

Muhammad William^{1*}
Muhammad Ikram idrus²
Ahamad³

¹⁻³ Universitas
Muhammadiyah Makassar

The significance of work environment and motivation on the performance of civil servants at the regional secretariat office of Gowa Regency

Abstract

This study investigates the influence of work environment meaningfulness and motivation on the performance of Civil Servants (ASN) at the Regional Secretariat Office of Gowa Regency. Utilizing a descriptive quantitative approach and a total sampling technique, the study engaged 40 civil servants as respondents. Data were collected through structured observations and questionnaires, then analyzed using SPSS 25. The findings reveal that both the work environment and motivation individually exert a positive and significant impact on civil servant performance. These results highlight the critical role of creating a supportive work environment and fostering motivation to enhance human resource capabilities and boost productivity. Strengthening policies that promote employee motivation and improving workplace facilities are essential strategies for increasing the effectiveness and efficiency of civil servant performance at the Regional Secretariat Office of Gowa Regency.

Keywords: Work environment, motivation, performance of state civil servants

Abstrak

Penelitian ini mengkaji pengaruh makna lingkungan kerja dan motivasi terhadap kinerja Aparatur Sipil Negara (ASN) di Kantor Sekretariat Daerah Kabupaten Gowa. Menggunakan pendekatan kuantitatif deskriptif dan teknik total sampling, penelitian ini melibatkan 40 ASN sebagai responden. Data dikumpulkan melalui observasi terstruktur dan kuesioner, kemudian dianalisis menggunakan SPSS 25. Hasil penelitian menunjukkan bahwa baik lingkungan kerja maupun motivasi secara parsial berpengaruh positif dan signifikan terhadap kinerja ASN. Temuan ini menegaskan pentingnya menciptakan lingkungan kerja yang mendukung dan meningkatkan motivasi untuk memperkuat kapabilitas sumber daya manusia serta meningkatkan produktivitas. Penguatan kebijakan yang mendorong motivasi pegawai serta peningkatan fasilitas kerja menjadi strategi penting untuk meningkatkan efektivitas dan efisiensi kinerja ASN di Kantor Sekretariat Daerah Kabupaten Gowa.

Keywords: Lingkungan kerja, motivasi, kinerja Aparatur Sipil Negara

1. Introduction

The performance of Civil Servants (Aparatur Sipil Negara, ASN) constitutes a strategic factor in determining the quality of public services and the success of governmental organizational objectives. The heightened demands for bureaucratic reform and the implementation of good governance principles place ASN performance at the forefront of efforts to improve government administration. One institution currently facing significant challenges in this regard is the Secretariat Office of Gowa Regency. According to the 2023 internal performance report from BKPSDM Gowa, the discipline level of ASN within the Secretariat environment exhibited a fluctuating trend, with an average daily attendance rate reaching only 82%. Furthermore, several issues related to the physical work environment and low work motivation have been identified as major impediments to employee productivity. This situation underscores the critical need for a

¹ Corresponding author: Muhammad William
Email: muhammadwilliam28@gmail.com



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more specific investigation into the factors influencing ASN performance in this setting, particularly concerning the work environment and motivation, in order to more effectively support the bureaucratic reform agenda in Gowa Regency.

An uncondusive work environment, both physically and psychologically, significantly risks reducing comfort, work enthusiasm, and ultimately, the performance of civil servants. Conditions at the Secretariat Office of Gowa Regency still face various limitations, such as inadequate office lighting, suboptimal air ventilation, and outdated work equipment that fails to support efficient administrative operations (Hamudy et al., 2024). Inefficient workspace organization further hampers productive interactions among employees (Bahrain et al., 2023). Consistent with the findings of Elizar and Tanjung (2020), a physically unsupportive work environment has been shown to diminish intrinsic motivation and individual performance. Consequently, improving the physical aspects of the work environment emerges as a strategic initiative to foster a more productive working atmosphere within the Secretariat Office of Gowa Regency. This study focuses on examining the extent to which the existing work environment contributes to variability in ASN performance.

In addition to the work environment, internal motivation among civil servants represents a crucial determinant in achieving optimal performance (Layek & Koodamara, 2024; Tran & Hoang, 2024). Work motivation encompasses the drive, enthusiasm, and individual commitment to effectively executing assigned tasks (Savo, 2025). Research by Suryaningrat and Sarwana (2019) indicates that motivation serves as an important mediating variable in the relationship between organizational culture and employee performance. However, within the Secretariat Office of Gowa Regency, several indicators including low employee initiative, high rates of unexplained absenteeism, and minimal active participation in innovation programs suggest that employee motivation remains at a suboptimal level. This condition signals the urgent need for targeted interventions, such as the provision of incentives, non-material rewards, and the creation of a work climate that enhances employees' sense of belonging and engagement with their duties and responsibilities.

Although previous studies have explored the relationship between work environment, motivation, and employee performance (Flipppo, 2019; Elizar & Tanjung, 2020; Suryaningrat & Sarwana, 2019), research gaps remain, particularly regarding civil servants at the regency level, such as in Gowa. Most existing studies have concentrated on central government institutions or large urban centers, with relatively few specifically examining the dynamics of the work environment and motivation in relation to ASN performance at the regional level, where unique organizational characteristics, resources, and challenges are present. Therefore, this study not only enriches the empirical literature on public sector human resource management but also provides practical contributions for policymakers in Gowa Regency to design evidence-based improvement strategies.

Based on the above background, this study aims to analyze the influence of the work environment and motivation on the performance of Civil Servants at the Secretariat Office of Gowa Regency. Specifically, it seeks to identify the extent to which the existing work environment and the level of internal employee motivation contribute to variations in work performance. By understanding these relationships, the study intends to formulate strategic recommendations to enhance the productivity and effectiveness of ASN performance in the institution. The research also seeks to answer two primary questions: (1) To what extent does the work environment affect the performance of Civil Servants

at the Secretariat Office of Gowa Regency? and (2) To what extent does motivation contribute to driving ASN performance within this institution?.

2. Literature review

2.1 Employee performance

Employee performance is generally understood as the extent to which an individual executes their job responsibilities effectively, efficiently, and in alignment with organizational goals ([Avrillia et al., 2025](#); [Mbabazi & Odengo, 2025](#); [Sari & Panglipursari, 2022](#)). In the public sector, including at the Regional Secretariat of Gowa Regency, employee performance is a critical determinant of the overall quality of governance and public service delivery. Performance is often assessed based on indicators such as task completion accuracy, adherence to deadlines, ability to innovate, responsiveness to citizen needs, and collaboration with colleagues ([Elizar & Tanjung, 2019](#)). Factors influencing performance are multifaceted, encompassing both individual characteristics such as competence and motivation and environmental conditions such as availability of resources and management support ([Lee & Ha, 2023](#)). A comprehensive approach that addresses these factors is essential to foster a culture of high performance in public institutions.

Several empirical studies have demonstrated the interrelationship between the work environment, motivation, and employee performance. A positive and supportive work environment not only improves employees' physical and psychological well-being but also enhances their motivation to perform ([Al Halbusi et al., 2022](#)). Likewise, high levels of intrinsic and extrinsic motivation are associated with greater effort, persistence, and job satisfaction, leading to improved performance outcomes ([Jabeen et al., 2022](#)). For civil servants, who operate under the unique pressures of public accountability and service expectations, these factors are particularly critical. Thus, understanding and improving the work environment and motivation can serve as effective levers to enhance employee performance and, by extension, organizational effectiveness at the Regional Secretariat Office of Gowa Regency.

2.2 Work environment

The work environment encompasses all the physical, psychological, and social conditions surrounding employees at their workplace, significantly influencing their behavior and performance ([Amoadu et al., 2025](#)). In government institutions like the Regional Secretariat of Gowa Regency, the physical aspect of the environment including the adequacy of facilities, office design, lighting, ventilation, and ergonomic furniture plays a critical role in determining civil servants' productivity and comfort levels. A well-structured and well-maintained work environment enhances focus, reduces work-related fatigue, and fosters positive attitudes among employees, ultimately contributing to higher organizational performance ([Al Halbusi et al., 2022](#)). Conversely, poor conditions, such as cramped office layouts, insufficient technological support, and inadequate climate control, have been empirically linked to increased employee dissatisfaction and lower performance ([Lee & Ha, 2023](#)). In public service institutions, where bureaucratic processes are often complex and paperwork-intensive, the quality of the physical

environment directly impacts employees' ability to perform administrative tasks efficiently and accurately.

Beyond physical facilities, the social environment including coworker relationships, leadership support, and organizational culture is equally important in influencing performance outcomes ([Sandra & Ilyas, 2025](#)). A positive social atmosphere characterized by open communication, collaboration, and respect for diversity enhances employee engagement and reduces turnover intentions ([Jabeen et al., 2022](#)). For civil servants who often work within rigid bureaucratic structures, supportive interpersonal relationships can mitigate the stress associated with administrative duties and enhance job satisfaction ([Song, 2025](#)). Conversely, a toxic work environment marked by conflict, lack of trust, or poor managerial support can demotivate employees and deteriorate service quality. Improving both the physical and social dimensions of the work environment is critical to fostering a high-performing civil service workforce that can meet the evolving demands of public administration and governance reforms, particularly in the Regional Secretariat of Gowa Regency.

The work environment has a positive and significant impact on employee performance ([Hariyasasti, 2025](#)), especially in public sector organizations, where service quality heavily depends on the efficiency and dedication of civil servants. A conducive work environment characterized by adequate physical facilities, ergonomic office layouts, proper lighting and ventilation, and supportive interpersonal relationships directly influences employees' psychological well-being and operational efficiency ([Maqbool et al., 2025](#); [Oyedeji et al., 2025](#); [Alhmoud et al., 2025](#)). Research by Lee and Ha ([2023](#)) emphasized that a well-structured physical environment reduces job stress and enhances job satisfaction, which in turn significantly boosts employee productivity and performance outcomes. Additionally, improvements in workplace conditions, such as modernizing equipment and optimizing office space, have been linked to measurable increases in task completion rates and work accuracy among government employees ([Al Halbusi et al., 2022](#)). From a psychological perspective, when employees perceive their workplace as safe, comfortable, and supportive, their intrinsic motivation rises, fostering higher engagement and commitment to organizational goals ([Jabeen et al., 2022](#)). Particularly in government institutions like the Regional Secretariat of Gowa Regency, where bureaucratic tasks can be repetitive and complex, a positive work environment mitigates monotony and enhances focus.

Therefore, strategic investments in improving both the physical and social aspects of the workplace are not merely infrastructural concerns but are pivotal interventions to elevate employee performance and support broader public service excellence initiatives. Enhancing the work environment is critical to reducing work-related stress, improving job satisfaction, and increasing employee commitment to organizational goals. Thus, the first hypothesis is proposed as follows:

Hypothesis 1: The work environment has a positive and significant influence on employee performance.,

2.2 Work motivation

Work motivation refers to the internal psychological processes that initiate, direct, and sustain goal-directed behavior among employees, serving as a fundamental driver for individuals to fully engage with their tasks, overcome challenges, and achieve organizational goals. In government institutions, such as the Regional Secretariat Office

of Gowa Regency, motivation plays an even more crucial role due to the often-structured nature of bureaucratic work. This environment can sometimes lead to monotony and disengagement if not properly managed. Motivation can be both intrinsic, stemming from an individual's sense of achievement, autonomy, and purpose, and extrinsic, derived from tangible rewards, recognition, or career advancement opportunities ([Perry & Vandenabeele, 2023](#)). In the context of the public sector, aligning employees' intrinsic values with the organization's mission of public service has proven to be an effective strategy for increasing commitment and enhancing performance ([Suryaningrat & Sarwana, 2019](#)).

Moreover, the success of motivational strategies in the public sector depends heavily on their alignment with the specific values and expectations of civil servants. Research suggests that providing transparent promotion systems, regular recognition programs, and opportunities for professional development can significantly boost motivation levels ([Jabeen et al., 2022](#)). On the contrary, a lack of recognition, limited career progression, and an absence of meaningful tasks may lead to demotivation, ultimately resulting in lower work quality. At the Regional Secretariat of Gowa Regency, observed challenges such as high absenteeism rates and a lack of initiative among employees highlight the urgent need to strengthen motivational frameworks. By focusing on motivation-enhancing strategies that resonate with the core values of civil service employees, the organization can foster a more committed, innovative, and productive workforce capable of delivering high-quality public services.

Research has shown that work motivation has a positive and significant impact on employee performance, acting as a critical internal driver that energizes, directs, and sustains work behavior towards achieving organizational goals. Motivated employees are generally more enthusiastic, committed, creative, and persistent in completing tasks, even under challenging conditions. Studies by Ashari et al. ([2025](#)) have shown that motivated employees in public organizations demonstrate significantly better task performance, proactive behavior, and resilience compared to their less-motivated peers. Motivation, whether intrinsic such as the desire for achievement and recognition or extrinsic such as salary increases and promotions creates a sense of purpose that pushes employees to maximize their potential and contribute meaningfully to organizational success. Recent research by Tran et al. ([2022](#)) suggests that motivation also acts as a mediator between leadership practices and performance outcomes, highlighting that even in supportive environments, optimal performance cannot be achieved without strong motivational foundations.

In the case of government institutions like the Regional Secretariat of Gowa Regency, where bureaucratic procedures and hierarchical structures may sometimes limit innovation, maintaining high employee motivation is essential for ensuring sustained productivity and public service excellence. Therefore, it is imperative for organizations to implement effective motivational strategies, such as fair reward systems, career advancement opportunities, meaningful job designs, and recognition programs. These strategies help nurture employee motivation consistently, which, in turn, elevates overall performance quality and enhances organizational effectiveness. Thus,

Hypothesis 2: Work motivation has a positive and significant influence on employee performance.

3. Research methods

This study employs a descriptive quantitative approach to provide an empirical understanding of the influence of the work environment and motivation on the performance of Civil Servants (ASN) at the Regional Secretariat Office of Gowa Regency. The research uses primary data collected through a questionnaire survey, designed to capture the necessary information regarding the variables of interest (Beto et al., 2025). The questionnaire utilized a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree) to measure work environment, motivation, and employee performance. Prior to distribution, the instrument was tested for validity and reliability to ensure that it effectively captured the constructs intended. According to Jabeen et al. (2022), instrument validation is critical to ensure the accuracy of responses, which in turn ensures reliable outcomes from the subsequent analysis. The questionnaire responses were analyzed using multiple linear regression analysis to explore both the simultaneous and partial effects of the independent variables on the dependent variable, employee performance, as suggested by Al Halbusi et al. (2022).

The population of this study consists of all civil servants working at the Regional Secretariat Office of Gowa Regency, totaling 43 individuals. The sampling technique applied in this study is total sampling, which involves including all members of the population as respondents. However, only 40 individuals met the criteria and agreed to participate, thus forming the sample for the research. The discrepancy in numbers was due to three individuals who did not meet the inclusion criteria or chose not to participate. As emphasized by Tran et al. (2022), clarity in participant selection is vital to the validity of study results. The study used a closed-ended questionnaire to gather data, ensuring that all responses were quantifiable and standardized for subsequent analysis.

Data analysis was carried out using multiple linear regression analysis with the aid of the SPSS software. This method allows for the evaluation of the simultaneous and individual effects of the work environment and motivation on employee performance. Multiple linear regression is particularly suited for this study as it can account for the potential interactions between the independent variables and assess their relative impacts on the outcome variable (employee performance). This analytical approach aligns with the recommendations of Al Halbusi et al. (2022), who noted the importance of regression techniques in analyzing complex relationships in organizational settings. Thus, the study provides a robust understanding of the factors influencing civil servants' performance at the Regional Secretariat Office of Gowa Regency.

4. Results

The validity test results indicate that all items for the variables work environment (X1), motivation (X2), and civil servants' performance (Y) are valid. Specifically, the r-calculated values for each item exceed the r-critical value of 0.316, and the significance values (Sig) for all items are below 0.05 (see on Table 1). For the work environment variable (X1), the r-calculated values range from 0.490 to 0.688, confirming the validity of all items. Similarly, for motivation (X2), the r-calculated values range from 0.595 to 0.668, while for civil servants' performance (Y), the r-calculated values range from 0.428 to 0.652. These findings demonstrate that the questionnaire effectively measures the intended constructs and is suitable for further analysis.

Table 1. Validity test results

Variabel	Item	r-calculated	r-critical	Sig (p)	Description
Work environment (X1)	X1.1	0.652	0.316	0.000	Valid
	X1.2	0.680	0.316	0.000	Valid
	X1.3	0.490	0.316	0.000	Valid
	X1.4	0.688	0.316	0.000	Valid
	X1.5	0.562	0.316	0.000	Valid
Motivation (X2)	X2.1	0.595	0.316	0.000	Valid
	X2.2	0.646	0.316	0.000	Valid
	X2.3	0.631	0.316	0.000	Valid
	X2.4	0.637	0.316	0.000	Valid
	X2.5	0.668	0.316	0.000	Valid
Civil servants' performance (Y)	Y.1	0.567	0.316	0.000	Valid
	Y.2	0.652	0.316	0.000	Valid
	Y.3	0.469	0.316	0.000	Valid
	Y.4	0.532	0.316	0.000	Valid
	Y.5	0.428	0.316	0.000	Valid

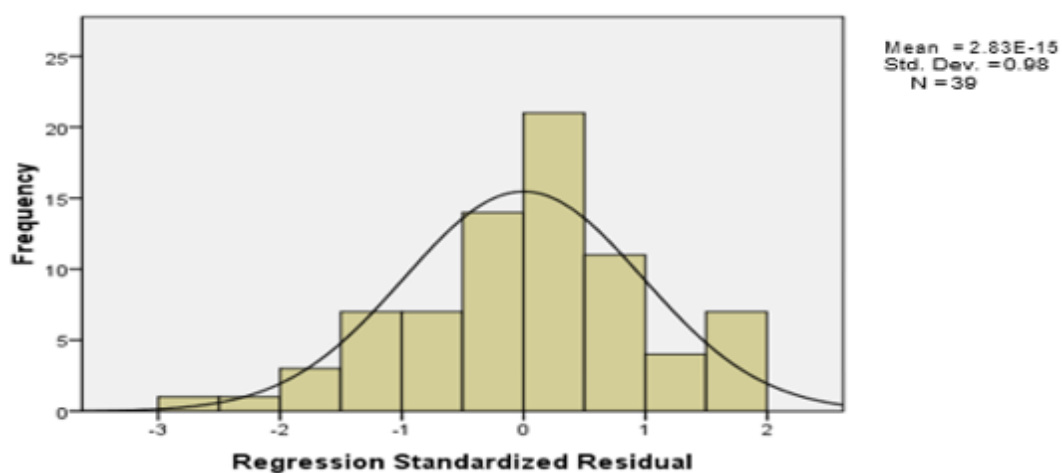
Source: SPSS data processing result

The reliability test results further validate the instrument, showing that all three variables work environment (X1), motivation (X2), and civil servants' performance (Y) are reliable. The Cronbach's Alpha values for each variable are well above the acceptable threshold of 0.7, with values of 0.870 for work environment, 0.897 for motivation, and 0.707 for civil servants' performance (see on Table 2). These results confirm that the items in the questionnaire have good internal consistency and are reliable for further analysis.

Table 2. Reliability test results

Variable	Cronbach's Alpha	Number of Items	Description
Work environment (X1)	0.870	5	Reliable
Motivation (X2)	0.897	5	Reliable
Civil servants' performance (Y)	0.707	5	Reliable

Source: SPSS data processing result

**Figure 1.** Histogram chart

Normality testing was conducted using the One-Sample Kolmogorov-Smirnov Test, and the significance value of 0.894 (greater than 0.05) confirms that the data is normally distributed. Additionally, the histogram and P-P Plot (though not displayed here) show a distribution pattern that supports the normality of the data, ensuring that the regression model meets the normality assumption (see on Figure 1).

The results of the multiple linear regression analysis show that both work environment (X1) and motivation (X2) significantly affect civil servants' performance (Y). Multiple Linear Regression Analysis see on Table 3.

Table 3. Multiple linear regression analysis and R Square

Hypotesis	B	Beta	t	Sig.	R Square
Work environment → employee performance	0,446	0,418	4,589	0,000	0,783
Motivation → employee performance	0,502	0,591	6,478	0,000	

Source: SPSS data processing result

Based on the SPSS analysis, the multiple linear regression equation is:

$$Y = 0.323 + 0.446 X_1 + 0.502 X_2 + e \quad (1)$$

Where the constant (0.323) represents the civil servants' performance when both Work Environment and Motivation are zero. The coefficient for work environment (0.446) means that a unit increase in work environment results in an increase of 0.446 units in civil servants' performance, assuming motivation remains constant. Likewise, a unit increase in motivation results in an increase of 0.502 units in civil servants' performance, assuming work environment remains constant.

The t-test results show that both work environment and motivation significantly influence civil servants' performance. For work environment, the t-value is 4.589, and for motivation, the t-value is 6.478, both of which are greater than the critical t-value of 1.688. This leads to the rejection of the null hypothesis (H0) for both variables and the acceptance of the alternative hypotheses (Ha).

The coefficient of determination (R^2) indicates that work environment and motivation together explain 78.3% of the variation in civil servants' performance (see on Table 3). This suggests that the regression model has a strong predictive power, while the remaining 21.7% of the variation is explained by factors not included in this study. This result underscores the importance of these two variables in improving civil servants' performance.

5. Discussion

5.1 The influence of work environment on civil servants' performance

The work environment plays a crucial role in shaping the performance outcomes of employees, particularly in the public sector. In this study, it was found that the work environment exerts a significant and positive influence on the performance of Civil

Servants at the Regional Secretariat Office of Gowa Regency, as evidenced by a t-test result with a calculated t-value of 4.589, which exceeds the critical t-table value of 2.022. This finding is consistent with a growing body of research that emphasizes the importance of a supportive and conducive work environment for optimal employee performance. For instance, Dwyer and Schurr (2021) suggest that a positive work environment fosters job satisfaction, which in turn drives employees' commitment and productivity. A well-structured work environment provides employees with the resources, support, and autonomy they need to perform effectively. Similarly, Schneider et al. (2020) argue that the work environment influences both the psychological and physical well-being of employees, directly affecting their motivation, job satisfaction, and performance. In public sector organizations, where the demand for efficient and effective service delivery is high, ensuring that employees are supported by an enabling environment is vital to their success. By focusing on creating a supportive work environment, the government can increase the productivity and performance of Civil Servants, leading to better service delivery for the public.

Furthermore, the positive impact of the work environment on Civil Servants' performance can be attributed to several key factors, such as organizational culture, leadership support, and physical workspace conditions. Previous studies have demonstrated that a supportive organizational culture, which promotes trust, collaboration, and open communication, is closely linked to higher employee performance. For instance, Morgeson and Humphrey (2019) found that employees working in organizations with positive cultures are more likely to engage in discretionary efforts, leading to improved performance outcomes. In the context of Civil Servants, a positive organizational culture within the Regional Secretariat Office of Gowa Regency can promote teamwork and cooperation, facilitating the achievement of organizational goals. Additionally, the support of leadership plays a critical role in shaping the work environment. Transformational leadership, which emphasizes motivating and inspiring employees, has been shown to have a positive impact on job satisfaction and performance (Bass & Riggio, 2021). When leaders create an environment of trust and encouragement, employees are more likely to feel motivated and engaged, ultimately enhancing their performance. Thus, the combination of a positive organizational culture and strong leadership support contributes to the creation of a work environment that fosters higher levels of Civil Servants' performance.

5.1 The influence of motivation on civil servants' performance

Motivation plays a pivotal role in shaping the performance of employees across various sectors, including the public sector. In this study, the results indicate that motivation exerts a significant and positive influence on Civil Servants' performance at the Regional Secretariat Office of Gowa Regency. The calculated t-value of 6.478, which exceeds the critical t-table value of 2.022, and the significance level of 0.000, both suggest that motivation has a substantial impact on the performance outcomes of Civil Servants. This finding aligns with the well-established theory of motivation, which asserts that an individual's drive to perform is influenced by both intrinsic and extrinsic factors. As noted by Herzberg (2018), intrinsic motivators such as personal achievement, recognition, and job satisfaction often lead to higher levels of job performance and organizational commitment. Likewise, Locke and Latham (2019) emphasize that motivated employees

are more likely to set higher goals, exert greater effort, and remain focused on achieving organizational objectives. In the case of Civil Servants, intrinsic motivation, including a sense of purpose and the desire to serve the public, significantly enhances their job performance. Therefore, fostering motivation in public sector employees is critical for improving their productivity and effectiveness in fulfilling their roles.

Furthermore, motivation's role in enhancing Civil Servants' performance can be understood in the context of various motivational theories that have been widely discussed in the literature. The Self-Determination Theory (SDT) by Deci and Ryan (2020) suggests that individuals are most motivated when their psychological needs for autonomy, competence, and relatedness are met. In the case of Civil Servants, providing opportunities for professional development, autonomy in decision-making, and a collaborative work environment can fulfill these needs, thereby enhancing motivation and performance. Additionally, the Expectancy Theory, proposed by Vroom (2019), posits that individuals are motivated to perform when they believe their efforts will lead to desired outcomes or rewards. By aligning performance expectations with rewards such as promotions, recognition, and career development opportunities, the motivation of Civil Servants can be strengthened, leading to improved performance. Motivation, therefore, acts as a key driver in ensuring that Civil Servants remain committed to their tasks and organizational goals. Public sector organizations, such as the Regional Secretariat Office of Gowa Regency, should invest in strategies that promote both intrinsic and extrinsic motivation to optimize the performance of their employees and achieve greater organizational efficiency.

6. Conclusion

Based on the research findings and discussions, it can be concluded that the work environment and motivation have a significant influence on the performance of Civil Servants (ASN) at the Secretariat Office of Gowa Regency. A conducive work environment, which includes factors such as social support, adequate work facilities, and harmonious interpersonal relationships, has been shown to enhance the productivity and efficiency of ASN. As a key determinant, a positive work environment fosters a setting that supports ASN in achieving optimal performance. Furthermore, motivation plays a crucial role in driving ASN performance. Both intrinsic and extrinsic motivation serve as primary drivers for ASN to exert greater effort in fulfilling their duties and responsibilities. Increasing motivation through recognition, rewards, and continuous professional development can enhance ASN's sense of responsibility and commitment to their work. Therefore, effective management of the work environment and strengthening motivation are two critical aspects that government institutions, particularly the Secretariat Office of Gowa Regency, should focus on to improve ASN performance. The implementation of strategies that support these two factors will have a positive impact on the improvement of public service quality and more effective achievement of organizational goals.

7. Theoretical and practical implications

The findings of this research offer significant theoretical contributions to the understanding of organizational behavior, particularly in the context of public sector management. By confirming the positive and significant impact of both the work

environment and motivation on civil servants' performance, this study reinforces established theories such as Herzberg's Two-Factor Theory, which distinguishes between intrinsic and extrinsic factors as drivers of employee motivation ([Herzberg, 1959](#)). Moreover, the study supports the Job Characteristics Model ([Hackman & Oldham, 1976](#)), which suggests that a supportive work environment, characterized by elements like job autonomy, feedback, and interpersonal relationships, can enhance employee motivation and performance. This research fills a gap in the literature by offering empirical evidence from a local government setting, a context often underexplored in organizational studies. By integrating these theoretical frameworks with findings from the Regional Secretariat Office of Gowa Regency, the study provides a comprehensive model that can be applied to other public sector institutions ([Ryan & Deci, 2000](#)). These theoretical insights help broaden our understanding of the factors that influence civil servant performance, contributing to the development of more nuanced performance management frameworks in the public sector.

The practical implications of this research are highly relevant for policymakers and administrators in the public sector. The findings emphasize the importance of creating a conducive work environment to enhance civil servants' performance, which is consistent with previous studies suggesting that a supportive organizational climate leads to higher levels of employee engagement and productivity ([Aguinis & Kraiger, 2024](#)). Public sector organizations, especially at the local government level, should focus on improving workplace conditions, which may involve upgrading infrastructure, promoting positive organizational culture, and ensuring adequate resources for employees. Additionally, this study underscores the central role of motivation in driving performance, echoing Deci and Ryan's Self-Determination Theory ([1985](#)), which posits that both intrinsic and extrinsic motivations are critical to sustained performance. Practically, this can be achieved through strategies like performance-based incentives, career development opportunities, and regular recognition programs, all of which have been shown to foster higher levels of employee motivation ([Pinder, 2024](#)). By implementing such strategies, public sector leaders can improve civil servant performance, ultimately enhancing the quality of public services. These findings offer actionable recommendations for improving the efficiency and effectiveness of public administration, supporting long-term goals of enhanced governance and public sector accountability.

8. Limitations and directions for future research

This study has several limitations that should be addressed in future research to further enrich the understanding of the factors influencing civil servants' performance in the public sector. One key limitation is the focus on a single regional government office in Gowa Regency, which may limit the generalizability of the findings to other regions or public sector organizations with different organizational structures or socio-political contexts. Therefore, future research could expand the sample size by including multiple government offices from various regions, providing a more comprehensive understanding of the dynamics between work environment, motivation, and performance across diverse public sector settings ([Choi & Rainey, 2020](#)).

Additionally, this study relied on self-reported data from civil servants, which could introduce biases such as social desirability bias, where respondents may provide answers they believe are favorable rather than truthful. Future studies could incorporate objective performance metrics or triangulate the findings with data from multiple sources, such as

supervisors or performance appraisal records, to validate the self-reported data and enhance the robustness of the results ([Buelens & Van den Broeck, 2020](#)). Another limitation is the cross-sectional nature of the study, which captures a snapshot of the relationships between the variables at a single point in time. Longitudinal studies are needed to examine how changes in the work environment and motivation over time influence civil servants' performance. These studies would offer deeper insights into the causal relationships and allow researchers to track the long-term effects of organizational interventions aimed at improving work environments and boosting motivation ([Gupta & Shaw, 2020](#)).

Finally, while this study focuses on the work environment and motivation as key drivers of performance, future research could explore other factors such as leadership style, organizational culture, or the impact of external pressures (e.g., political influences or economic conditions) on civil servants' performance. Expanding the theoretical framework to include additional variables would provide a more holistic view of the factors that contribute to effective public administration ([Raider, 2021](#)).

In conclusion, future research should aim to broaden the scope, use longitudinal and multi-source data, and explore additional variables that may affect civil servant performance. This would not only refine the current findings but also contribute to the development of more comprehensive models for improving public sector performance.

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