Analysis of the Influence of Human Factors Agility on the Performance of State Civil Apparatus Through Motivation in the Government of South Sulawesi Province

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Abstract

This study aims to determine the influence of personality, self-ability, and work environment on ASN performance through motivation in the South Sulawesi Provincial Government. This type of research is quantitative. The sample in this study was ASN in the South Sulawesi Provincial Government. In determining the sample size, the researcher used the Slovin formula and determined 92 people. The data collection method in this study used a questionnaire containing statements that were distributed online. The data analysis technique used in this study was structural equation modeling (SEM) which was operated through Smart PLS. The results of this study indicate that Personality on Performance has a significant effect on Performance, Self-ability on performance has a significant effect, Work environment on performance does not have a significant effect, Personality on motivation does not have a significant effect, Self-ability on motivation has a significant effect, Work environment on motivation has a significant effect, motivation has a significant effect on performance, Personality does not have a significant effect on motivation through motivation variables, Self-ability on performance through motivation does not have a significant effect and work environment on performance through motivation variables has a significant effect..

Keywords: *Personality, Self-Ability, Work Environment, Performance, and Motivation*

INTRODUCTION

The increasingly modern and developing human civilization demands acceleration in all dimensions of life, whether in organization, society, nation or state. In addition, volatility, uncertainty, complexity, and ambiguity, abbreviated as VUCA (Baran & Woznyi. 2021), require all areas of life and the social environment to make changes in accordance with the demands of the times.

Changes in systems and habits are what require ASN, especially in local governments, to be more agile and flexible in facing this era of disruption in the bureaucratic field. In other words, ASN is required to be more agile with all the limitations they have in their work environment. When ASN becomes agile, it means that they have also decided to be able to grow and develop in exploring all the potential that exists within themselves. However, the phenomenon exists that not all ASNs, especially in local government, are able to be agile due to age factors, undeveloped abilities and traditional mindsets (Dohaney, de Roiste, Salmon, & Sutherland, 2020).

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have also decided to be able to grow and develop in exploring all the potential that exists within themselves. However, the phenomenon exists that not all ASNs, especially in local governments, are able to be agile due to age factors, undeveloped abilities and traditional mindsets (Dohaney, de Roiste, Salmon, & Sutherland, 2020).

When viewed from the perspective of human resources in ASN, agility must be owned by human resources, in this case ASN, as the key to professional public services and carrying out government policies in the regions. There are several factors that can affect the agility of human resources, including personality, self-ability, work environment (Repka & Bojar 2020); (Munteanu, Bibu, Nastase, Cristache, & Matis, 2020); (Malik, Sarwar, & Orr, 2021): (Khambayat, 2019).

The first factor that is important in the agility of human resources, in this case ASN, is personality. A personality that is open to new things is needed in the current VUCA era (Khambayat, 2019). Not everyone can accept well the changes that are happening so quickly (Kilkki et al., 2018). A person's personality refers to how they appear, receive and impress others (Hogan & Sherman, 2020). Human personality is formed from many components or traits and each person has a personality whose component arrangement is different from other people (Karim, 2020).

Personality is related to self-ability as the second factor in human agility of human resources, especially ASN. Self-ability can be obtained from training and education and also learning from experience (Khambayat et al., 2019). ASN's self-ability in the employee development stage, Simamora (1997) reveals two important aspects of activities that cannot be separated from one another, namely training activities and human resource development activities themselves.

The third factor is the work environment. Work environment factors or conditions in an organization are one of the factors that are quite important in efforts to improve performance so that employee job satisfaction is created. The work environment or working conditions themselves are the conditions in which the employee works. So naturally, if the organization's management prepares the right employee working conditions so that employees of an organization can work well. According to Sedarmayanti (2006) in (Yusnaini, 2019) explains "such as facilities in the office, office work support equipment, temperature, air circulation, cleanliness, lighting, noise and others.

An equally important factor in human resource agility is motivation. ASN's motivation is formed from the attitude of employees in dealing with work situations in the workplace, be it a Government Office or Agency or Office. Motivation is a condition or energy that moves the self/employee to achieve the goals of the organization and the employee himself. The pro and positive mental attitude of employees towards the work situation is what strengthens their work motivation to achieve maximum performance. ASN requires supervision from superiors to motivate them to work hard. Where work motivation itself consists of several indicators by (Bahri & Nisa, 2017) Performance, Reward, Challenge, Responsibility, Development, Involvement, opportunity.

MEASUREMENTRESULTS TARGET PERFORMANCE	Years		
	2021	**2022**	**2023**
	9.153	8.743	8.508
Very Optimal	8.371	9.482	9.392
Optimal	2.257	2.423	2.842
Potential	978	398	382
Potential Candidate	392	105	27
Needs Adjustment	**21.151**	**21.151**	**21.151**

Source: Primary data 2024

This phenomenon requires the role of human factors agility to respond to rapid technological changes that make the world of bureaucracy, in this case ASN, experience significant changes in the system, both service and dedication. The institution certainly hopes that its ASNs will perform well so that they can have quality human resources. Therefore, ASN is required to show good performance and be agile in the current VUCA era.

Based on the field facts described above and the differences in the findings of previous studies in explaining the influence between variables in this study, the researchers are interested in conducting research with the title **"Analysis of the Influence of Human Factors Agility on Performance Through State Civil Apparatus Through Motivation in the South Sulawesi Provincial Government".**

Theoretical Foundation

As a new concept in the world of business and human resources, agile is defined as the ability of individuals or human resources to see and respond to situations quickly (Ahammad et al., 2020). The agility of each human resource is strongly influenced by several factors, both factors from technology, the environment, and factors from humans themselves which are called human factors agility (Khambayat, 2019); (Narenji et al., 2022).

Human factors agility is one of the dimensions of organizational agility to achieve company effectiveness (Narenji et al., 2022). Agile human resources can dominate the environment with innovation and plan for a bright future in the organization. The human factors agility is used as a measure as a state of individuals to be agile in facing and responding to business uncertainty (Khambayat, 2019); (Mollet & Kaudela-Baum, 2022); (Munteanu et al., 2020); (Narenji et al., 2022), namely:

Personality

Personality is the whole of a person's behavior with a certain tendency system that interacts or relates to a series of situations. Personality theory is one of the modern psychological theories that discusses humans in terms of mindset and mental patterns. As part of the behavior of human resource organizations, personality is better understood as a method of human thinking towards reality. It can also be said that personality is a complete blend of attitudes, traits, mindsets, emotions, and values that influence the individual to do something right in accordance with the environment (Karim, 2020).

The definition of personality is the innate characteristics of human psychology or human psychological traits that are different and produce relatively consistent and long-lasting responses in certain environmental stimuli. Usually personality is described in behavioral characteristics such as confidence, socialization, dominance, self-preservation, adaptability, autonomy, and aggressiveness. That is why personality is related to the self-concept which is the core of an individual's personality (West, 2003).

Personality traits are characteristics such as shyness, aggression, defensiveness, laziness, ambitiousness, and loyalty that are exhibited by individuals in a number of situations. In other words, personality traits are enduring characteristics that give an individual behavior. The early search for key traits with the identification of sixteen personality factors that are seen as the primary traits of personality or that are the source of generally constant behavior, allows the prediction of an individual's behavior in specific situations, by weighing the characteristics for their initial situational relevance (Robbins & Judge, 2017). In this era of digitalization, personality is closely related to agile because agile is a mindset that a person has in order to always act quickly. Basically, human resources who have an agile mindset in their personality will be more flexible and adaptive in dealing with changes in the work environment (Maran et al., 2022).

Self Capability

Ability comes from the word mampu which means power or being able or able to do something, while ability means ability, proficiency, strength. Ability (ability) means the capacity of an individual to perform various tasks in a job (Dewi, 2020), Ability can also be called competence. The word competence comes from English competency which means ability, power, authority, skill, knowledge, and proficiency, ability and authority. The

word competence from the word competent means having the ability and skills in their field so that someone has the authority or authority to do something within the limits of their knowledge (Sunarsih, 2018). From this understanding, it can be concluded that ability is the ability or ability of an individual to master a skill and is used to perform various tasks in a job.

Robbins & Judge (2017) state that the overall ability of an individual basically consists of 2 (two) groups of factors, namely: 1). Intellectual ability, is the ability needed to perform various mental activities such as thinking, reasoning and problem solving. 2). Physical abllity, which is the ability to perform tasks that demand stamina, skill, strength and similar characteristics, such as agility and speed in carrying out activities.

Work Environment

The work environment generally means a place where employees carry out their work activities. In the workplace, everyone is inseparable from their environment. Optimizing one's performance can also be influenced by the work environment. The work environment is everything that surrounds workers and has an impact on the implementation of the assigned tasks (Ferawati, 2017: 1). The better a person's work environment, the better their job performance will be. According to (Farizki, 2017: 33), the work environment is also the suitability of the work environment, this can be seen from the work time to complete the workload, of course, both good and bad work environments can speed up or slow down a person's work process. Companies that can create a conducive and positive work environment will get positive benefits as well. The work environment situation in a company that is good and conducive can be used to motivate and intensify the work enthusiasm of employees to be more productive which in turn can affect the improvement of the quality of employee performance.

According to Lewa and Subono, (2015: 235) The work environment must be formed in such a way as to create a working relationship that binds workers to the environment. The work environment can be said to be good if employees can carry out work activities optimally, safely, healthily and comfortably. A bad work environment can have a bad impact on the company because it makes employees unable to work efficiently.

Performance

Performance according to Mangkunegara (2010) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to the Big Indonesian Dictionary, performance means: (1) something achieved, (2) achievement shown, (3) work ability. According to Handoko (in Siagian, 2009), states that performance is the final measure of the personnel department, and it is the achievement or implementation of employee work. Furthermore, Djamaludin (2007) states that individual performance is influenced by ability or ability and motivation (how much someone feels compelled to work).

Performance is the totality of work results achieved by an organization. apparatus performance has a very close relationship, the achievement of organizational goals. The performance of the apparatus cannot be separated from the resources owned by the organization, the resources that are driven or run by the apparatus who play an active role as actors in an effort to achieve the goals of the organization, can be carried out properly if they pay attention to the performance of the apparatus. Performance is a translation of the word performance (Job Performance), etymologically performance comes from the word to perform which means to display or carry out. Wibowo said that: The definition of performance is often interpreted as performance, work results / work performance. Performance has a broader meaning, not only stating as a result of work, but also how the work process takes place. Performance is about doing the job. Performance is about what is done and how to do it. Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and economic contribution (Wibowo, 2007).

Based on the above understanding that the results achieved by an apparatus are measurable in its work and carried out in accordance with the capabilities possessed, and the tasks that have been determined. Apparatus in empowering and maximizing a performance, requires extensive knowledge in carrying out its duties, so as to produce what is the main goal. Another definition according to Maluyu S.P. Hasibuan that Performance (work performance) is a result of work achieved by a person in carrying out the tasks assigned to him which is based on skills, experience and seriousness and time (Hasibuan, 2002).

Motivation

Motivation has several theories that have been created and developed by several experts since the 1950s. There are 4 (four) early theories related to motivation, including Abraham Maslow's Hierarchy of Needs Theory, McGregor's X and Y Theory, Frederick Hertzberg's Two-Factor Theory and McClelland's Needs Theory by David McClelland and his colleagues. The development of these basic theories of motivation is termed contemporary theories of motivation, including Self-determination theory, Job Involvement, Goal Setting Theory, Self-Efficacy Theory, Reinforcement Theory, Justice Theory or Organizational Justice, and Expectancy Theory (Robbins & Judge, 2017).

Motivation can not only be obtained from oneself, motivation can also be obtained through praise from others, motivators, or the media. Motivation itself occurs because of a psychological process within us that can provide persistence and direction and purpose in doing all work, both voluntary work and work that has a specific purpose. So the main function of motivation is to make yourself more excited and motivated to get things done in order to get what you want (Kadir & Gugun, 2013).

Speaking of agility, the theory of motivation that is the basis for a person's movement to behave or do something is goal setting theory. Focus on goals is one of the basic characteristics possessed by agile human resources (Trost, 2020). There are eight indicators of goal-setting motivation that can directly affect the performance of employees (Robbins & Coulter, 2016).

RESEARCH METHOD

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RESEARCH RESULTS

Description of Research Objects

Based on Gender

Table 1 Respondents bassed on gender

No	Gender	Number of Respondents	Percentage
1.	Male	58	63%
2.	Female	34	37%
Total		92	100%

Source: Primary data processed 2024

The description of respondents based on gender shows that the highest number is male as many as 58 respondents or 63 percent while female respondents are 34 respondents or 37 percent, meaning that ASN at the Sul-Sel Provincial Government Office totaling 92 is dominated by male gender as much as 63 percent.

Based on Age

Table 1 Table 2 Respondents based on age

No	Age (Year)	Number of Respondents	Prcentage
1	<30	5	6%
2	31-<40	28	30%
3	41-50	27	29%
4	>51	32	35%
Total		92	100%

Source: Primary data processed 2024

The description of respondents based on age shows that respondents who are <30 years old are 5 respondents or 6 percent, the number of respondents aged 31-40 years is 28 respondents or 30 percent, the number of respondents aged 41-50 years is 27 respondents or 29 percent and the number of respondents aged >50 years is 32 respondents or 35 percent. From this it can be seen that the description of respondents based on age which occupies the highest level is the age of 31-40 years, meaning that ASN at the South Sulawesi Provincial Government Office is dominated by ASN at the South Sulawesi Provincial Government Office aged> 50 years as much as 35 percent.

Loading Factor Test

Table 3 Loading factor test

	X1 (Personality)	X2 (Self Ability)	X3 (Work Environment)	Y (Performance)	Z (Motivation)	Description
X1.1	0.830					Valid
X1.2	0.881					Valid
X1.3	0.773					Valid
X1.4	0.748					Valid
X2.1		0.795				Valid
X2.2		0.856				Valid
X2.3		0.817				Valid
X2.4		0.780				Valid
X3.1			0.870			Valid
X3.2			0.846			Valid
X3.3			0.801			Valid
X3.4			0.847			Valid
Y01				0.817		Valid
Y02				0.860		Valid
Y03				0.745		Valid
Y04				0.814		Valid
Z1.1					0.829	Valid
Z1.2					0.876	Valid
Z1.3					0.862	Valid
Z1.4					0.838	Valid

Source: Primary data processed 2024

The basic guideline used as a benchmark for determining the outer loading / loading factor that meets the calculation requirements is a minimum value of 0.7. However, a value of 0.6 is at least acceptable if the AVE value is more than 0.5. The data in table 5.1 shows that the outer loading value of all indicators of each variable after calculation shows a number above 0.6 so that it meets the requirements. So based on the

validity of outer loading, it is stated that all items or indicators are valid so that the items of the variables have met convergent validity.

Tabel 4 Average Varianced Extracted Value (AVE)

Variable	Average Variance Extracted (AVE)
X1 (Personality)	0.655
X2 (Self Ability)	0.660
X3 (Work Environment)	0.708
Y (Performance)	0.657
Z (Motivation)	0.725

Source: Primary data processed 2024

Based on the table above, it is known that the AVE value of the personality, self-ability, work environment, performance and motivation variables is> 0.50, it is stated that each variable has good convergent validity so that the data is said to be valid.

Construct Reliability Test

Table 5 Construct Reliability Value

Variable	Cronbach's Alpha	rho_A	Composite Reliability
X1 (Personality)	0.824	0.838	0.883
X2 (Self Ability)	0.828	0.833	0.886
X3 (Work Environment)	0.863	0.873	0.907
Y (Performance)	0.825	0.835	0.884
Z (Motivation)	0.873	0.874	0.913

Source: Primary data processed 2024

The results of the reliability test using the composite reliability value and Cronbach's alpha obtained the test result value meets the test criteria of more than 0.60 even all of them> 0.70, so it can be said that each variable of personality, self-ability, work environment, performance and motivation has met the construct reliability..

Fornell and Lacker Criterion test

Table 6 Fornell and Lacker Criterion Results

Variable	X1 (Personality)	X2 (Self Ability)	X3 (Work Environment)	Y (Performance)	Z (Motivation)
X1 (Personality)	0.809				
X2 (Self Ability)	0.653	0.813			
X3 (Work Environment)	0.551	0.449	0.842		
Y (Performance)	0.622	0.613	0.554	0.810	
Z (Motivation)	0.482	0.562	0.704	0.613	0.851

Source: Primary data processed 2024

Based on the results of the Fornell and Lacker Criterion tests by looking at the construct value, it shows that the value is greater than the constructs of other variables, these results indicate that the data is valid.

Heterotrait Monotrait Ratio Test (HTMT)

Table 7 Heterotrait Monotrait Ratio (HTMT) Results

Variable	X1 (Personality)	X2 (Self Ability)	X3 (Work Environment)	Y (Performance)	Z (Motivation)
X1 (Personality)					
X2 (Self Ability)	0.786				
X3 (Work Environment)	0.660	0.519			
Y (Performance)	0.744	0.740	0.640		
Z (Motivation)	0.563	0.655	0.801	0.716	

Source: Primary data processed 2024

Based on the test results that the HTMT value shows a value smaller than 0.90, these results indicate that the data has passed the validity.

R-Square Test

Table 8 R-Square Value

Variable	R Square
Y (Performance)	0.542
Z (Motivation)	0.573

Sumber: Data primer yang diolah 2024

Based on the table above, it is known that the R-Square value for the employee performance variable is 0.542. This achievement explains that the percentage of performance is 54.2%. This means that personality, self-ability, and work environment variables affect performance by 54.2% and the remaining 45.8% is influenced by other variables. While the R-Square value for the motivation variable is 0.573. This achievement explains that the percentage of motivation is 57.3%. This means that the variables of personality, self-ability, and work environment affect motivation by 57.3% and the remaining 42.7% is influenced by other variables.

F-Square

Based on the F-Square measurement carried out to identify the strength of the latent variable relationship. In the F-Square test, there are 3 categories of influence to predict latent variables on (exogenous latent variables) at the structural level: 0.02 small, 0.15 medium, and 0.35 strong. The F-Square value can be presented in the following table:

Table 9 F-Square Value

Variables	X1 (Personality)	X2 (Self Ability)	X3 (Work Environment)	Y (Performance)	Z (Motivation)
X1 (Personality)				0.088	0.005
X2 (Self Ability)				0.054	0.152
X3 (Work Environment)				0.009	0.548
Y (Performance)					
Z (Motivation)				0.073	

Source: Primary data processed 2024

Q-Square

Table 10 Q-Square Value

Variable	SSO	SSE	Q² (=1-SSE/SSO)
X1 (Personality)	368.000	368.000	
X2 (Self Ability)	368.000	368.000	
X3 (Work Environment)	368.000	368.000	
Y (Performance)	368.000	254.186	0.309
Z (Motivation)	368.000	223.227	0.393

Source: Primary data processed 2024

Based on the research results, the Q Square value on performance is 0.309 and on motivation is 0.393, these results show a value greater than 0, so the model in this study is relevant.

Standardized Root Mean Square Residual (SRMR)

Standardized Root Mean Square Residual (SRMR) is a measure of model fit, which is the difference between the data correlation matrix and the estimated model correlation matrix.Hair et al (Sarstedt et al., 2021) state that an SRMR value below 0.08 indicates a model fit. However, Karin Schmelleh et al (2003) the SRMR value between 0.08-0.10 is still an acceptable fit. The Standardized Root Mean Square Residual (SRMR) value can be presented in the following table:

Table 11 Standardized Root Mean Square Residual (SRMR) Value

	Saturated Model	Estimated Model
SRMR	0.075	0.075
d_ULS	1.174	1.174
d_G	0.693	0.693
Chi-Square	337.925	337.925
NFI	0.726	0.726

Source: Primary data processed 2024
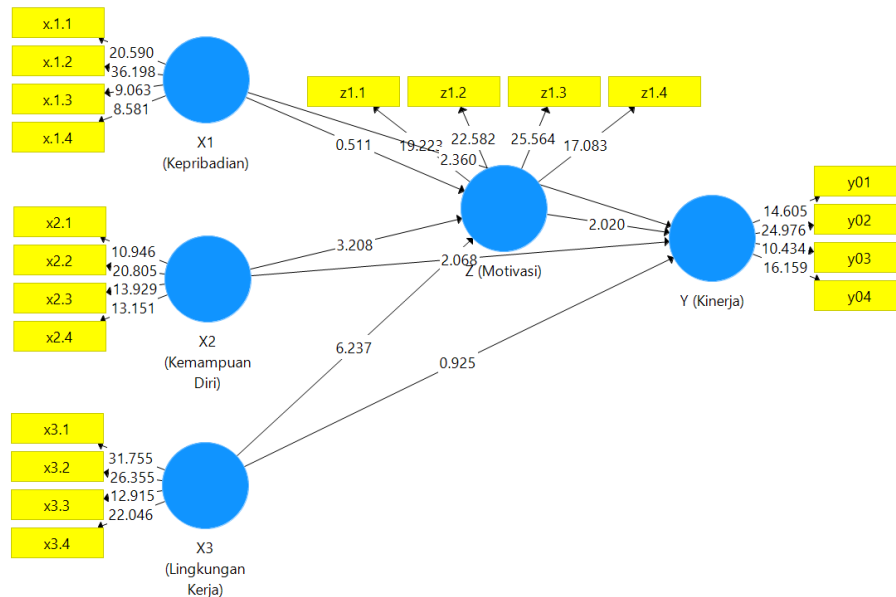
Path Coefficient

Figure 1 Data Testing Results

Source: Primary data processed 2024

Bootstrap is used to determine the value of the path coefficient is statistically significant and has a positive effect. T-statistic is a value used to see the level of significance in hypothesis testing through the bootstrap process. In hypothesis testing, it can be said to have an effect if the P Values value is smaller than 0.05 or <5%, and the hypothesis results are said to be significant if the T-statistic value is greater than the standard normal table value with an error rate of 5% with this of 1.96.

Direct Effect Analysis

Table 12 Direct Effect Analysis

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Description
X1 (Personality) -> Y (Performance)	0.287	0.274	0.122	2.360	0.019	Significant
X1 (Personality) -> Z (Motivation)	-0.063	-0.045	0.124	0.511	0.610	Not Significant
X2 (Self Ability) -> Y (Performance)	0.224	0.214	0.108	2.068	0.039	Significant
X2 (Self Ability) -> Z (Motivation)	0.340	0.326	0.106	3.208	0.001	Significant
X3 (Work Environment) -> Y (Performance)	0.099	0.099	0.107	0.925	0.355	Not Significant
X3 (Work Environment) -> Z (Motivation)	0.586	0.584	0.094	6.237	0.000	Significant
Z (Motivation) -> Y (Performance)	0.279	0.290	0.138	2.020	0.044	Significant

Source: Primary data processed 2024

Based on the data in the table above, it can be concluded that the Personality Variable (X1) on Performance (Y) shows a p value of 0.019 <0.05, these results indicate that Personality on Performance has a significant effect on Performance (Y), The effect of personality on performance has been the focus of much research in psychology and human resource management. While the personality variable (X1) on motivation (Z) shows the p value is 0.610> 0.05, so personality on motivation has no significant effect.

In the variable Self-ability (X2) on performance (Y) shows a p value of 0.039 <0.05, these results indicate that self-ability on performance has a significant effect, while self-ability (X2) on motivation (Z) has a significant effect by showing a p value of 0.001 <0.05.

In the variable work environment (X3) on performance (Y) shows a p value of 0.355> 0.05 then the work environment on performance has no significant effect, while the work environment (X3) on motivation (Z) shows a p value of 0.000 <0.05 then the work environment has a significant effect on motivation.

Mediation Test

Table 13 Mediation Test

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Description
X1 (Personality) -> Z (Motivation) -> Y (Performance)	-0.018	-0.010	0.039	0.456	0.649	Not Significant
X2 (Self Ability) -> Z (Motivation) -> Y (Performance)	0.095	0.098	0.061	1.551	0.122	Not Significant
X3 (Work Environment) -> Z (Motivation) -> Y (Performance)	0.164	0.165	0.078	2.110	0.035	Significant

Source: Primary data processed 2024

Based on the data in the table above, the personality variable (X1) mediated by motivation (Z) has no significant effect on performance (Y), these results can be seen that personality (X1) shows a p value of 0.649> 0.05 so that personality (X1) does not have a significant effect on performance (Y) through the motivation variable (Z), the self ability variable (X2) on performance (Y) through the motivation variable (Z), shows a p value of 0. 122> 0.05 then the ability of self (X2) on performance (Y) through the motivation variable (Z) has no significant effect, while the work environment variable (X3) on performance (Y) through the motivation variable (Z) shows a p value of 0.035 <0.05 then the work environment (X3) on performance (Y) through the motivation variable (Z) has a significant effect.

Total Influence

Total effect is the next step in the bootstrapping process in SmartPLS. In this method, it is done to determine the path coefficient value of the research variable by looking at the original sample value. The following are the results of boostrapping processing on the total effect.

Table 14 Total Effect

Variable	Original Sample (O)
X1 (Personality) -> Y (Performance)	0.287
X1 (Personality) -> Z (Motivation)	-0.063
X2 (Self Ability) -> Y (Performance)	0.224
X2 (Self Ability) -> Z (Motivation)	0.340
X3 (Work Environment) -> Y (Performance)	0.099
X3 (Work Environment) -> Z (Motivation)	0.586
Z (Motivation) -> Y (Performance)	0.279

Source: Primary data processed 2024

Based on the results of the path testing above, it can be explained that the significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for the inner model. Testing the

research hypothesis can be done by comparing the t-statistic with the t-table. For the number of respondents 92, the t-table is 1.998. The results of data processing using Smart PLS obtained the original sample value (O) which is the value of the path coefficient and the t statistical value to show its significance.

DISCUSSION

Personality to Performance

Personality on performance shows a p value of 0.019 <0.05, these results indicate that personality on performance has a significant effect on performance (Y). This indicates a positive relationship. The original sample coefficient estimate value of 0.524 is positive. This means that the better the personality, the more the performance will increase.

Self Ability to Performance

Self-ability on performance shows a p value of 0.039 <0.05, these results indicate that self-ability on performance has a significant effect, this indicates a positive relationship. That is, the better the ability of the self, the more the performance will increase.

Work Environment on Performance

The work environment on performance shows a p value of 0.355> 0.05, so the work environment on performance has no significant effect, this indicates that the relationship is not positive. This means that the work environment does not affect performance.

Personality on Motivation

Personality on motivation shows the p value is 0.610> 0.05, so personality on motivation has no significant effect, this indicates that the relationship is not positive. That is, personality does not affect motivation.

Self-ability on motivation

Self-ability on motivation has a significant effect by showing a p value of 0.001 <0.05, so these results indicate that self-ability on motivation has a significant effect, this indicates a positive relationship. That is, the better the self-ability, the more the motivation increases.

Work Environment on Motivation

The work environment on motivation shows a p value of 0.000 <0.05, so the work environment has a significant effect on motivation, these results indicate that the ability of self to motivation has a significant effect, this indicates a positive relationship. That is, the better the ability of self, the more the motivation increases.

Motivation to Performance

Motivation to performance shows the p value is 0.044 <0.05, so motivation has a significant effect on performance, these results indicate that motivation to motivation has a significant effect, this indicates a positive relationship. That is, the better the motivation, the more the performance will increase.

Personality to Performance through Motivation

Personality variables mediated by motivation have no significant effect on performance, these results can be seen that personality shows a p value of 0.649> 0.05, so personality does not have a significant effect on motivation through motivational variables.

Self-ability on performance through motivation

The variable Self-ability on performance through motivation shows a p value of 0.122> 0.05, so Self-ability on performance through motivation has no significant effect.

Work Environment on Performance Through Motivation

The work environment variable on performance through the motivation variable shows a p value of 0.035 <0.05, so the work environment on performance through the motivation variable has a significant effect.

CONCLUSION AND SUGGESTION

CONCLUSION

Based on the results of research and discussion regarding the analysis of the influence of Human Factors Agility on the performance of the State Civil Apparatus through motivation in the South Sulawesi Provincial Government, the following conclusions can be drawn:

Personality (X1) on Performance (Y) shows that Personality on Performance has a significant effect on Performance (Y). This means that certain personality characteristics can improve ASN's ability to carry out their duties and responsibilities and focus on personality dimensions that have a positive effect, such as extroversion, openness, and discipline of government agencies can increase efficiency and effectiveness in the public services they provide.

Self-ability (X2) on performance (Y) shows that if Self-ability on performance has a significant effect, this indicates a positive relationship. This means that investment in the development of ASN capabilities through training, mentoring, and technology is an important step to improve overall individual and organizational performance. Emphasis on developing ASN capabilities not only contributes to improving individual performance but also strengthens the overall capacity of the agency in providing quality services to the community.

The work environment (X3) on performance (Y) shows no significant effect, this indicates that the relationship is not positive. This means that there are several reasons and factors that explain these results with greater focus may need to be given to internal and individual factors that affect ASN performance. Thus, the government can develop more effective strategies to improve ASN performance with a deeper understanding of the interaction between these internal and external factors.

Personality (X1) on motivation (Z) shows no significant effect, this indicates the relationship is not positive. That is, variations in ASN personality traits do not contribute directly to differences in work motivation levels among them. External factors such as work environment, incentive system, and organizational culture have a stronger influence on ASN motivation than their personality.

Self-ability (X2) on motivation (Z) shows if self-ability (X2) on motivation (Z) has a significant effect, this indicates a positive relationship. This means that high self-ability increases ASN's confidence in carrying out their duties. This self-confidence not only makes ASNs more confident in facing job challenges, but also increases their confidence in making the right decisions.

Work environment (X3) on motivation (Z) shows Self-ability (X2) on motivation (Z) has a significant effect, this indicates a positive relationship. This means that the work environment plays a very important role in influencing ASN motivation by ensuring that physical conditions, organizational culture, relationships between employees and support from superiors are at an optimal level. Investment in these aspects not only improves individual performance but also improves the quality of public services.

Motivation (Z) on performance (Y) shows that the results show if Motivation (Z) on motivation (Z) has a significant effect, this indicates a positive relationship. This means that motivated ASNs tend to show better performance in terms of efficiency, effectiveness, and quality of service. Therefore, it is important for the government to implement effective strategies to increase ASN motivation, such as providing rewards, creating development opportunities, and providing adequate supporting facilities.

Personality variables (X1) mediated by motivation (Z) have no significant effect on performance (Y), these results can be seen that Personality (X1) has no significant effect on motivation through motivation variables (Z). This means that a good personality does not always guarantee high motivation or high performance if the

work environment or managerial support is not supportive. Therefore, the strategy in improving ASN performance must involve a holistic approach that includes various aspects that affect overall performance.

Self-ability variable (X2) on performance (Y) through motivation (Z) shows no significant effect. This means that a focus on training, managerial support, and skills development, as well as a more in-depth evaluation of the research methodology will help in designing more effective interventions to improve overall ASN performance. Therefore, a more comprehensive strategy that includes training, managerial support, and skills development, as well as evaluation of research methodologies will be more effective in improving overall ASN performance.

The work environment variable (X3) on performance (Y) through the motivation variable (Z) shows a significant effect. This means that when the work environment provides adequate facilities, a positive organizational culture, and support from superiors, this can increase ASN motivation. A good work environment includes not only physical aspects but also social support. A supportive environment can strengthen ASN motivation and encourage them to reach their maximum potential, and increase efficiency and effectiveness in carrying out their duties.

Suggestion

Based on the conclusions that have been mentioned, here are some suggestions to parties with an interest in this research, among others:

1. For the company:

Personality: To improve the personality of the State Civil Apparatus of the South Sulawesi Provincial Government needs to be improved because there are still indicators that are not optimal. For this reason, employees in carrying out their duties should pay attention to the time or results of what they do, work wholeheartedly and have good honesty at work.

Self-ability: having the ability to continue to learn to be yourself by continuing to increase self-confidence in positive activities without feeling inferior so that one day you become a person who remains a person who has high self-confidence and achievement. c. Self-efficacy.

Work environment: The importance of improving the atmosphere of a good and conducive work environment in helping to increase employee productivity in terms of air temperature in the workplace, security and lighting need supervision so that every worker feels safe and comfortable without feeling disturbed and worried in using the equipment.

Performance: To improve the performance of employees of the State Civil Apparatus of the South Sulawesi Provincial Government, employees should complete the assigned tasks in accordance with the targets set by the agency, pay more attention to the work schedule in order to complete the work and record the work list for the next day so that it is easier to do.

Motivation: Every employee increases motivation, both self-motivation and external motivation in order to work optimally, so that the company provides compensation and salaries to meet the needs of employees in everyday life.

For Further Researchers

To develop this research, it is better to include other variables (such as leadership style, price, organizational citizenship behavior (OCB), training, work relationships and so on) either as influence variables, mediating variables or moderating variables so that the study of purchasing decisions can be more comprehensive. In addition, further researchers can also conduct research with a naturalistic (qualitative) approach to explore the findings in this study so that they can portray the reality of employee performance in more depth, even more comprehensively if future researchers use mixed methods.

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