtained, especially from the most numerous sources or parties. Primary data is collected primarily by researchers to answer questions about questions

Data Collection Method

The data-gathering approach, known as a questionnaire or survey, requires researchers not to ask questions directly to participants and instead accept their responses in return. The questionnaire is a data collection method that is carried out by giving respondents a set of questions or written statements to answer. Researchers use indicators for each variable in making questionnaires (Sugiyono, 2017).

Testing of Research Instruments
Validity Test and Reliability Test

The validity test is a fitness test. A research instrument that has been declared valid means that the instrument can measure the variable to be measured (Sugiyono, 2017). A question item is considered valid if the calculated r value exceeds the table's r value, while a statement item is considered invalid if the calculated r value is below the table's r value.

The reliability test shows the index as a measuring tool that can be trusted or relied upon (Payadnya and Jayantika, 2018). A value of 0.60 or higher means that the reliability of the internal data is satisfactory. The higher the coefficient value, the more reliable the data used in the study (Malhotra, 2007).

Classical Assumptions Test
Normality Test

Normality test aims so that the data in the regression model is normally distributed, whether the independent variables and dependent variables are normally distributed or not.

Heteroscedasticity Test

In the heteroscedasticity test, researchers can check whether there are unequal differences between the residues of one observation and another. One model of regression is a model that fulfills the condition that there is the similarity in the variance between the residues of one observation and another, which is called heteroscedasticity (Syarifuddin and Saudi, 2022).

Multicollinearity Test

Multicollinearity test aims to determine whether the regression model found a correlation between independent variables r dependent variables. Multicollinearity test is done by observing the value of tolerance and Variance Inflation Factor. If the value is higher than the tolerance value of 0.1 or VIF smaller than 10, then it can be concluded that there is no multicollinearity (Ghozali, 2016).

Multiple Linear Regression Analysis

Multiple Linear Regression Analysis is the study of how a dependent variable Y is related to two or more independent variables. The concept of regression models and regression equations was introduced in the previous chapter of this book. The equation that describes how the dependent variable Y is related to the independent variables X_1, X_2, X_p and the error term is called a multiple regression model. The following is a Multiple Linear Regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

X1   = Motivation
X2   = Competence
X3   = Work Environment
Y   = Employee Performance
a   = Constant
e   = Error

Hypothesis Testing
T-Test (Partial)
This test was carried out by comparing the calculated t-value with the corresponding value in the t-table to find out whether the independent variable had a significant and partial influence on the dependent variable.

F-Test (Simultaneous)
The purpose of the F statistical test is to assess whether the independent and dependent variables in the model together influence each other (Ghozali, 2018). To decide based on the F test, the alternative hypothesis (Ha) is considered to have a simultaneous effect if the significance level (sig) is less than 0.05 which means that there is a simultaneous influence between the independent variable and the dependent variable. On the other hand, the hypothesis (H0) is considered to have no effect if the significance level (sig) is greater than 0.05 which indicates that there is no simultaneous influence between the independent and dependent variables.

Coefficient of Determination (R^2)
The R^2 value serves as a measure of the proportion of the total variation in customer retention that can be explained by that independent variable. A higher R^2 value signifies a greater percentage of the total variation in customer retention that can be attributed to independent variables. Starting from 0 to 1, the R^2 value offers valuable insights.

RESULT AND DISCUSSION

Result
Validity and Reliability Tests
Table 1. Validity Test Result

Variable	Indicator	Pearson Correlation	Description
Motivation (X1)	X1.1	0,883	Valid
	X1.2	0,718	Valid
	X1.3	0,924	Valid
Competence (X2)	X2.1	0,771	Valid
	X2.2	0,869	Valid
	X2.3	0,783	Valid
Work Environment (X3)	X3.1	0,911	Valid
	X3.2	0,708	Valid
	X3.3	0,848	Valid
Employee Performance (Y)	Y1	0,851	Valid
	Y2	0,700	Valid
	Y3	0,810	Valid

Source: Data Processed (2024)

Based on table 1, shows that all indicator statement items from the Motivation (X1), Competence (X2), Work Environment (X3), and Employee Performance (Y) variables have a Pearson correlation value greater than the r table (0.2973). Thus, all statement items for all variables are declared valid.

Table 2. Reliability Test Result

Variable	Cronbach's Alpha	Description
Motivation (X1)	0,802	Reliable
Competence (X2)	0,734	Reliable

| Work Environment (X3) | 0,764 | Reliable |
| Employee Performance | 0,693 | Reliable |

Source: Data processed (2024)

Based on table 2, it shows that all Motivation (X1), Competence (X2), Work Enviroment (X3) and Employee Performance (Y) variables have a Cronbach's alpha value greater than 0.6. This means that the measuring instrument is reliable.

Classical Assumption Test
Normality Test
Table 3. Normality Test Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		44
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.33029150
Most Extreme Differences	Absolute	.080
	Positive	.080
	Negative	-.074
Test Statistic		.080
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
Source: Data processed (2024)

Based on the results of table 3, the sig (2-tailed) value is 0.200 > 0.05, so the data is declared normally distributed.

Heteroskedasticity Test
Table 4. Heteroskedasticity Test Result

Coefficients[a]

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	.644	.863		.746	.460
Motivation	-.044	.072	-.133	-.602	.551
Competence	-.002	.057	-.007	-.040	.968
Work Environment	.069	.065	.222	1.054	.298

a. Dependent Variable: HETERO
Source: Data processed, 2024

Based on the results of Table 4, the significance value of X1 (0,551), X2 (0,968), and X3 (0,298) is greater than the significance value of 0,05, it can be concluded that there are no symptoms of heteroscedasticity in the regression model.

Multicollinearity Test
Table 5. Multicollinearity Test Result

Coefficients[a]

Model	Collinearity Statistics Tolerance	VIF
1 Motivation	.496	2.018
Competence	.748	1.337

| Work Environment | .548 | 1.825 |

a. Dependent Variable: Employee Performance
Source: Data processed (2024)

These findings confirm the absence of multicollinearity, The results show that the variables of motivation, competence and work environment have a tolerance value greater than 0.1 and a VIF value lower than 10, thus explaining the absence of multicollinearity.

Multiple Linear Regression Analysis
Table 5. Multiple Linear Regression Analysis Results

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.609	1.337		.456	.651
Motivation	.435	.112	.454	3.872	.000
Competence	.255	.088	.276	2.887	.006
Work Environment	.262	.101	.288	2.584	.014

a. Dependent Variable: Employee Performance
Source: Data processed (2024)

From the table above, the multiple regression equation can be arranged as follows:
$$Y = 0.609 + 0.435X_1 + 0.255X_2 + 0.262X_3 + e$$

From the multiple linear regression equation above, it can be interpreted as follows:
1. The constant value in the multiple linear regression equation is 0.609 which explains that if the motivation (X_1), competence (X_2), and work environment (X_3) variables are 0, then the value of employee performance (Y) is 0.609.
2. The regression coefficient of the Motivation (X_1) variable is 0.435 and is positive, this explains that motivation (X_1) has a positive influence on employee performance (Y) and if motivation (X_1) increases in value by one while competence (X_2) and work environment (X_3) is assumed to be constant, then employee performance (Y) will change by 0.435.
3. The regression coefficient of the competence (X_2) is 0.255 and is positive, this explains that competence (X_2) has a positive influence on employee performance (Y) and if competence (X_2) increases by one while motivation (X_1) and work environment (X_3) is assumed to be constant, then employee performance (Y) will change by 0.255.
4. The regression coefficient of the work environment (X_3) is 0.262 and is positive, this explains that work environment (X_3) has a positive influence on employee performance (Y) and if Work environment (X_3) increases by one while motivation (X_1) and competence (X_2) is assumed to be constant, then employee performance (Y) will change by 0.262.

Determination of Coefficient (R^2)
Table 6. Determination Coefficient Test Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853[a]	.727	.707	1.37928

a. Predictors: (Constant), Work Environmnet, Competence, Motivation
b. Dependent Variable: Employee Performance
Source: Data processed (2024)

Based on the table 6, it can be observed that the R^2 value is 0.727. It can be concluded that the ability of the independent variables, consisting of motivation (X_1), competence (X_2), and work Environment (X_3), to explain the variation in the employee performance variable is approximately 72.7% while the remaining 27.3% is explained by other factors outside the analyzed regression model or other variable.

Hypothesis Tests
F Test (Simultaneous)
Table 7. F Test Result

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	202.881	3	67.627	35.548	.000[b]
	Residual	76.096	40	1.902		
	Total	278.977	43			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work Environmnet, Competence, Motivation
Source: Data Processed 2024

The table 7 shows the calculated F count of 35.548 while the F table is 2,839, which means that the calculated F count > F table and sig value 0.000 < 0.05. So it can be concluded that there is a positive and significant effect of Motivation (X1), Competence X2), and Work Environment (X3) variables simultaneously effect on Employee Performance (Y) so that H3 is accepted and H0 is rejected.

T Test (Partial)
Table 5 shows that:
1. The t count of the Motivation (X1) variable is 3.872 and the t table value is 2.020., which means that the t count is greater than the t table. This explains that the independent variable, namely Motivation (X1) partially has a significant effect on the dependent variable, Employee Performance (Y).
2. The calculated t value of the Competence (X2) variable is 2.887 and the t table value is 2.020., which means that the calculated t count is > from the table. This explains that the independent variable, namely Competence (X2) partially has a significant effect on the dependent variable, namely Employee Performance (Y).
3. The calculated t value of the Work Environment (X3) variable is 2.584 and the t table value is 2.020., which means that the calculated t count is > from the table. This explains that the independent variable, namely Work Environment (X3) partially has a significant effect on the dependent variable, namely Employee Performance (Y).

Discussion
The Influence Of Motivation On Employee Performance
Based on the hypothesis testing conducted, it shows that Motivation has a significant influence on the Employee Performance of Manado City Tourism employees. This shows that the perception of motivation for employees can be felt. Employees agree that motivation encourages them to work more enthusiastically and optimally. Therefore, it is hoped that the leadership, in this case, the Manado city government, can provide extra attention such as awards in order to increase employee motivation in carrying out their work. Based on the research results, it was found that the variable motivation in this study has significant influence on Manado Tourism employee performance. So, conclusions can be drawn that motivation has significant effect on employee performance. This result supported by Maharani et al. (2023) that motivation has a positive effect on employee performance, Putra (2021) that the work environment can directly affect employee performance, and Bukhari and Pasaribu (2019) that motivation and work environment have no significant effect on performance, while competence has a significant effect on performance. The results of the study simultaneously show that motivation, competence, and work environment have a positive and significant effect on performance.

The Influence Of Competence On Employee Performance
Based on the hypothesis testing conducted, it shows that Competence has a significant influence on the Employee Performance of Manado City Tourism employees. This shows that the level of competence of Manado Tourism employee is very high. Employees strongly agree that they are always learn and improve their knowledge and apply it in order to achieve work purposes. They also agree that their capability to doing their work is very important to solve various problems. The results of this study are supported by Kapero et al. (2023) that competence, has a significant effect on employee performance, this can be seen from the results of the analysis and testing carried out using quantitative research methods.

Based on the hypothesis testing conducted, it shows that Work Environment has a significant influence on the Employee Performance of Manado City Tourism employees. Employees agree that Work Environment is important for employee to work. Work Environment determines employee performance because it can make they feel safe and comfortable to doing their work. Based on the research results described in chapter 4 previously was found that the variable work environment in this study has significant influence on Manado Tourism employee performance. So, conclusions can be drawn that work environment has significant effect on employee performance. This result supported by Putra (2021) that the work environment can directly affect employee performance, and Bukhari and Pasaribu (2019) that motivation competence and work environment have significant effect on performance, The results of the study simultaneously show that motivation, competence, and work environment have a positive and significant effect on performance.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the data collected and the tests conducted, the following conclusions can be drawn:

1. Motivation has a significant partial effect on employee performance, thereby accepting the first hypothesis that there is an influence of motivation on employee performance at Manado city tourism office. The research obtained, motivation is one of several factors that impact employee performance, but it's not the only factor. Other factors such as competence and work environment is also influence employee performance. Despite being one of many factors, motivation still has a notable and meaningful effect on how well employees perform their jobs. This means that changes in motivation levels can lead to noticeable changes in performance outcomes. Based on the research results, management implications for organizations and companies were obtained, this conclusion implies that while fostering motivation is important, it should be balanced with efforts to improve other aspects of the work environment and employee development.

2. Competence has a significant partial effect on employee performance, thereby accepting the second hypothesis that there is an effect of competence on employee performance at Manado city tourism office. Competence is an important factor affecting employee performance, but it's not the only factor. Other elements, such as motivation and work environment is also influence employee performance. Based on the research results, management implications for organizations and companies were obtained, Organizations should recognize the importance of ensuring that employees have the necessary skills and knowledge for their roles.

3. Work environment has a significant partial effect on employee performance, thereby accepting the second hypothesis that there is an effect of competence on employee performance at Manado city tourism office. The work environment is an important factor that affects employee performance, but it is not the sole determinant. but it's not the only factor. Other elements, such as motivation and competence is also influence employee performance. Based on the research results, management implications for organizations and companies were obtained, the quality of the work environment—encompassing factors like physical workspace, organizational culture, relationships with colleagues, and overall work conditions has a notable and meaningful effect on how well employees perform their tasks. This means that improvements in the work environment can lead to better performance, but the effect is part of a broader set of influences.

4. Motivation, Competence, and Work environment collectively have a positive and significant effect on organizational effectiveness thereby accepting the fourth hypothesis that there is an effect of motivation, competence, and work environment on employee performance at Manado city tourism office. The combined effect of motivation, competence, and work environment on employee performance is significant. This means that improvements or changes in one factor can influence performance, but the overall impact is better understood when considering how these factors work together. Based on the research results, management implications for organizations and companies were obtained, management should address all three factors—motivating employees, developing their competence, and improving the work environment simultaneously. For instance, a positive work environment can enhance motivation and high competence can make it easier for employees to thrive in a supportive environment.

Recommendation

1. Based on the research results, researchers provide suggestions that are expected to help companies improve organizational effectiveness. By push the employee's motivation factors in the implementation of company activities in achieving goals, this will improve the quality of Manado city tourism employees and also the company must pay attention to competence applied to the company both organizationally and individually by looking at existing indicators which influence the level of company effectiveness. Likewise with the work environmnet, this factor can also determine the achievement of organizational goals, because the good work environment determines the more effective the employee's performance will be and they can achieve organizational goals effectively.

2. Future researchers may need to use other variables, apart from the variables studied in this research, in order to expand the research and obtain varied results and to find out other factors that might influence employee performance that have not been studied in this research so as to produce results research can better describe real conditions over the long term and accurately and provide good knowledge in the academic field.

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