

## DETERMINANTS OF EMPLOYEE PERFORMANCE: EVIDENCE FROM A LOCAL GOVERNMENT INSTITUTION

**Basilus Agung Tirta Buana<sup>1</sup>, Didik Subiyanto<sup>2</sup>, Eko Yulianto<sup>3</sup>**

<sup>1 2 3</sup> Management Study Program , Faculty Of Economics, Universitas Sarjanawiyata Tamansiswa, Yogyakarta

E-mail: [basi008191.mhs@ustjogja.ac.id](mailto:basi008191.mhs@ustjogja.ac.id) <sup>1</sup>

E-mail: [didiks@ustjogja.ac.id](mailto:didiks@ustjogja.ac.id) <sup>2</sup>

E-mail: [eko.yulianto@ustjogja.ac.id](mailto:eko.yulianto@ustjogja.ac.id) <sup>3</sup>

Article Info	Abstract
<p><b>ARTICLE HISTORY</b>            Received: 02/04/2026            Reviewed: 21/05/2026            Revised: 10/06/2026            Accepted: 13/06/2026</p> <p><b>DOI:</b> 10.54840/wijob.v5i1.569</p>	<p><i>This study aims to examine the effects of work motivation, work environment, and job engagement on employee performance at the Lempuing Subdistrict Office in Ogan Komering Ilir Regency. A quantitative approach was employed using questionnaire data collected from all 37 employees through a saturated sampling technique. Data were analyzed using multiple linear regression with IBM SPSS Statistics version 25 to examine the relationships among the variables. The findings indicate that work motivation and job engagement have positive and significant effects on employee performance, whereas the work environment does not significantly influence employee performance. Simultaneously, work motivation, work environment, and job engagement significantly affect employee performance. These findings suggest that improving employee motivation and strengthening job engagement are important strategies for enhancing employee performance in public sector institutions. This study contributes empirical evidence regarding factors influencing employee performance in local government organizations and provides practical implications for improving public service quality.</i></p> <p><i>Keywords : Work Motivation, Work Environment, Job Engagement, Employee Performance</i></p>

### INTRODUCTION

Human resources represent one of the most critical factors influencing organizational sustainability and long-term success. Although organizations are increasingly supported by advanced technologies, modern systems, and well-structured policies, the achievement of organizational goals ultimately depends on the quality and competencies of employees who design, implement, and supervise organizational activities (Amelia et al., 2022). Organizations can maintain a sustainable competitive advantage when they are supported by employees who possess critical thinking abilities, innovative capabilities, and adaptability to changing environments. Therefore, effective human resource management plays a crucial role in ensuring organizational performance and development (Halsa et al., 2022).

Within public organizations, employee performance serves as an important indicator for evaluating the effectiveness of public service delivery. Employee performance is generally assessed based on the extent to which employees successfully fulfill their responsibilities and produce high-quality work outcomes (Pramana & Yuniyanto, 2024). Beyond work outcomes, the process of task implementation also represents an essential dimension of performance assessment, reflected in employees' discipline, commitment, and initiative at work (Suryawan & Salsabilla, 2022). Declining employee performance may reduce organizational effectiveness, lower public service quality, and weaken public trust in government institutions (Ispoon Asep Yurano et al., 2024).

The Lempuing Subdistrict Office is a local government institution responsible for delivering public services and managing administrative affairs at the subdistrict level. To improve service quality and monitor public perceptions, the Government of Ogan Komering Ilir Regency introduced the Integrated Public Service Information System (SIPUTRI). This system converts public perceptions into a Public Satisfaction Index (PSI), which is used as an evaluation instrument for organizational performance.

Data from the Public Satisfaction Index indicate a declining trend in public satisfaction with services provided by the Lempuing Subdistrict Office.

Table 1.

**Level of Public Satisfaction Index in Lempuing Subdistrict**

No	Year	Score	Category
1	2024	83.79	A (Very Good)
2	2025	79.12	B (Good)

Source: <https://siputri.kaboki.go.id/>

Based on Table 1, the PSI score decreased from 83.79 in 2024, categorized as “Very Good,” to 79.12 in 2025, categorized as “Good.” This decline suggests a reduction in public perceptions regarding service quality and may indicate performance-related challenges within the institution.

In addition, preliminary observations identified several internal issues, including slow administrative processes, insufficient employee initiative and discipline, relatively low levels of employee engagement, and less supportive workplace conditions. These conditions suggest that factors such as work motivation, work environment, and work engagement may play an important role in influencing employee performance.

Previous studies have demonstrated that employee performance is affected by various internal organizational factors, including work motivation (Mochklas et al., 2024), work environment (Putri & Supriadi, 2022), and job engagement (Noorzad, 2023). However, empirical findings remain inconsistent, particularly in public-sector organizations.

Work motivation refers to internal and external factors that encourage employees to exert effort toward achieving organizational objectives (Sutanto et al., 2023). Employees with higher levels of motivation generally demonstrate stronger commitment, greater responsibility, and higher enthusiasm toward their work (Andi Irfan et al., 2023). Previous studies conducted by Pohan & Rizky (2024) and Kirana et al. (2022) found that work motivation positively and significantly influences employee performance. However, Arifin et al. (2025) reported contrasting findings, suggesting that work motivation may negatively affect employee performance in village-level institutions. These inconsistent findings indicate that the relationship between work motivation and employee performance may vary across different organizational contexts and settings.

The work environment consists of physical, social, and organizational conditions that influence employees in carrying out their responsibilities (Nurrachma et al., 2024). A supportive work environment may improve employee productivity and efficiency (Alan Aldiansyah & Rijanti, 2021). Previous studies by Sultan et al. (2023) and Bezisokhi Laoli et al. (2024) reported significant positive relationships between work environment and employee performance. However, Novita & Meilani (2023) found that work environment did not significantly influence employee performance within government institutions. These differing findings indicate a need for further investigation.

Job engagement reflects a positive psychological state characterized by enthusiasm, dedication, and strong involvement in work activities (Nabila, 2025). Employees with higher levels of job engagement generally exhibit stronger initiative, loyalty, and responsibility (Ahakwa et al., 2021). Previous studies conducted by Chen & Lin (2024), as well as Mulyani et al. (2024), found that job engagement positively and significantly influences employee performance. In contrast, Ropa et al. (2020) reported that job engagement did not significantly affect employee performance within the banking sector. These inconsistent findings suggest that the relationship between job engagement and employee performance may vary across different sectors and organizational contexts.

Based on the inconsistencies identified in previous studies and the decline in Public Satisfaction Index performance, this study aims to examine the effects of work motivation, work environment, and job engagement on employee performance at the Lempuing Subdistrict Office in Ogan Komering Ilir Regency. This study contributes to the human resource management literature by providing empirical evidence from a local government context and offering practical recommendations for improving employee performance and public service quality.

## **LITERATURE REVIEW**

### **Employee Performance**

Performance refers to the results produced through the efforts of individuals or inside a company, according to their specific duties and tasks, aimed at fulfilling organizational objectives while adhering to applicable norms and ethical standards (Narwoto & Parawati Bala, 2025). According to Suryawan & Salsabilla (2022), employee performance reflects purposeful behavior grounded in ability, willingness, and an understanding of work in completing tasks in line with organizational targets. Meanwhile, according to Mundhra & Pramanik (2024), employee performance is an action or deed that can be measured based on individual competencies and has relevance to the fulfillment of corporate objectives. Employee performance can be viewed through two complementary dimensions: performance outcomes and performance behavior. Performance outcomes reflect measurable work achievements, whereas performance behavior refers to employees' discipline, initiative, and commitment in carrying out their responsibilities (Firgan Lussa et al., 2023). Both dimensions are essential because organizational performance is determined not only by work results but also by the behaviors demonstrated during task implementation.

In this study, employee performance was evaluated using the following indicators: effectiveness, efficiency, quality, and timeliness, as developed by Dameria Muhani et al. (2024). These indicators were selected because they provide a comprehensive representation of employee performance by capturing the achievement of work objectives, resource utilization, quality of work outcomes, and the ability to complete tasks within specified deadlines. Moreover, these dimensions are considered appropriate for this study because they align with the performance characteristics expected in public sector institutions, particularly in delivering effective and high quality public services.

### **Work Motivation**

The term "motivation" as we know it today derives from the Latin word "movere," which refers to the drive that guides a person's behavior when they perform an action (Goh et al., 2024). In an organizational context, work motivation refers to the driving force that propels employees to willingly contribute their energy and expertise to complete their work (Atmabrata et al., 2024). Motivation plays a crucial role because it is closely linked to enthusiasm, perseverance, and commitment toward the achievement of work targets (Septyarini et al., 2023). According to Herzberg's Two-Factor Theory, work motivation is influenced by two dimensions, namely motivator factors and hygiene factors. Motivator factors are associated with intrinsic aspects such as achievement, recognition, and personal growth that contribute to employee satisfaction and encourage higher performance. In contrast, hygiene factors relate to extrinsic aspects including salary, job security, working conditions, organizational policies, supervision, and interpersonal relationships, which primarily function to reduce dissatisfaction rather than directly increase motivation (Azzahra & Siti Pupu Fauziah, 2025). Therefore, both dimensions are important because employee motivation is shaped not only by internal satisfaction but also by external working conditions.

This study adopted work motivation indicators proposed by Robbins and Judge (2015) as cited in Mochklas et al. (2024), which include rewards, social relationships, life necessities, and workplace achievement. These indicators were selected because they represent both intrinsic and extrinsic dimensions of motivation that are relevant to employees in public sector organizations.

### **Work Environment**

Work environment refers to both physical and non-physical conditions that can influence employees' work activities and behaviors (Nurrachma et al., 2024). The physical environment includes workspace design and facilities, while the non-physical environment reflects social interactions and organizational climate (Komara & Al Giffari, 2023). From an organizational behavior perspective, a supportive work environment can positively influence employees' attitudes, motivation, and interactions, which subsequently enhance productivity and work performance. Conversely, unfavorable workplace conditions may reduce motivation, increase stress levels, and negatively affect employee performance (Ahakwa et al., 2021).

This study relies on the indicators proposed by Nitisemito (2018) in Putri & Supriadi (2022), namely work atmosphere, employee relations, and availability of workplace facilities. These indicators were selected because they represent both physical and social dimensions of the work environment that are relevant in assessing workplace conditions within public sector organizations.

### **Job Engagement**

Job engagement signifies the favorable disposition an individual exhibits towards their job, characterized by enthusiasm, dedication, and full commitment (Gemeda & Lee, 2020). According to Håvold et al. (2021), job engagement refers to a condition in which an individual demonstrates high levels of enthusiasm and an emotional connection to their work. Employees with high engagement typically exhibit loyalty and a feeling of connection to the organization. Job engagement refers to the degree of emotional attachment and commitment demonstrated by employees toward the organization and the goals it seeks to achieve (Narwoto & Parawati Bala, 2025).

This study uses three main indicators to measure job engagement, adopted from Noorzad (2023) research. The three indicators are vigor, dedication, and absorption. Vigor reflects employees energy, resilience, and willingness to invest effort in completing work tasks. dedication represents a sense of enthusiasm, pride, and commitment toward work responsibilities. while absorption refers to employees level of concentration and full involvement in work activities. These dimensions are important because employees with higher engagement levels tend to demonstrate greater persistence, stronger commitment, and better focus, which can ultimately improve employee performance and organizational effectiveness.

**RESEARCH FRAMEWORK AND HYPOTHESES**

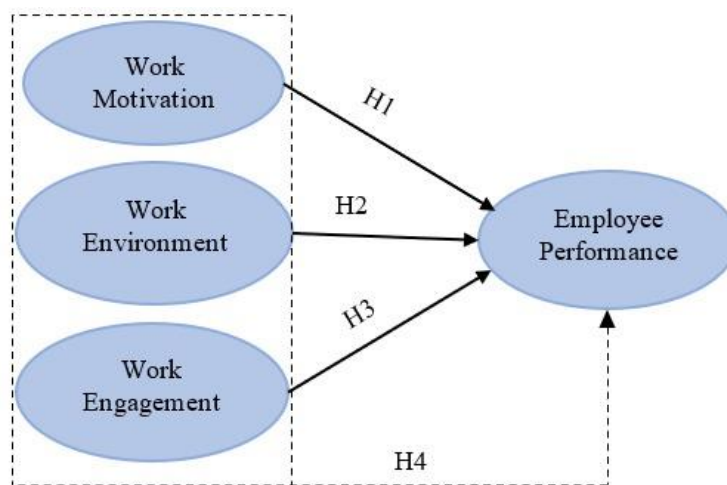


Figure 1. Research Framework

The following hypotheses are articulated in this study:

- H1: Work motivation is significantly and positively affected by the performance of employees
- H2: The conditions of the work environment have a meaningful and beneficial influence on employee performance.
- H3: The impact of job engagement on employee performance is both positive and significant
- H4: In summary, work motivation, work environment, and job engagement collectively yield a positive and meaningful impact on the performance of employees.

**METHODS**

This study employed a quantitative research approach using primary data collected through questionnaires distributed via Google Forms. Responses were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). A non-probability sampling method with a saturated sampling technique was applied because the population size was relatively small, making it feasible to include all members of the population in the study. Therefore, all 37 government employees of the Lempuing Subdistrict Office, Ogan Komering Ilir Regency, South Sumatra Province, were selected as respondents. Before data analysis, the questionnaire instruments were tested for validity and reliability to ensure the accuracy and consistency of the measurements. Data were analyzed using multiple linear regression analysis with IBM SPSS Statistics version 25.

**RESULTS AND DISCUSSION**

**Respondent Characteristics**

Table 2.

Respondent Characteristics			
Profile	Characteristics	Number	Percentage (%)
Gender	Male	27	73%
	Female	10	27%
Age	25-35 years	11	29.7%
	36-45 years	7	18.9%
	46-54 years	13	35.1%
	55-60 years	6	16.2%
Education	Junior High School	1	2.7%
	High School/Vocational School	13	35.1%
	Diploma	2	5.4%
	Bachelor's	18	48.6%
	Master's	3	8.1%
<b>Total Respondents</b>		<b>37</b>	<b>100%</b>

Source: Processed primary data, 2026

In reference to Table 2, the profile of the respondents reveals a notable predominance of male employees, totaling 27 people (73%), while the number of female respondents was recorded at 10 people (27%). In terms of age, the 46-54 age group accounted for the largest proportion at 35.1%, followed by the 25-35 age group at 29.7%. This suggests that most employees are in the working-age group with substantial experience, meaning they have the potential to contribute to stable performance and a deeper understanding of organizational tasks. Meanwhile, In the realm of education, most respondents possess a Bachelor’s degree (S1) at 48.6%, while high school/vocational school graduates follow at 35.1%. This educational distribution indicates that respondents possess strong academic capabilities to support the execution of administrative functions and public services, meaning the data generated tends to represent employees’ perspectives in a rational and objective manner.

**Validity Test**

Table 3.  
Validity Test Results

Variable	Indicator	Calculated r	Table r	Notes
Work Motivation	WM1	0.680	0.3246	Valid
	WM2	0.748	0.3246	Valid
	WM3	0.369	0.3246	Valid
	WM4	0.397	0.3246	Valid
	WM5	0.676	0.3246	Valid
	WM6	0.607	0.3246	Valid
	WM7	0.665	0.3246	Valid
	WM8	0.597	0.3246	Valid
Work Environment	WE1	0.643	0.3246	Valid
	WE2	0.489	0.3246	Valid
	WE3	0.804	0.3246	Valid
	WE4	0.608	0.3246	Valid
	WE5	0.516	0.3246	Valid
	WE6	0.711	0.3246	Valid
Job Engagement	JE1	0.697	0.3246	Valid
	JE2	0.770	0.3246	Valid
	JE3	0.689	0.3246	Valid
	JE4	0.700	0.3246	Valid
	JE5	0.704	0.3246	Valid
	JE6	0.558	0.3246	Valid
	JE7	0.438	0.3246	Valid

	JE8	0.533	0.3246	Valid
	JE9	0.700	0.3246	Valid
Employee Performance	EP1	0.817	0.3246	Valid
	EP2	0.688	0.3246	Valid
	EP3	0.814	0.3246	Valid
	EP4	0.727	0.3246	Valid
	EP5	0.630	0.3246	Valid
	EP6	0.738	0.3246	Valid
	EP7	0.713	0.3246	Valid
	EP8	0.658	0.3246	Valid

Source: Processed primary data, 2026

According to the validity test outcomes displayed in Table 3, every indicator employed the calculated r-values obtained from the study variables, in particular, the factors of work motivation, work environment, job engagement, and employee performance were identified as exceeding the critical r-value threshold of 0.3246. The data imply that each statement can be considered valid, as it accurately reflects the construct being measured. Therefore, the research instrument meets the validity criteria and therefore, the data can be considered appropriate for further analytical procedures.

In addition, the most prominent calculated r-value was found for indicator EP1, at 0.817, reflecting the strongest relationship with its variable. Conversely, indicator WM3 exhibited the lowest calculated r-value of 0.369 however, this figure is still higher than the table r-value (0.3246), thus still meeting the validity requirements. Meanwhile, the table-r value in this study is constant at 0.3246, so there is no difference between the highest and lowest figures. This indicates that all indicators have a good correlation with each variable, although the strength of the relationship between indicators varies.

**Reliability Test**

Table 4.  
Reliability Test Results

Variable	Cronbach's Alpha	Critical Value	Description
Work Motivation	0.750	0.60	Reliable
Work Environment	0.699	0.60	Reliable
Job Engagement	0.817	0.60	Reliable
Employee Performance	0.865	0.60	Reliable

Source: Processed primary data, 2026

Referring to the reliability test outcomes presented in Table 4 reveal that every variable examined achieved the instrument demonstrated a Cronbach's Alpha coefficient above the minimum acceptable limit of 0.60, indicating that it possesses adequate reliability employed meets reliability standards and has a good level of consistency to support further analysis. Furthermore, the employee performance variable showed the highest reliability score, namely 0.865, signifying the utmost measurement consistency. In contrast, the minimum value was observed in the work environment variable at 0.699, but it remains above the established critical threshold, so it is still considered reliable. Overall, the differences in Cronbach's Alpha values among variables indicate variations in internal consistency levels; however, the entire research instrument remains reliable and suitable for conducting this study. All variables produced Cronbach's Alpha coefficients above the minimum reliability criterion of 0.60. Among the variables examined, employee performance recorded the highest reliability value at 0.865, while job engagement followed with a coefficient of 0.817. These results show the research instrument maintains a high degree of internal consistency, indicating that it is reliable and consistent in measuring the intended variables and suitable for subsequent analytical procedures.

**Normality Test**

Table 5.  
Normality Test Results

<i>One-Sample Kolmogorov-Smirnov Test</i>	
	<i>Unstandardized Residual</i>
N	37

<i>Normal Parameters<sup>a,b</sup></i>	<i>Mean</i>	.0000000
	<i>Std. Deviation</i>	2.32928504
	<i>Most Extreme Differences</i>	
	<i>Absolute</i>	.096
	<i>Positive</i>	.096
	<i>Negative</i>	-.079
<i>Test Statistic</i>		.096
<i>Asymp. Sig. (2-tailed)</i>		.200 <sup>c,d</sup>
<i>a. Test distribution is Normal.</i>		
<i>b. Calculated from data.</i>		
<i>c. Lilliefors Significance Correction.</i>		
<i>d. This is a lower bound of the true significance.</i>		

Source: Processed primary data, 2026

As detailed in Table 5, normality testing was carried out through the One-Sample Kolmogorov–Smirnov test, which provided an Asymp. Sig. (2-tailed) value of 0.200. This value is above the significance threshold of 0.05. According to this outcome, the residuals observed in the study are deemed to exhibit a normal distribution. Consequently, the assumption of normality has been satisfied, suggesting that the data are appropriate for further examination in the next phase.

**Multicollinearity Test**

Table 6.  
Multicollinearity Test Results

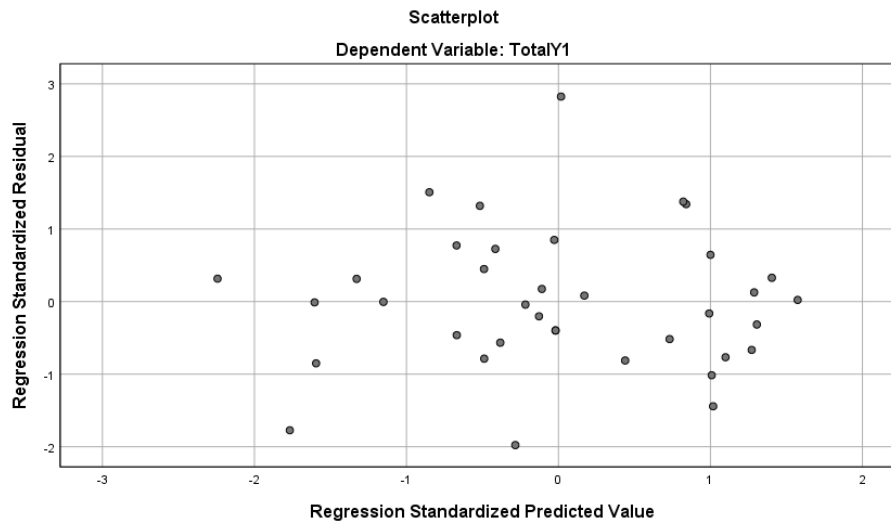
<i>Coefficients<sup>a</sup></i>							
<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>	<i>Collinearity Statistics</i>	
	<i>B</i>	<i>Std. Error</i>				<i>Beta</i>	<i>Tolerance</i>
<i>1 (Constant)</i>	-4.628	3.539		-1.308	.200		
<i>Work Motivation</i>	.433	.173	.348	2.511	.017	.349	2.869
<i>Work Environment</i>	.392	.211	.243	1.858	.072	.391	2.560
<i>Job Engagement</i>	.398	.128	.386	3.098	.004	.430	2.324

*a. Dependent Variable: Employee Performance*

Sumber: Data primer diolah, 2026

The findings illustrated in Table 6 concerning the multicollinearity assessment among the independent variables in this research reveal that all tolerance values surpass the minimum benchmark of 0.10. Additionally, the absence of severe the model shows no signs of multicollinearity among the independent variables, as evidenced by all Variance Inflation Factor values being below the established threshold of 10.00. This finding implies that no strong linear interrelationships exist between the predictors in this study. Thus, the regression model does not exhibit multicollinearity concerns. The results show that the model accurately explains how independent variables affect the dependent variable.

**Heteroscedasticity Test**



Source: Processed primary data, 2026

Figure 2. Heteroscedasticity Test Results

The outcomes illustrated in Figure 2 concerning the heteroscedasticity test reveal a scatterplot that demonstrates the residual points are distributed randomly, lacking any distinct pattern or structure. The data points appear to be evenly dispersed on both sides of the origin point on the Y-axis, suggesting that no recognizable pattern is present in the data distribution. Based on this result, The model used in this study does not show heteroscedasticity. This suggests that the error variance remains constant, thus reinforcing the stability and reliability of the regression model employed for this analysis.

**Multiple Linear Regression Test**

Table 7.  
Results of the Multiple Linear Regression Test

<i>Coefficients<sup>a</sup></i>					
<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
<i>1 (Constant)</i>	-4.628	3.539		-	.200
<i>Work Motivation</i>	.433	.173	.348	1.308	.017
<i>Work Environment</i>	.392	.211	.243	1.858	.072
<i>Job Engagement</i>	.398	.128	.386	3.098	.004

*a. Dependent Variable: Employee Performance*

Source: Processed primary data, 2026

According to the information presented in Table 7, the resulting form of the regression equation might be expressed stated as  $Y = -4.628 + 0.433X1 + 0.392X2 + 0.398X3$ , so the explanation can be elaborated as follows:

1. The analysis reveals that the negative constant of -4.628 suggests that in the absence of any influence or a value of zero from the variables of Employee performance (Y) may be negatively impacted by work motivation (X1), work environment (X2), and job engagement (X3).
2. According to the regression analysis, there is a strong correlation between work motivation (X1) and enhanced employee performance (Y) coefficient 0.433. To put it differently, a 1% rise in work motivation results in a 43.3% enhancement in the realm of employee performance, assuming that every other variable is kept the same.

3. According to the regression analysis, a coefficient of 0.392 for the work environment variable (X2) points to a beneficial correlation with employee performance. The findings imply that a mere 1% upgrade in the work setting could enhance employee performance by as much as 39.2%. However, the numerical insights suggest that test results indicate that this effect has not yet reached significance.
4. The regression analysis shows the job engagement variable (X3) shows a coefficient of 0.398, suggesting a favorable connection to employee performance. Essentially, this conveys that a 1% rise in job engagement correlates with a 39.8% boost in employee performance, provided that the other variables stay constant.

**T-Test (Partial)**

Table 8.  
Results of the T-Test (Partial)

<i>Coefficients<sup>a</sup></i>					
<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>T</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1 (Constant)	-4.628	3.539		-1.308	.200
Work Motivation (X1)	.433	.173	.348	2.511	.017
Work Environment (X2)	.392	.211	.243	1.858	.072
Job Engagement (X3)	.398	.128	.386	3.098	.004

*a. Dependent Variable: Employee Performance (Y)*

Source: Processed primary data, 2026

As seen in Table 8, a t-test was conducted to examine the separate effects of each independent variable. Variable linked to the dependent variable as described below:

1. With a calculated t-value of 2.511, the work motivation variable (X1) demonstrated a noteworthy level of significance. The level is 0.017. This number exceeds the threshold t-value (2.511 > 2.034) and has a significance level of less than 0.05, demonstrating that heightened work motivation substantially benefits employee performance. Employee performance should improve as job motivation increases. This supports the first hypothesis (H1), which we accept.
2. In examining the work environment variable (X2), researchers found a computed t-value of 1.858 alongside a significance level of 0.072. The investigation showed that the work environment does not significantly affect employees performance, indicated by a t-value lower than the critical threshold and a significance level that surpasses the norm 0.05. This shows that the second hypothesis (H2) was not validated, resulting in its rejection.
3. The t-value for job engagement variable (X3) stands at 3.098, accompanied by a significance level of 0.004. This outcome surpasses the critical t-value while remaining beneath the 0.05 significance threshold, suggesting that job engagement significantly enhances employee performance. Enhanced employee engagement correlates with improved performance, confirming the third hypothesis (H3).

**F-Test (Simultaneous)**

Table 9.  
Results of the F-Test (Simultaneous)

<i>ANOVA<sup>a</sup></i>						
<i>Model</i>	<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>	
1 <i>Regression</i>	690.571	3	230.190	38.891	.000 <sup>b</sup>	
<i>Residual</i>	195.320	33	5.919			
<i>Total</i>	885.892	36				

*a. Dependent Variable: Employee Performance*

*b. Predictors: (Constant), Work Motivation, Work Environment, Job Engagement*

Source: Processed primary data, 2026

Through the F-test, we can explore the dynamic relationship among work motivation (X1), work environment (X2), and job engagement (X3) and how they shape employee performance (Y). To determine statistical significance, compare the generated F-value to the table's F-value. The computation of degrees of freedom gives us  $df_1$  equal to 3 and  $df_2$  equal to 37,  $df = 37 - 3 - 1 = 33$ . By setting the significance level at 0.05, we obtain an F-table value of 2.89, which can be utilized for drawing conclusions. According to the study, the observed F value stands at 38.891, exceeding the tabulated F value of 2.89, and the significance level is marked at 0.000, well under the 0.05 limit. In this way, hypothesis H4 is substantiated, pointing to the significant influence of work motivation, work environment, and job engagement on employee performance.

**Coefficient of Determination (R<sup>2</sup>) Test**

Table 10.

Results of the Coefficient of Determination (R<sup>2</sup>) Test

<i>Model Summary</i>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.883 <sup>a</sup>	.780	.759	2.433

*a. Predictors: (Constant), Work Motivation, Work Environment, Job Engagement*

Source: Processed primary data, 2026

The coefficient of determination assesses the extent to which independent variables can forecast the dependent variable (Rahmadani & Rizka Akbar Irfan, 2023). Table 10 reveals that an Adjusted R-Square value of 0.759 signifies that 75.9% of the differences in employee performance can be attributed to work motivation, work environment, and job engagement. The remaining 24.1% is not captured by the model employed in this study. This indicates that there are likely other variables beyond the focus of this research that may also influence employee performance.

**The Influence of Work Motivation on Employee Performance**

Drawing on the results of the hypothesis testing conducted in this study, the first hypothesis states that work motivation (X1) has a significant positive effect on employee performance (Y) at the Lempuing Subdistrict Office. Based on the statistical analysis, the obtained t-value is 2.511, with a significance level of 0.017. The calculated t-value exceeds the critical t-value of 2.034, while the significance value is below the predetermined threshold of 0.05. These results indicate that work motivation has a statistically significant and positive effect on employee performance.

The findings indicate that employees with higher levels of motivation tend to demonstrate greater responsibility, stronger effort, and stronger commitment in completing their tasks. From a theoretical perspective, this result can be explained through Herzberg's Two-Factor Theory, which distinguishes between motivator factors (intrinsic) and hygiene factors (extrinsic). The significant effect of work motivation in this study suggests that motivator factors such as achievement, recognition, and responsibility play a more dominant role in driving employee performance compared to hygiene factors, which primarily function to prevent dissatisfaction rather than directly enhance performance. Accordingly, improvements in employee performance in this context are primarily driven by intrinsic motivational factors that strengthen goal-directed behavior.

These findings are consistent with Rahayu et al. (2021) and Kirana et al. (2022), who reported a significant positive relationship between work motivation and employee performance. In general, employees with strong motivation tend to have a high internal drive, enabling them to complete tasks and overcome work-related challenges more effectively and efficiently. Therefore, continuous efforts to enhance work motivation should be maintained through the provision of appropriate recognition, the establishment of clear work objectives, and supportive leadership. As a result, both employee performance and public service quality at the Lempuing Subdistrict Office can be continuously improved, thereby contributing to the achievement of organizational objectives. However, Nurcahyo & Indradewa (2022) found contrasting evidence, showing that work motivation did not consistently improve performance in certain public-sector settings, indicating that the effectiveness of motivational factors may vary depending on organizational conditions and employee characteristics.

**The Influence of the Work Environment on Employee Performance**

The second hypothesis states that the work environment (X2) has a positive and significant effect on employee performance (Y) at the Lempuing Subdistrict Office. The analysis shows that the work environment has a positive but not significant effect on employee performance, as reflected by a t-value

of 1.858 and a significance value of 0.072, leading to the rejection of H2. This suggests that workplace conditions are not the dominant factor influencing employee performance in this setting. One possible explanation is that employees in public institutions may prioritize internal factors such as motivation and responsibility over physical or social work conditions when performing their duties.

This finding is consistent with the studies conducted by Novita & Meilani (2023) and Ispou Asep Yurano et al. (2024), which similarly concluded that the work environment does not have a significant effect on employee performance. In essence, these results suggest that employee performance is primarily driven by factors such as work motivation and employee engagement. Therefore, although improvements in the work environment remain an important consideration, efforts to enhance employee performance at the Lempuing Subdistrict Office would be more effective if they are focused on strengthening internal factors within employees. In contrast, Sultan et al. (2023) reported that a supportive work environment significantly improves employee performance. These differences suggest that the influence of the work environment may vary depending on organizational structure and job characteristics.

### **The Influence of Job Engagement on Employee Performance**

The third hypothesis states that the job engagement (X3) has a positive and significant effect on employee performance (Y) at the Lempuing Subdistrict Office. The results indicate that job engagement has a positive and significant effect on employee performance, with a t-value of 3.098 and a significance level of 0.004, supporting H3. This finding implies that employees with higher engagement levels tend to exhibit stronger emotional attachment, greater focus, and higher dedication toward their work, which directly enhances performance outcomes. From a psychological perspective, engaged employees are more likely to invest energy and persist in achieving work targets.

These findings reinforce the argument that job engagement variable is strongly related to employee performance. Employees with enhanced focus is frequently observed in individuals with a high level of engagement, higher enthusiasm, and stronger responsibility in carrying out their duties. These results are consistent with Chen & Lin (2024) and Mulyani et al. (2024), which similarly demonstrated that job engagement positively influences employee performance. Staff who display strong commitment and involvement typically regard their work as meaningful and are driven to continually put forth their best efforts for the organizations advancement. In this regard, strengthening job engagement is a highly strategic priority aimed at driving improvements in employee performance while enhancing the standard of public services offered by the Lempuing Subdistrict Office. However, Ropa et al. (2020) found that job engagement was not a significant predictor of performance in the banking sector, suggesting that its influence may vary across industries and organizational environments.

### **The Role of Work Motivation, Work Environment, and Job Engagement in Enhancing Employee Performance**

The fourth hypothesis (H4) found that the combination of work motivation (X1), a nurturing work environment (X2), and enthusiastic job engagement (X3) played a crucial role in elevating employee performance (Y) at the Lempuing Subdistrict Office. The F-test results serve to confirm this conclusion, which reveal an F-value of 38.891 at a 0.000 level of significance. The estimated F-value surpasses the necessary F-value of 2.89, even if the significance level is beneath 0.05. Consequently, the fourth hypothesis is embraced, validating that the trio of independent factors collectively exerts a significant influence on employee performance.

These insights reveal how crucial work motivation, a supportive environment, and active engagement are to improving employee performance. These results imply that a multitude of factors, both internal and external, affect employee performance. Optimal performance is attainable through a harmonious blend of robust work motivation, a nurturing work environment, and elevated job engagement. These conclusions resonate with the research conducted by Alan Aldiansyah & Rijanti (2021) and Firgan Lussa et al. (2023), who similarly affirm that the combined impact of these three factors have a noteworthy influence on employee performance. Therefore, it is imperative that strategies aimed at enhancing employee performance are meticulously crafted, taking into account the diverse factors that contribute to it. Furthermore, the determination coefficient indicates that the three variables contribute substantially to employee performance variance, with the rest determined by factors outside this study. Therefore, the Lempuing Subdistrict Office is expected to consistently foster employee motivation and engagement while creating a comfortable work environment, serving as the foundation for achieving sustainable performance improvements and the organizations overall objectives.

## CONCLUSION

Based on all the analysis and discussions described regarding how the factors of work motivation, environment, and engagement levels come together can shape employee performance at the Lempuing Subdistrict Office. From this, we can derive the following conclusions:

1. The motivation for work contributes positively and significantly to how employees perform. Employees' performance tends to be more effective and of higher quality as their motivation increases.
2. The work environment fosters a beneficial connection with employee performance, yet it does not exert a substantial influence on it. Consequently in this research, this factor cannot yet be considered a primary element influencing employee performance.
3. Evidence establishes that job engagement is positively correlated with the performance of employees plays a crucial role and greatly influences their overall effectiveness. By fostering job engagement, the quality of work produced by employees can be improved.
4. The combination work motivation, the work environment, and job engagement collectively contributes to a favorable and considerable impact on employees' performance. This shows that the performance of employees constitutes a product of the interaction among diverse factors within the organization.

## RECOMMENDATIONS

For researchers planning to continue studies on similar topics, it is wise to increase the range of the research sample in terms of both size and diversity, integrate other variables deemed relevant, and consider using more a range of methods, like Structural Equation Modeling (SEM), comparative studies, and comprehensive qualitative methodologies in future research. The intention to acquire a broader comprehension of the components that impact employee quality performance within an organization.

## REFERENCES

- Ahakwa, I., Yang, J., Agba Tackie, E., & Atingabili, S. (2021). The Influence of Employee Engagement, Work Environment and Job Satisfaction on Organizational Commitment and Performance of Employees: A Sampling Weights in PLS path Modelling. *SEISENSE Journal of Management*, 4(3), 34–62. <https://doi.org/10.33215/sjom.v4i3.641>
- Alan Aldiansyah, R., & Rijanti, T. (2021). PENGARUH KETERLIBATAN KERJA, MOTIVASI DAN LINGKUNGAN KERJA TERHADAP KINERJA PEGAWAI (Studi Pada Badan Pendapatan Daerah Kota Semarang). *Value: Jurnal Manajemen Dan Akuntansi*, 16(1). <https://doi.org/https://doi.org/10.32534/jv.v21i2>
- Amelia, A., Ardani Manurung, K., & Daffa Baihaqi Purnomo, M. (2022). Peranan Manajemen Sumberdaya Manusia Dalam Organisasi. *Mimbar Kampius: Jurnal Pendidikan Dan Agama Islam*, 212. <https://doi.org/10.17467/mk.v21i2.935>
- Andi Irfan, Aminah Aminah, & Claudya Armelia. (2023). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Liny Jaya Informatika Makassar. *Jurnal Manuhara : Pusat Penelitian Ilmu Manajemen Dan Bisnis*, 2(1), 107–121. <https://doi.org/10.61132/manuhara.v2i1.439>
- Arifin, D. N., Hadi, S., & Yulianto, E. (2025). The Influence of Work Motivation, Discipline, and Work Environment on Employee Performance at the Karangturi Village Office, Klaten. *Jurnal Manajemen (Edisi Elektronik)*, 16(3), 793–806. <https://doi.org/10.32832/jm-uika.v16i3.20378>
- Atmabrata, C., Mujahid, M., & Muin, S. A. (2024). The Influence of Recruitment Training Motivation and Leadership Style on Improving Employee Performance. *Journal La Bisecoman*, 4(4), 163–183. <https://doi.org/10.37899/journallabisecoman.v4i4.1497>
- Azzahra, R. M. F., & Siti Pupu Fauziah. (2025). Peran Faktor Hygiene dalam Teori Dua Faktor terhadap Kepuasan Kerja melalui Kondisi Lingkungan Kerja. *Karimah Tauhid*, 4(8), 6424–6432. <https://doi.org/10.30997/karimahtauhid.v4i8.20823>
- Besisokhi Laoli, Lase, F. L., & Eka Septianti Laoli. (2024). Improving Employee Performance: A Study Of The Influence Of Motivation Sincerity Discipline And Work Environment. *International Journal of Contemporary Studies in Education (IJ-CSE)*, 3(1), 82–93. <https://doi.org/10.56855/ijcse.v3i1.974>

- Chen, K. J., & Lin, C. P. (2024). Exploring the influence of workplace environment on job performance: a socio-cognitive perspective. *Total Quality Management and Business Excellence*, 35(16), 1816–1832. <https://doi.org/10.1080/14783363.2024.2404438>
- Dameria Muhani, R., Krisnandi, H., Digdowiseiso, K., & Farooq, K. (2024). The Influence of Workload, Work Motivation, and Work Discipline on Employee Performance at The Center for Chemistry and Packaging of The Ministry of Industry. *International Journal of Social Service and Research*, 4(01), 298–313. <https://doi.org/10.46799/ijssr.v4i01.695>
- Firgan Lussa, M., Sudiro, A., & Dwi Vata Hapsari, R. (2023). The effect of work motivation and work environment on employee performance through work engagement. *International Journal of Research in Business and Social Science (2147- 4478)*, 12(9), 134–143. <https://doi.org/10.20525/ijrbs.v12i9.3063>
- Gemeda, H. K., & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. *Heliyon*, 6(4). <https://doi.org/10.1016/j.heliyon.2020.e03699>
- Goh, J., Sentoso, A., & Setyawan, A. (2024). The Influence of Work Environment and Employee Competency on Employee Performance Mediated by Motivation. *BALANCE: Economic, Business, Management and Accounting Journal*, 21(1), 33–48. <https://doi.org/10.30651/blc.v21i1.20393>
- Halsa, D., Hawignyo, H., & Supriyadi, D. (2022). Peranan Manajemen Sumber Daya Manusia dalam Organisasi. *J-MAS (Jurnal Manajemen Dan Sains)*, 7(2), 663. <https://doi.org/10.33087/jmas.v7i2.528>
- Håvold, O. K. S., Håvold, J. I., & Glavee-Geo, R. (2021). Trust in leaders, work satisfaction and work engagement in public hospitals. *International Journal of Public Leadership*, 17(2), 145–159. <https://doi.org/10.1108/IJPL-07-2020-0061>
- Ispou Asep Yurano, Dirgantara, I. M. B., & Siolomba, S. P. (2024). Effect of Work Engagement, Work Environment, Work Motivation On Employee Performance Mediated by Job Satisfaction at KPP Pratama Gresik. *Lead Journal of Economy and Administration*, 2(4), 216–232. <https://doi.org/10.56403/lejea.v2i4.188>
- Kirana, I. B. G. A., Sriathi, A. A. A., & Suwandana, I. G. M. (2022). The Effect of Work Environment, Work Discipline, and Work Motivation on Employee Performance in Manufacturing Company. *European Journal of Business and Management Research*, 7(3), 26–30. <https://doi.org/10.24018/ejbmr.2022.7.3.1396>
- Komara, E., & Al Giffari, M. (2023). Prediksi Motivasi Kerja, Lingkungan Kerja, dan Kompensasi Finansial terhadap Kinerja Karyawan. *Jurnal Ekonomi, Manajemen Dan Perbankan*, 3, 291–304. <https://journal.ibs.ac.id/index.php/jemp>
- Mochklas, M., Anifa Silvia, M., Nur Iradawaty, S., & Hafidulloh. (2024). The Effect of Compensation on Container Driver Discipline: The Mediating Role of Work Motivation. *Equilibrium: Jurnal Ekonomi-Manajemen-Akuntansi*, 20(1), 33–50. <https://doi.org/https://doi.org/10.30742/equilibrium.v20i1.3567>
- Mulyani, S. R., Ridwan, M., & Yeni, F. (2024). Effect of Communication, Work Ethics, Work Engagement and Work Environment on Employee Performance. *UPI YPTK Journal of Business and Economics*, 9(1), 29–36. <https://doi.org/10.35134/jbe.v9i1.252>
- Mundhra, E., & Pramanik, A. (2024). The Impact of Work Engagement on Employee Work Performance: Mediation Role of Work Autonomy. *The International Journal of Indian Psychology*, 12(1). <https://doi.org/10.25215/1201.166>
- Nabila, V. (2025). Pengaruh job satisfaction terhadap employee performance melalui work engagement pada karyawan. *Jurnal Ilmu Manajemen*, 13, 195–207. <https://doi.org/10.26740/jim.v13n1.p195-207>
- Narwoto, & Parawati Bala, R. (2025). The Effect of Employee Engagement, Work Discipline and Work Motivation on Employee Performance in BRI Unit Giriwoyo Office. *Journal of Economics, Finance and Management Studies*, 8(4), 2048–2059. <https://doi.org/10.47191/jefms/v8-i4-07>
- Noorzad, M. F. (2023). Does The Person-Organization Fit Influence Employee Engagement at Work? Case Study: Administrative Personnel of Selcuk University. *International Journal of Academic Value Studies (Javstudies JAVS)*, 2(2), 115–124. <https://doi.org/10.29228/javstudies.68760>
- Novita, E. I., & Meilani, Y. C. F. P. (2023). Job motivation and work environment effects on employee performance with employee engagement as a mediating variable at the ministry of foreign affairs

- of the republic of Indonesia. *Enrichment: Journal of Management*, 13(4), 2605–2614. [www.enrichment.iocspublisher.org](http://www.enrichment.iocspublisher.org)
- Nurchahyo, M. A., & Indradewa, R. (2022). Influence of Organizational Culture, Work Environment, and Work Motivation on Employee Performance. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(3), 25521–25533. <https://doi.org/10.33258/birci.v5i3.6599>
- Nurrachma, F. N., Krisnandi, H., Digidowiseiso, K., & Karim, Y. A. (2024). The Influence of Motivation, Work Environment and Work Discipline on Employee Performance at PT. Tamim Zada Rajawali. *International Journal of Social Service and Research*, 4(02), 437–444. <https://doi.org/10.46799/ijssr.v4i02.715>
- Pohan, H. A., & Rizky, M. C. (2024). ANALYSIS OF WORK ENVIRONMENT AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT THE POPULATION CONTROL OFFICE OF FAMILY PLANNING OF TEBING TINGGI CITY. *ICHES: International Conference on Humanity Education and Social*, 3(1). <https://proceedingsiches.com/index.php/ojs/article/view/297>
- Pramana, A.-A. Y., & Yuniyanto, A. (2024). PENGARUH KETERLIBATAN KERJA, LINGKUNGAN KERJA DAN KOMPENSASI TERHADAP KINERJA PEGAWAI RSI SUNAN KUDUS. *Oikos-Nomos Jurnal Kajian Ekonomi Dan Bisnis*, 17(1). <https://doi.org/10.37479/jkeb.v17i1.24374>
- Putri, F. R., & Supriadi, Y. N. (2022). Pengaruh Kompensasi, Lingkungan Kerja, dan Organizational Citizenship Behavior (OCB) Terhadap Kepuasan Kerja Karyawan PT Patra Badak Arun Solusi. *Jurnal Manajemen Motivasi*, 18(1), 10. <https://doi.org/10.29406/jmm.v18i1.3707>
- Rahayu, L., Subiyanto, D., & Kurniawan, I. S. (2021). THE INFLUENCE OF WORK ENVIRONMENT, WORK MOTIVATION, AND COMPENSATION ON EMPLOYEE PERFORMANCE AT WAROENG SPECIAL SAMBAL. *Journal of Management and Islamic Finance*, 1(2), 219–230. <https://doi.org/10.22515/jmif.v1i2.3949>
- Rahmadani, S., & Rizka Akbar Irfan. (2023). PENGARUH GAYA KEPEMIMPINAN DAN MOTIVASI KERJA TERHADAP KINERJA PEGAWAI PADA KANTOR SUKU DINAS PENDIDIKAN WILAYAH I KOTA ADMINISTRASI JAKARTA SELATAN. *JORAPI: Journal of Research and Publication Innovation*, 1(3), 926–936. <https://jurnal.portalpublikasi.id/index.php/JORAPI/article/view/420/276>
- Ropa, A. S., Koleangan, R. A. M., & Sumarauw, J. S. B. (2020). INFLUENCE OF WORK ENGAGEMENT, QUALITY OF WORK LIFE, AND INCENTIVES TO EMPLOYEE PERFORMANCE IN PT. BPR PRISMA DANA MANADO. *Jurnal EMBA*, 8(1), 565–574. <https://doi.org/https://doi.org/10.35794/emba.v8i1.27904>
- Septyarini, E., Noor Ridho, T., & Prayekti. (2023). The Influence Of Occupational Health And Safety, Physical Work Environment And Work Motivation On Job Satisfaction (Study At PT. Enseval Megatrading Yogyakarta). *International Journal of Economics and Management Review (IJEMR)*, 1(2). <https://creativecommons.org/licenses/by-sa/4.0/>
- Sultan, F. M. M., Karuppannan, G., Nyoto, & Lestari, H. (2023). Exploring Prajnamitra Maitreya Buddhists School Pekanbaru: Do leadership, work environment, and organisational culture influence the teachers' competence and work performance? *PLoS ONE*, 18(5 MAY). <https://doi.org/10.1371/journal.pone.0282941>
- Suryawan, I. N., & Salsabilla, A. (2022). Pengaruh Kepuasan Kerja, Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, 8(1), 137. <https://doi.org/10.37905/aksara.8.1.137-146.2022>
- Sutanto, A. T., Harahap, S. R., Edward, Y. R., & Faris, S. (2023). The Influence of Work Motivation and Work Environment on Employee Performance at the Labuhan Batu District Education Office with Work Discipline as Intervening Variables. *International Journal of Current Science Research and Review*, 06(02). <https://doi.org/10.47191/ijcsrr/V6-i2-47>