



The Influence of Work Environment And Work Motivation on the Performance of Employees in the Health Service, Population Control and Family Planning

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Abstract

This research aims to analyze the influence of the work environment and work motivation on employee performance at the Nunukan Regency Population Control and Family Planning Health Service. This research uses quantitative methods by collecting data through questionnaires distributed to employees at the agency. The collected data was then analyzed using statistical techniques to test the relationship between work environment variables, work motivation and employee performance. The research results show that less conducive work environments, such as hot air temperatures and room cleanliness, do not have a significant influence on employee performance. This indicates that although the work environment can influence comfort, its impact on work productivity is not significant. On the other hand, work motivation is proven to have a positive and significant influence on employee performance, with a high level of motivation playing an important role in increasing dedication and task achievement. Overall, both the work environment and work motivation, both individually and collectively, have a significant influence on employee performance. Based on the results of this research, motivation factors are important in improving employee performance, while the work environment also needs to be considered to create a more conducive work atmosphere. This research suggests that agencies should focus more on developing programs that can increase work motivation, such as providing incentives and rewards, as well as improving the physical conditions of the work environment to increase employee comfort.

Introduction

The Population and Family Planning Health Office (P2KB) of Nunukan Regency is one of the regional government institutions that has a strategic role in improving public health and controlling population growth rates. As an institution responsible for two main sectors, namely health and population control, the P2KB Health Office of Nunukan Regency is committed to providing quality health services and implementing family planning programs effectively. The health sector covers a variety of services, from basic health services to special programs such as immunization, handling of infectious diseases, and maternal and child health (Levin & Kaddar, 2011; Pickering et al., 2009; Black et al., 2017).

The success of the Population and Family Planning Health Office (P2KB) in carrying out its functions is highly dependent on employee performance (Widiantari & Chania, 2022). Competent, highly motivated employees who work in a conducive environment are the main assets for this organization. However, like other public sector organizations, the P2KB Health Office of Nunukan Regency faces various challenges in managing human resources, including

problems related to work motivation and work environment conditions that can impact employee performance.

Work motivation and a conducive work environment are important factors in supporting optimal employee performance (Dullah et al., 2023; Basalamah, 2021; Kurniawanto et al., 2022; Prayudi & Komariyah, 2023). High motivation can increase work enthusiasm and dedication in carrying out tasks, while a good work environment can create a comfortable atmosphere and increase productivity. These factors play a crucial role in increasing the effectiveness of services provided by the Population and Family Planning Control Health Service (P2KB) (Rajak et al., 2024; Afkarina & Yunita, 2024; Kurniawati et al., 2024). However, in reality, there are still various obstacles related to motivation and the work environment that have a negative impact on employee performance. Some employees only work to fulfill their obligations without any encouragement to provide the best results. In addition, problems such as lack of work discipline, delays in completing tasks, and the tendency of some employees to ignore their responsibilities are also factors that hinder service optimization. Another factor that also has an influence is boredom due to monotonous tasks, which can reduce employee work enthusiasm (Martin et al., 2023; Abubakar et al., 2022). An unsupportive work environment is one of the main causes of this problem. Based on the results of initial observations at the P2KB Health Service of Nunukan Regency, it was found that 40% of employees complained about the narrow work space conditions and lack of lighting. In addition, 35% of employees stated that work facilities, such as computers and medical devices, were still inadequate. The following are the results of a pre-survey regarding the work environment:

Table 1. Results of the Work Environment Pre-Survey

No.	Statement	Yes	No	Amount
1.	Employees complained about the condition of the work space.	20	29	49
	narrow and poorly lit.	(40%)	(60%)	
2.	Employees feel that work facilities, such as	17	32	49
	computers and medical devices, still lacking	(35%)	(65%)	
	adequate.			

Source: 49 P2KB Office Employees, Nunukan Regency

Poor ventilation and lack of air conditioning contribute to discomfort at work. Poorly arranged room layout can reduce employee concentration, while monotonous room color schemes and inadequate facilities can reduce work motivation. These factors directly and indirectly affect employee comfort at work, which ultimately impacts the quality of service provided to the community.

Work motivation is also an important factor in achieving organizational goals. Initial survey results showed that 45% of employees felt less motivated at work due to minimal appreciation and recognition from their leaders. In addition, 30% of employees stated that limited opportunities for training and self-development were factors that reduced their motivation.

Table 2. Work Motivation Pre-Survey Results

No.	Statement	Yes	No	Amount
1.	Employees feel less motivated in working	22	29	49
	due to the lack of appreciation and recognition from	(45%)	(60%)	

	leader.			
2.	Employees feel less motivated because	15	32	49
	limited opportunity to participate	(30%)	(65%)	
	training and self-development.			

Source: 49 P2KB Office Employees, Nunukan Regency

Work motivation is a driving factor that allows employees to use their full potential at work. Without sufficient motivation, employees tend to work passively and do not have the drive to achieve optimal results. Therefore, various efforts are needed to increase employee motivation, one of which is through human resource development programs and the creation of a more conducive work environment.

The results of this study are in line with the findings of Wulan (2019) which stated that the work environment does not have a significant effect on employee performance. This finding is also supported by research by Sabilalo et al. (2020) which showed similar results. However, research conducted by Ahmad & Mappamiring (2022) shows that the work environment has a positive influence on employee performance at the Bulukumba Regency Education and Culture Office.

Based on the above phenomenon, this study aims to analyze "The Influence of Work Environment and Work Motivation on Employee Performance at the Population Control and Family Planning Health Service of Nunukan Regency". This study is expected to contribute to identifying factors that influence employee performance.

Methods

Research Methodology and Design

In this study the quantitative research methodology was applied in the exploration of the impact of work environment and work motivation on the aspect of employee performance at the Office of the Health Service for Population Control and Family Planning (P2KB) in Nunukan Regency. The reason why quantitative methods were selected was that they enable the researcher to put hypotheses through a systemized procedure of testing and measurement of the relationship between variables. The research design took the form of correlational research study in survey model because this research design allows to measure the extent and direction of an influence that independent variables have on the dependent one on the basis of inferential statistics. Objectivity, replicability, and rigor of findings were followed by all the activities during the research process.

The study is located and its time.

The study was done at the P2KB Health Office-Jalan RA Bessing, Office gadis II, Nunukan, North Kalimantan. The institutional context was selected based on the two tasks performed by it that need a great amount of effectiveness in employees, namely, population control and health management of the population. In the context of the study, data were collected and field work was undertaken during a period of two months in the year 2024 between October and December. This period was sufficient to validate instruments, mail questionnaires, carry out interviews and analyze the data that were obtained.

Population and Sampling Technology

All the civil servants that work in the P2KB Health Office make the population in this study (49 people). Since the size of population members was quite small and less than hundred, then a total sampling procedure was used where all the population members were interviewed. Total

sampling reduced sampling error and increased the accuracy of the results since all the data of the employees were directly used in the analysis.

Data Collection Procedures

Three complementary data collection methods were used to conduct the study namely: structured questionnaires, face-to-face structured interviews and literature research based on collecting document. A closed-format questionnaire, to be carried out as the leading instrument, was designed to obtain quantitative data on all research variables. The instrument was developed on the basis of Likert-scale statements to capture the theoretical indicators of every construct. Respondents were asked to rate each statement on a 1-5 scale with 1 representing strongly disagree and 5 strongly agree. Manual administration of the questionnaire to all employees was done and the response retrieved within a span of two weeks, resulting in full response.

Further understanding of the quantitative information was obtained through interviewing the chosen employees of different job functions and seniority levels. These guided interviews were aimed at seeking information on the experience of the employees on the areas touching on comfort during work, supportive motivation and how work should be performed. The information obtained gave the trends detected through the statistical analysis qualitative strength.

Parallel literature researches were also carried out during the data collection process to help identify past researches and conclusions on work environment, motivation and employee performance. This exercise was a conceptual ground and a comparative frame of reference of the study findings.

Measuring and Building the Scale and Variables

The variable of work environment was quantified by five indicators that were composed of the physical and psychological factors of the working environment related to workspace such as spatial sufficiency, the quality of light, air quality, availability of equipment and its cleanliness. All the statements were put in a positive way and were rated on a five point scale used by the respondents. Work motivation was determined using 6 items representing both intrinsic as based on responsibility, task significance and job satisfaction and extrinsic motivation based on recognition, training opportunities and financial incentives. Performance among the employees was operationalized using five indicators including punctuality, quality of the work, initiative with the work, goal accomplishment and responsibility. Such items were on the basis of the five-point Likert scale and complying with criteria of job behavior assessment.

Testing of Instrument Validity and Reliability Instrument testing

Prior to administering the research instrument on to the field, there was the series of trials which justifies the accuracy and reliability of the instrumentation. The validity test which used Pearson product moment correlation technique was applied to gauge the level of association of each item with the total score of the related variable. A score was said to be valid when its correlation coefficient was greater than the value associated with the r-table at significance level of 0.05 and a sample population of 49 and this gives a critical r-value of 0.278. Each and every item showed that the correlation coefficient was way beyond this minimum; this indicates that the items were well indicative of their constructs.

Cranbach s Alpha reliability testing was carried out to estimate the values of internal consistency on each variable scale. The criterion of reliability was judged at a minimum acceptable value of 0.60. The scale of work environment offered 0.905 as alpha, the work

motivation scale delivered 0.838, and the employee performance scale gave 0.944. These findings imply that both scales were both solid and acceptable in the statistics modeling.

CAT- Classical Assumption Testing

The data was checked to confirm whether it follows classical statistical assumptions to ascertain that laboratory results appear to be correct using the linear regression analysis concept. Normal P P Plot was used to check on the normality of residuals. The points observed tended to huddle around the diagonal reference point line thus indicating that residuals tended to be distributed normal. The evaluation of heteroscedasticity was done through a scatterplot of standardized residuals against predicted values. The plot indicates frequent scattering of residuals without any recognizable pattern implying the fact that the assumption of homogeneity of the error variance was not violated. These test found that the data were suitable to be used in regression modelling.

Regression Analysis Model

To identify the roles played by the independent variables; work environment and work motivation, multiple linear regression was applied in the establishment of the relationship existing between these independent variables and the dependent variable; employee performance. $Y = b_0 + b_1X_1 + b_2X_2 + e$ and in Islamic script = more than 25 percent

$$Y = 0 + 8 + 0.08X_1 + 0.05X_2 + e$$

Here, Y is the employee performance, X₁ is the work environment, X₂ is the work motivation, and the constant or intercept term is denoted by b₀, the regression coefficient of each independent variable is b₁ and b₂, and the error term that is random is denoted by e. Regression coefficients define the amount of the performance of the employees that is expected to change per a one unit increment in the predictor variables with other predictors being held constant.

The t-test was used to still the statistical significance of individual coefficients. The test was on the independence of the effect of each of the independent variables as opposed to the dependent variable and the significance was determined to be at the 5 percent level. Also, the F-test was used to determine the overall model fit where it was tested as to whether the predictors worked and explained significant variances in the performance of the employees. The alpha value of 0.05 was used in interpreting the results.

Interpretation of Coefficient of Determination (R²)

In order to ascertain how much of a difference between employee performance could be attributed to work environment and work motivation, the coefficient of determination or the square value of R was examined. The outcome value of R² gave a value of 0.465 which implied that the total change in the answer key variable was explained by the total effect of the two explanatory variables that were calculated to be 46.5 percent. The remaining 53.5 percent was due to other factors not captured in the model, suggesting that future research may need to examine additional variables to better explain performance outcomes.

All data were processed and analyzed using SPSS software. This platform was selected for its reliability and widespread application in social science research. SPSS facilitated data entry, statistical testing, and graphical analysis, enabling the researcher to interpret the findings with precision and consistency.

Result and Discussion

The characteristics of respondents are described through an identity table that includes variables such as gender, age range, and education level. A more detailed explanation will be described as follows:

Table 3. Respondent Characteristics by Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	14	28,6	28,6	28,6
	FEMALE	35	71,4	71,4	100,0
	Total	49	100,0	100,0	

Source: Primary data processing results, 2025

Based on the data presented in Table 4.1, the characteristics of respondents to the P2KB Health Office of Nunukan Regency based on gender show that the majority of respondents are female. There were 14 male respondents, which is 28.6% of the total respondents. Meanwhile, there were 35 female respondents, covering 71.4% of the total respondents.

The total number of respondents who participated in this study was 49 people, with a gender distribution that reflects the dominance of female participation compared to male participation. This distribution can reflect the composition of the workforce at the P2KB Health Office of Nunukan Regency.

Table 4. Respondent Characteristics by Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31-40 Years	11	22,4	22,4	22,4
	41-50 Years	31	63,3	63,3	85,7
	51-60 Years	7	14,3	14,3	100,0
	Total	49	100,0	100,0	

Source: Primary data processing, 2025

Based on Table 4.2, the majority of respondents are in the 41-50 years age range, which is 31 people or 63.3% of the total respondents. This group reflects individuals who are at the peak of their careers, with mature work experience and significant contributions to the organization.

Table 5. Respondent Characteristics based on Education

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	5	10,2	10,2	10,2
	DIII	6	12,2	12,2	22,4
	S 1	34	69,4	69,4	91,8
	S2	4	8,2	8,2	100,0
	Total	49	100,0	100,0	

Source: Primary data processing, 2025

Table 4.3 shows that the level of education of respondents at the P2KB Health Office of Nunukan Regency is divided into four categories. Most respondents, namely 69.4% (34 people), have a Bachelor's degree, followed by 12.2% (6 people) with a Diploma III education, 10.2% (5 people) with a high school education, and 8.2% (4 people) with a Master's degree.

The majority of employees have a Bachelor's degree, which shows that work at the P2KB Health Office generally requires professional skills. However, there is still an opportunity to improve employee education by providing motivation and opportunities to continue their education to a higher level. This distribution of education provides important insights for the development of training programs and human resource policies that are more in line with the needs of the organization.

Instrument Trial

Validity Test

Validity testing ensures that the instrument measures the intended concept. Validity is tested by comparing the correlation of items with total scores. If the correlation coefficient (r count) is greater than r table, the item is valid.

Table 5. Validity Test Results

Variabel	Item Question	Correlation Coefficient	rTable (n=100)	Information
Work environment	X1.1	0.850	0.278	Valid
	X1.2	0.904		Valid
	X1.3	0.895		Valid
	X1.4	0.880		Valid
	X1.5	0.796		Valid
Work motivation	X2.1	0.804	0.278	Valid
	X2.2	0.773		Valid
	X2.3	0.662		Valid
	X2.4	0.867		Valid
	X2.5	0.821		Valid
	X2.6	0.545		Valid
Employee Performance	Y.1	0.934	0.278	Valid
	Y.2	0.911		Valid
	Y.3	0.934		Valid
	Y.4	0.935		Valid
	Y.5	0.820		Valid

Source: Primary data processing results, 2025

Based on the results of the validity test shown in the table above, all items in the variables Work Environment, Work Motivation, and Employee Performance have a correlation coefficient greater than r table, so all items are declared valid and can be used in this study.

Reliability Test

Reliability test measures the consistency of research instruments in producing the same results. One way to measure it is by using the Cronbach's Alpha coefficient. A value above 0.60 indicates a reliable instrument, meaning it can be used to measure variables consistently.

Table 6. Reliability Test Results

Variabel	Cronbach Alpha	Mark	Information
Work Environment (X1)	0.905	>0.6	Reliabel
Work Motivation (X2)	0.838	>0.6	Reliabel
Employee Performance (Y)	0.944	>0.6	Reliabel

Source: Primary data processing results, 2025

Based on Table 6, the results of the reliability test show that all variables tested have a Cronbach's Alpha value greater than 0.60, which indicates that the instrument used in this study is reliable and consistent in measuring the variables in question.

Leadership Style (X1) has a Cronbach's Alpha value of 0.905, which is much higher than the threshold of 0.60, so it can be concluded that the instrument for measuring leadership style is reliable.

Work Motivation (X2) shows a Cronbach's Alpha value of 0.838, which is also greater than 0.60, indicating that this instrument is reliable in measuring work motivation.

Employee Performance (Y) has a Cronbach's Alpha value of 0.944, which indicates very high consistency in measuring employee performance.

The conclusion from the data above is that all instruments used in this study have a good level of reliability and can be relied on to measure the variables studied. These results provide confidence that the data collected through these instruments can be trusted and used for further analysis in this study.

Classical Assumption Test

Normality Test

The normality test aims to ensure that the interfering variables or residuals in the regression analysis follow a normal distribution. This is important because one of the basic assumptions in the t-test is that the residuals have a normal distribution. One reliable method for testing normality is to use the Normal Q-Q Plot. This method compares the cumulative distribution of residual data with the theoretical normal distribution. If the residual data follows a normal distribution, then the points on the plot will form a pattern that approaches a straight diagonal line. This diagonal line represents the ideal normal distribution, while the points on the plot show the actual residual data. The closer the points are to the diagonal line, the more normal the residual distribution.

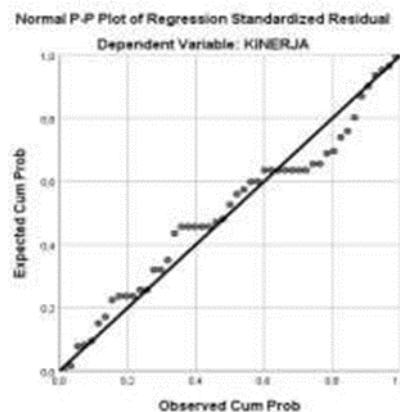


Figure 1. Normality Test P-P Plot of Regression Standardized Residual

Source: Primary data processing results, 2025

Based on the results of observations of the Normal P-P Plot graph, it can be seen that the data points are evenly distributed around the diagonal line, with a distribution pattern that approaches the line. This distribution indicates that the residual data has a distribution that is close to normal. This is in accordance with one of the basic assumptions in regression analysis, namely residual normality. Thus, it can be concluded that the regression model used in this study meets the assumption of normality, so that the model is considered valid and feasible for use in further analysis.

Heteroscedasticity Test

Heteroscedasticity can be detected through Scatterplot graph analysis. This graph shows the relationship between the predicted value (X-axis) and the studentized residual (Y-axis). The distribution pattern of the points on the graph is the basis for determining whether or not there is heteroscedasticity. If the points on the graph form a certain pattern, such as a wave or a widening pattern, then this indicates heteroscedasticity. Conversely, if the points spread randomly without a clear pattern around the horizontal line, either above or below the number 0 on the Y-axis, then there is no indication of heteroscedasticity.

The results of the analysis can be seen in Figure 2 Scatterplot, which illustrates the distribution pattern of the residual points.

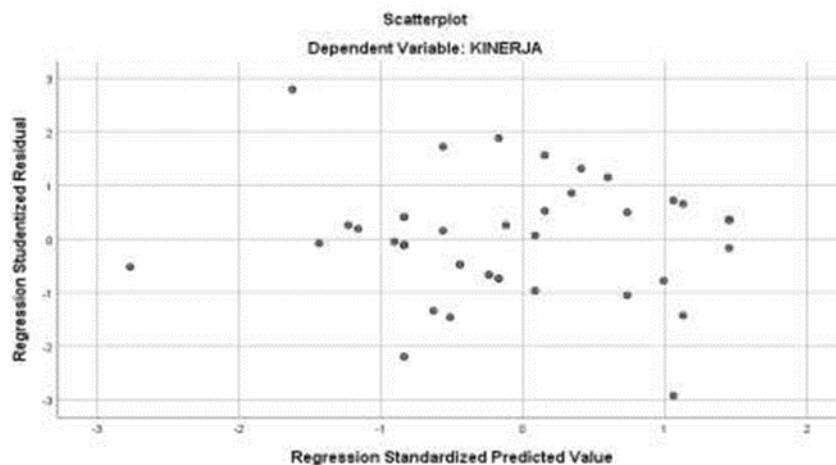


Figure 2. Scatterplot

Source: Primary data processing results, 2025

Based on the analysis results in Figure 4.3 Scatterplot, it can be seen that the distribution of residual points is random and does not form a particular pattern. Thus, it can be concluded that there is no heteroscedasticity in this regression model, so the model is suitable for further analysis.

Regression Analysis

t-Test (Partial)

The partial test aims to evaluate the effect of each independent variable on the dependent variable by using the t value contained in the coefficient table in the SPSS output. The test is carried out with a significance level of 5% or 0.05. The decision-making criteria are as follows:

if the p value <0.05, then H0 is rejected, while if the p value > 0.05, then H0 is accepted. This test is used to measure the extent of the influence of the Work Environment and work motivation on the performance of employees of the P2KB Health Office of Nunukan Regency. The results of the partial test for each independent variable can be seen in Table 4.23, which presents the t value and significance of each variable.

Table 7. Partial t-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,791	3,031		1,251	,217
	Work Environment	,123	,139	,114	,881	,383
	Work Motivation	,582	,123	,613	4,746	,000
a. Dependent Variable: PERFORMANCE						

Source: Primary data processing results, 2025

Based on Table 4.22, the multiple regression equation formed is:

$$Y = 3.791 + 0.123X_1 + 0.582X_2$$

The following is an explanation of the multiple regression equation produced from the regression analysis, which is presented in Table 4.22. This table presents non-standard coefficients and standard coefficients for each independent variable, namely Work Environment and Work Motivation, against the dependent variable, namely Employee Performance. The following explanation will discuss the regression equation in detail and provide an interpretation based on the results listed in the Table above.

Constant (Intercept)

The constant value of 3.791 indicates that if all independent variables (Work Environment and Work Motivation) are zero, then the Employee Performance value is estimated at 3.791. However, in practice, independent variables are unlikely to be zero, so the interpretation of the constant is more theoretical.

Work Environment (X1)

The regression coefficient for Work Environment is 0.123. This means that every one unit increase in Work Environment will be followed by a 0.123 unit increase in Employee Performance. However, based on the results of the t-test, the t-value for Work Environment is 0.881 with a significance value (Sig.) of 0.383, which is greater than 0.05. Therefore, it can be concluded that Work Environment does not have a significant effect on Employee Performance in this model.

Work Motivation (X2)

The regression coefficient for Work Motivation is 0.582. This shows that every one unit increase in Work Motivation will cause an increase of 0.582 units in Employee Performance. The t-value for Work Motivation is 4.746 with a significance value (Sig.) of 0.000, which is smaller than 0.05. This shows that Work Motivation has a significant influence on Employee Performance. Based on the results of this regression analysis, it can be concluded that Work Motivation has a significant influence on Employee Performance, while Work Environment

does not show a significant influence in this model. Therefore, to improve Employee Performance, the main focus should be given to improving Work Motivation.

Simultaneous Test (F)

The F test aims to find out whether the independent variables simultaneously affect the dependent variable. The level of good correlation should have a relationship between the variables of the Work Environment (X1), Work Motivation (X2), and employee performance (Y). The provisions of the F test are as follows (Ghozali, 2018): 1) If the significant value <0.05 then H0 is rejected and Ha is accepted. This means that all independent/free variables have a significant influence on the dependent/bound variable; 2) If the significant value >0.05 then H0 is accepted and Ha is rejected. This means that all independent/free variables do not have a significant influence on the dependent/bound variable.

Table 8. Simultaneous F Test Results

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	154,345	2	77,172	19,982	,000b
	Residual	177,655	46	3,862		
	Total	332,000	48			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Work Motivation, Work Environment						

Source: Primary data processing results, 2025

Based on the results of the F test in the table above, the calculated F value is 19.982, which is greater than the F table value of 3.16. In addition, the significance value (Sig.) of 0.000 is less than 0.05. Therefore, H0 is rejected and Ha is accepted. Thus, it can be concluded that there is a significant simultaneous or concurrent influence between the variables of Work Environment and Work Motivation on Employee Performance at the P2KB Health Office of Nunukan Regency.

Coefficient of Determination (R2)

Table 9. Results of the Coefficient of Determination (R2) Test

Model Summaryb				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,682a	,465	,442	1,965
a. Predictors: (Constant), Work Motivation, Work Environment				
b. Dependent Variable: Employee Performance				

Source: Primary data processing results, 2025

Based on the results of the data analysis contained in the table above, it can be concluded that 46.5% of the variation in Employee Performance (variable Y) can be explained by two main factors, namely Work Environment and Work Motivation. This shows that both factors have a significant influence on employee performance at the P2KB Health Office of Nunukan Regency. However, around 53.5% of the variation in employee performance cannot be explained by these factors, which indicates that there are other factors that influence employee performance but are not covered in this study. Therefore, it is important to identify additional

factors that may play a role, in order to design more comprehensive and effective policies in improving employee performance.

Reframing Institutional Performance as a Motivational Architecture

The literature which hypothesizes the linear relationship employee performance makes by relating the environmental inputs and clearly visible outputs lacks the complexity of the modern day organizations in the public sector. The bureaucratic entities are never difficult nor are they passive: they are changing human systems and are garnished through adaptive behavior, binding contractual relationships and historically buffed coping measures. As the current study discovered, the conditions in a working environment did not have a significantly direct effect on performance levels of employees. Quite on the contrary, this is a sign of irrelevance revealing the extent to which institutional survival can mask underlying tensions. The situation is that the public servants, especially those occupying dwindling regional offices like the P2KB Health Office have embraced discomfort into their professional ethic and even forfeited their jobs because they are bound to their duty of show as professionals. Ahmad et al. (2023) make the expectations explicit that, when the systemic constraints are constant over years (and in such a case, decades), employees also adjust expectations by instituting institutional limits as part of routine operations instead of directly challenging them.

Such shift in orientations makes the results of the impact of the environment statistically undetectable socially ubiquitous and the end result reflects itself in the form of psychological overload which does not overtly reveal itself regarding task performance but is reflected through absenteeism, disengagement and eventual loss. It was found that public sector entities can temporarily keep performance standards throughout an unfavorable environmental situation (Andrews et al., 2006; De Bruijn, 2003; Siverbo et al., 2019). However, they are also managed by short-term rewards leading to overall institutional life energy wearing out. Lighting problem, poor ventilation, and outdated equipment are also considered as latent stressor; they need to be viewed not as neutral, but a compounding situations that lowers organizational trust and degrades morale in the long run, unless there is any corrective feedback system in place.

As a sharp contrast to this reduced environment influence, motivation as a predictor of improved employee performance was greatest and most consistent in results. More importantly, motivation in the setting is not a short-term emotional response to instant rewards. Instead it is a structural consequence of perceived value, condition of affective congruence and existence salience. The persons working at P2KB Health Office do not simply perform the tasks assigned to them, they stay full of energy due to the situational construction of meaningfulness in their work as their presence is indispensable and their contribution is actually being noticed. Consistent with these findings, Torney-Purta et al. (2015) observed that performance outcomes are enhanced when employees can attain a relative congruence between the professional roles they must play and personal values, as well as organizational support or validation of those values, which is especially relevant in civic-related public health institutions. Similarly, Potipiroon & Ford (2017) recorded such congruence developed a public service identity commitment, which allows sustaining the motivation under extant situations in which no extrinsic rewards occur or the ideal operating environments have not been created.

Therefore, the strength of the motivation lies neither in one-off payments give-aways but in submergence in the institutional discourse. Moos (2011) proved that in businesses with a leadership supporting the culture of shared mission, motivation is internal and self-renewing. The employee motivation analysis, which is used in Nunukan Regency, proves the fact that the

deliberation of occupational activity is not only conceived as duty but a symbol of government service. By identifying this phenomenon with purpose-infused engagement Rajput (2016) does not mean that intrinsic motivation is only based on the achievement of results but also on the feeling of being a holder of a valuable cause in which an individual sees himself/herself. Such a self-identity synchronization enhances motivation and brings the strength to endure in pressurizing situations; practically, employees internalize external weaknesses and cull them into personal problems that they can overcome.

Instead of being random, this motivational orientation is intentionally formed based on the aspect of relational dynamics, organizational trust, and credible behaviour of leadership. According to Engkus (2023), in the Indonesian institutions of public service the symbolic and structural motivators of the highest clarity are the respect of supervisors, clear lines of promotion, and the significant participation in the decision-making process. Moss & Sanchez (2004) also condition that the most persistent motivation would be associated with the feeling of fair treatment, understanding of managers expect, and authenticity in the input about the feedback. Altogether, the findings would indicate the importance of ensuring that motivation as a concept would be carried out as an institutional rather than an individual outcome. The systemic development of motivation, as an optional measure, appears in the P2KB context, where the conditions of environmental and budget limitations intended to restrict the traditional application of incentive programs, as a kind of necessity.

However, the fact that purpose-infused engagement accounts to less than half of the variation in performance (46.5 percent) cannot be interpreted as an inadequacy. Rather it makes us ponder more on the additional forces believed to influence the remaining 53.5 percent. A subgroup of the emergent determinants of the public-sector performance can be formed by all of those as the psychological empowerment, leadership communication style, perceived fairness, digital fluency, and the quality of interpersonal relationships at work. As demonstrated by Jha (2011), the psychological empowerment factor can cater to substantial transformation in the very way, in which employees regulate the effort, and maintain the commitment. According to Su et al. (2023), the variable of perceived organizational justice indicates not only the predictiveness of work effort but also the intention of the employees to dedicate emotional labor in moments of institutional stress. Subsequently, Marino-Romero et al. (2022) extended this discussion to refer to digital transformation as a rapidly developing determinant of autonomy and innovation in the civil service, and it is possible that access to latest digital tools has been gaining importance in determining how performance occurs within knowledge-based sectors. These are not voluntary considerations. Their performance is the new arena of performance studies among the public sectors.

There is also need not to treat motivation and environment as independent and equivalent variables. In these dimensions, there is a continuous and circular interaction of these dimensions in practice in organizational life. An environmentally designed environment can increase the level of motivation and high level of motivation can change the view of environmental circumstances. The article by Yibin (2019) has shown that intrinsically motivated employees have a higher chance of establishing micro-environments of productivity even in low-resource environments by organizing the workplace, offering assistance to coworkers and bringing change. In contrast, Erdoğan & Çelik (2016) demonstrate that the combination of poor environments and low motivation result in an increasing spiral of team morale and team efficiency. Such reciprocal impacts mean that motivation and environment cannot be regarded in future models as independent predictors: on the contrary they influence each other over time.

What also emerges out is that standard HR measures based on physical upstaging or short benefits are not very adequate. Motivation has to become an infrastructure of the first order in the minds of public institutions: planned, built and evaluated as carefully as bricks and mortar or information technology systems. Ned & Umesi (2023) also argue that the most sustainable source of motivation is the feeling of harmony between institutional values and personal ideas of contribution, fairness, and growth. An identical conclusion is made by Maremmanni et al. (2005), who claim that motivation can be a self-regenerating resource when incorporated in a climate of interpersonal respect, purpose, and opportunities of growth. Nothing in these findings diminishes the significance of financial rewards though indeed what is highlighted is that on their own because they are financial, without the symbolic validation and institutional coherence they cannot guarantee any permanent commitment.

Based on these considerations, the performance within the public sector has to be re-examined as the reflection not of managerial control, but a motivational architecture that comprises factors of inclusiveness during managerial processes, peer recognition, storytelling that gives an introduction to the institution, and value-founded communication, and structural clarity and chances of growth that are seen as just and genuine. According to Bandura (1988), this system increases the performance and acts as a guard against degenerating the motivation in the long run. The result that is being presented at P2KB Health Office is thus not an accident but a consequence of unexpressive but strongly believed organizational climate that supports the message that work is important, people are important, and that even without conditions fit to work, there is a chance of improvement.

This means that the performance of the public organizations will no longer be gauged on the only output measures, but rather on the performance of the organizational soul. Light on their desk or air conditioning in their office does not make the employees strive to perform better regardless of any limitations.. It is the perception that their work is not in vain, their action counts, and their presence is not in vain. With such a belief nurtured, performance will ensue. Playing it lip service will not compensate the absence no matter how high the environmental upgrading becomes.

Conclusion

This study simply forces one to reconsider public sector performance in institutions in terms of how this performance is conceptualized, quantified and fostered. The fact that the work environment is statistically insignificant in influence when it comes to the performance of employees in the P2KB Health Office, despite the fact that it is practically relevant should not make the stakeholders go to sleep. Instead, it ought to warn them about the underlying layers of organizational dynamics. You are not getting good performances among the employees because the situation is good. They are doing something good in unfriendly conditions. It is not resilience that can break. The fact that silent sacrifice is being used to construct institutional success is a red flag. In this regard, motivation does not only play the role of an influencing factor of performance. It is the final line of defence to systemic inertia.

The current research confirms the fact that work motivation is not a supplementary variable in the modeling of performance. It is the pivoting point where energy, concentration and determination revolves. Motivation cannot be a matter of chance, but a matter of the structural integrity of an organization alone, the justice of its procedures, the genuineness of its leaders, and the ethics of its purpose. When such factors are aligned well not only do the employees work when they are commanded to but when they wish to do so. That distinction is enormous. It is the edge between obedience and devotion, between production and property. The indicator

of motivation strength in this model is not just statistical fact. It is a design of institutional change.

The part of the model that cannot be explained is not supposed to be considered as noise. It is a signal. It points to the domains of leadership behavior, psychological safety, digital readiness, emotional well-being, and social connectedness that remain underexplored yet undeniably influential. Future studies must address these dimensions not as externalities, but as core determinants of public service effectiveness. The absence of significance in environmental variables should likewise not lead to neglect. Their impact may be indirect or long-term, but it is real, and their improvement should be part of any serious human resource strategy.

Ultimately, performance in the public sector is not a question of whether employees have enough tools, chairs, or cubicles. It is a question of whether they believe the work they do matters, whether they feel seen in their efforts, and whether the institution they serve reflects the values they hold. When those beliefs are present, performance is no longer something to be extracted. It becomes something that employees offer voluntarily, repeatedly, and with pride.

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