



## **Effect of work environment and motivation on the performance of civil servants in the staffing and development agency Tomohon city regional human resources**

**Tirza Nikita Wulan Moningga, Wilson Bogar, Recky H E Sendouw**

Master Program Student, State Administration Study Program, Postgraduate Program, Manado State University, Indonesia

---

### **Abstract**

This research was conducted with the title, "The Influence of Work Environment and Motivation on the Performance of Civil Servants in the Tomohon City Regional Personnel and Human Resources Development Agency". This study aims to determine the extent to which the influence of the work environment on performance, the influence of motivation on performance, and the influence of the work environment and motivation simultaneously on the performance of the Tomohon Regional Personnel and Human Resources Development Agency. The research method used in this study is a quantitative method. Research respondents were taken from a sample of Civil Servants at the Tomohon City Regional Personnel and Human Resources Development Agency. The sampling used was non-probability sampling technique, with a total sampling of 41 respondents. The conclusions drawn are based on the results of the analysis that the work environment and motivation have a positive and significant effect on performance. The closeness of the relationship based on SPSS is 0.742 and this relationship is included in the category of a strong relationship. The effect of work environment and motivation on the performance of Civil Servants at the Tomohon City Regional Personnel and Human Resources Development Agency is 55.1% and the remaining 44.9% is the influence of other variables not examined.

**Keywords:** work environment, motivation, performance, civil servants (PNS)

---

### **Introduction**

Organizations can be interpreted as two or more people who are in the same container and have the same goal. The same goal will be achieved jointly through cooperation among its members. Likewise with government organizations that were established with a purpose, namely to provide services to every citizen.

To be able to run an organization optimally, it is necessary to complete the basic elements in the organization. The basic elements such as members, cooperation, goals, environment, means and communication. The most important fundamental thing in this element is members. Where human resources are the main key and have an important role in the organization. In government organizations, Civil Servants are an important component in providing services as state servants and public servants. Therefore, it is very necessary for Civil Servants who have good performance to achieve the vision and mission of an area that has been planned.

The Tomohon City Regional Personnel and Human Resources Development Agency is one of the regional apparatus organizations that has the main duties and functions related to personnel management as stated in the Tomohon Mayor Regulation Number 43 of 2016 which was later changed to Tomohon Mayor Regulation Number 23 of 2019 concerning the Elaboration of Main Duties and Functions of the Organizational Structure of the Tomohon City Regional Personnel and Human Resources Development Agency. The Tomohon City Regional Personnel and Human Resources Development Agency is an implementing element of the Tomohon City Government which has an important role in the management of existing personnel in Tomohon City through the fields of staffing services, transfers, employee development, as well as education and training. The Tomohon City Regional Personnel and Human Resources Development Agency has a heavy and complex task load so that in order to facilitate the implementation of its duties it is necessary to organize a better work environment and motivation.

For Civil Servants, each year prepares Employee Work Targets (SKP) which is a systematic assessment process carried out by appraisers on the work targets and work behavior of Civil Servants. Through this SKP, the performance of Civil Servants can be measured. From the results of the assessment, the scores were grouped based on certain predicates, namely very good ( $\geq 90\%$ ), good (76-90%), adequate (61-75%), poor (51-60%) and poor ( $\leq 50\%$ ). The following are the results of the work assessment of Civil Servants at the Tomohon Regional Personnel and Human Resources Development Agency.

**Table 1:** Average Performance Assessment of SKP BKPSDM SKP

Year	Percentage Assessment (%)	Description
2016	85.29	Baik
2017	85.42	Baik
2018	85.57	Baik
2019	84.64	Baik
2020	86.87	Baik

Source: BKPSDM Tomohon City, 2021

Based on the table above, it can be seen that the percentage of performance appraisal results at the Regional Personnel and Human Resources Development Agency of Tomohon City is not in accordance with what is expected, namely getting a very good predicate, because the results of the assessment have not reached more than 90%. Moreover, in 2019 there was a decrease in the percentage in performance appraisal.

There are many factors that affect the performance, including the work environment, workplace and motivation. Because the work environment is a place where Civil Servants work every day to be able to carry out their duties and responsibilities. Therefore, an adequate work environment is needed to support tasks and work. Although everyone has the ability to adapt to their environment, the formation of a supportive work environment will lead to job satisfaction in an organization, so every organization must strive for a work environment in such a way as to have a positive impact and influence on work. Factors that also affect performance is motivation. There is an assumption that status as a Civil Servant is a job that is "seen" so that services to the community are not optimal. It is the motivation that comes from within each of them that can affect the completion of tasks and achievement of performance.

Based on initial observations made by the author who is also a Civil Servant at the Tomohon City Regional Personnel and Human Resources Development Agency, several factual conditions faced by the Tomohon City Regional Personnel and Human Resources Development Agency in their work environment are limited work environments/spaces. it even seems small for Civil Servants and Contract Workers who are classified as many, the condition of the workspace is damaged, and the archive building has not been optimized in its use so that the file arrangement is not maximized and limits the movement space in the room so that there are some employees who do not feel at home in the office. In the room there are even employees who do not have their own desks and chairs. This of course affects the motivation of employees to complete their work.

### Research Methods

This study uses a Quantitative Research approach conducted at the Office of the Regional Personnel and Human Resources Development Agency of Tomohon City. The sampling technique used in this study is total sampling, i.e. the entire population is a member to be observed as a sample because a large sample tends to give or is closer to the true value of the population or it can also be said that the deviation error is smaller than the population value. The sample in this study is in accordance with the population, namely all Civil Servants who are currently actively working in the Regional Personnel and Human Resources Development Agency of Tomohon City, amounting to 41 people.

All statistical calculations in this study used the SPSS version 25 program. The tests used were the instrument validity test, instrument reliability test, normality test and hypothesis testing. Then using multiple linear regression analysis looking for correlation and determination to predict how the condition of the dependent variable, when the independent variable changes, see the closeness of the relationship and how much both influence.

The theory used is Sedarmayanti (2001) <sup>[1]</sup> where the work environment includes lighting/light, temperature/temperature, humidity, air circulation, noise, odors, colors, decorations, music and security with ten (10) number of statements for the questionnaire. Motivation by McClelland in Mangkunegara (2006) <sup>[2]</sup> that motivation is determined by three drives, namely need of achievement, need of affiliation, need of power with nine (9) number of statements for the questionnaire. And performance is based on Government Regulation Number 46 of 2011 which is measured by Employee Work Targets and Work Behavior with ten (10) statements for the questionnaire.

### Results and Discussion

#### 1. Influence of Work Environment on Performance

The results of this study indicate that there is a positive influence of the work environment on the performance of Civil Servants in the Regional Personnel and Human Resources Development Agency of Tomohon City by 15.8%.

The work environment at the Tomohon City Personnel Agency is not conducive enough. According to the results of the questionnaire, there are five (5) indicators that have a moderate score category. And those who have the lowest score percentage are wall color indicators, seating positions and air ventilation are problems that need to be fixed in the office work environment. There are several sides of the walls that need to be repainted because they are damaged. The position of the work desk and seat also needs to be arranged in such a way that it remains

comfortable to use for a large number of employees. As well as optimizing air circulation through ventilation and windows in the workspace.

When viewed from the results of the study, the work environment does have a positive influence on improving the performance of Civil Servants, but its contribution is only 15.8%, there are still 84.2% of other variables that affect the performance of the Regional Personnel and Human Resources Development Agency of Tomohon City.

## **2. The Effect of Motivation on Performance**

The results of this study indicate that there is a positive influence of motivation on the performance of Civil Servants in the Regional Personnel and Human Resources Development Agency of Tomohon City by 24.4% and 75.6% influenced by other factors not examined in this study.

The motivation at the Tomohon City Personnel Agency is quite good. According to the results of the questionnaire, there are two (2) indicators that have a moderate score category. And those who have the lowest score percentage are indicators of power, participation, standing, competitive and respected. And the 3 indicators in it are all included in the Need of Power dimension, meaning that Civil Servants in the Tomohon Regional Personnel and Human Resources Development Agency have less motivation regarding the need for power. More employees are motivated based on the need for achievement and social relationships.

## **3. The Influence of Work Environment and Motivation on Performance.**

From the results of statistical calculations, it can be explained that the pattern of the influence of the Work Environment (X1) and Motivation (X2) simultaneously on the dependent variable Performance (Y) at the Tomohon City Regional Personnel and Human Resources Development Agency is as follows:

- There is a pattern of positive influence of the independent variable of work environment (X1) on the dependent variable of PNS Performance (X2) and there is a pattern of positive influence of the independent variable of Motivation (X2) on the dependent variable of Civil Servant Performance (Y). This means that the better the work environment (X1) and motivation (X2), the better the performance of civil servants in the Tomohon City Regional Personnel and Human Resources Development Agency. On the other hand, the worse the work environment (X1) and motivation (X2) will reduce the performance of civil servants in the Tomohon City Regional Personnel and Human Resources Development Agency. However, because the value of  $a$  is positive, even though the work environment (X1) and motivation are not met, the performance of civil servants will still exist and have a value of 20,490.
- If the independent variables of Work Environment (X1) and Motivation (X2) are each equal to 0, then the Performance of Civil Servants (Y) is constant ( $a$ ) which is 20, 490 units.
- If the independent variables Work Environment (X1) and Motivation (X2) are each appointed one unit, then the work environment variable affects the performance of civil servants by 0.200 and the motivation variable affects performance by 0.364.

The work environment and motivation simultaneously (together) have a positive and significant effect on the performance of Civil Servants in the Regional Personnel and Human Resources Development Agency of Tomohon City.

It can be proven from the results of data processing using the SPSS 25 application, the closeness of the relationship based on the calculation is 0.742, meaning that the relationship belongs to the strong category. Performance can be explained or influenced by the work environment and motivation simultaneously by 55.1% and 44.9% is influenced by other factors not examined in this study.

So that optimal performance can be achieved because of a good working environment and with good motivation from Civil Servants in the Tomohon City Regional Personnel and Human Resources Development Agency.

The results of the research on the influence of the work environment and motivation on employee performance also support the results of previous research conducted by Rusmawita (2019) where motivation and the work environment simultaneously (simultaneously) have a positive and significant effect on performance.

## **Conclusion**

Based on the research results and conclusions above, the authors suggest

1. The work environment must be improved because it has an influence on the performance of Civil Servants
2. Motivation must be increased because it has an influence on the performance of Civil Servants.
3. In this study, researchers measured the effect of the work environment and motivation on performance, limited to Civil Servants at the Tomohon City Regional Personnel and Human Resources Development Agency.
4. Suggestions for further research are expected to examine the influence of other aspects outside the work environment and motivation. By examining other influencing factors, the analysis of the influence of the work environment and motivation on performance can be further developed.

## **References**

1. Sedarmayanti. *Tata Kerja dan Produktivitas Kerja*. Bandung: Mandar Maju, 2001.
2. Mangkunegara A. *Evaluasi Kinerja Sumber Daya Manusia*. Jakarta: Refika Aditama, 2006.
3. Peraturan Pemerintah Nomor. tentang Penilaian Prestasi Kerja PNS, 2011, 46.
4. <https://media.neliti.com/media/publications/155723-ID-pengaruh-motivasi-dan-lingkungan-kerja-t.pdf>

5. Moleong Lexy J. Metodologi Penelitian Kualitatif Edisi Revisi. Bandung: PT. Remaja Rosdakarya, 2014.
6. Mulyadi D. Perilaku Organisasi dan Kepemimpinan Pelayanan. Bandung: Alfabeta, 2015.
7. Neuman, Lawrence W. Social Research Method: Qualitative and Quantitative Approach, Sixth Edition. United State of America: Pearson Education Company, 2006.
8. Sugiyono. Metode Penelitian Kuantitatif, Kualitatif R&D. Bandung: Alfabeta, 2019.