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THE EFFECT OF WORK MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE IN THE DEPARTMENT PALEMBANG CITY TOURISM

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Abstract

Employee performance is one of the important factors in supporting the achievement of organizational goals. Work motivation and the work environment are considered factors that influence employee performance at the Palembang City Tourism Office. This study aims to analyze the effect of work motivation and the work environment on employee performance at the Palembang City Tourism Office. This research employed a quantitative method with an associative approach involving 51 Civil Servants (ASN) as respondents using a purposive sampling technique. Data were collected through questionnaires using a Likert scale. The data analysis included validity and reliability tests, classical assumption tests, multiple linear regression analysis, t-test, F-test, and the coefficient of determination using SPSS version 26. The results showed that work motivation had a positive and significant effect on employee performance with a t-value of 5.780 (p = 0.000), while the work environment had a positive and significant effect on employee performance with a t-value of 3.314 (p = 0.002). Simultaneously, work motivation and the work environment had a positive and significant effect on employee performance with an F-value of 21.227 (p = 0.000). The Adjusted R Square value of 0.447 indicates that both independent variables explain 44.7% of the variation in employee performance, while the remaining 55.3% is influenced by other variables outside the scope of this study. These findings indicate that improving employees' work motivation and creating a comfortable and conducive work environment are important factors in enhancing employee performance, thereby supporting the achievement of organizational goals .

Keywords: *Work Motivation, Work Environment, Employee Performance*

INTRODUCTION

In an era of increasingly competitive organizations, human resources are a crucial factor in determining an organization's success (Pahira & Rinaldy, 2023). Organizations with high-quality human resources will be able to achieve their goals effectively and efficiently. Therefore, sound human resource management is essential for employees to perform optimally and make the best contribution to the organization (Pahira & Rinaldy, 2023).

One of the local government agencies requiring qualified human resources is the Palembang City Tourism Office. The Palembang City Tourism Office is an agency tasked with assisting the regional head in implementing government affairs in the tourism sector. In general, its scope of work includes tourism program planning, promoting regional tourist destinations, fostering tourism businesses, managing tourist attractions, improving the quality of tourism services, and evaluating the implementation of work programs to enhance the tourist appeal of Palembang City. As an agency that plays a vital role in the development of the regional tourism sector, the Palembang City Tourism Office requires employees with optimal work capabilities so that each program can run effectively and efficiently.

In carrying out their duties and responsibilities, employees at the Palembang City Tourism Office require good work motivation to be able to carry out their work optimally. According to Sinambela (2021), work motivation is a drive that arises from within or from outside the individual that can influence a person's enthusiasm in carrying out work to achieve organizational goals. According to Afandi (2018), motivation is a driving force that originates from within an individual that triggers a sense of inspiration, enthusiasm, and desire to carry out activities with sincerity, high enthusiasm, and sincerity, so that the achievements of these activities can meet good and satisfactory standards. Employees who have high work motivation tend to be more enthusiastic, responsible, and able to complete work well, thereby supporting the achievement of organizational goals effectively and efficiently (Yunita, 2021; Sinambela, 2021; Afandi, 2018).

However, in practice, employee motivation at the Palembang City Tourism Office still needs to be improved to ensure optimal task execution. This is evident in the fact that some employees still require further direction and coordination from their superiors, resulting in suboptimal task completion. Furthermore, employee involvement in completing tasks independently still needs to be improved to support organizational effectiveness. This situation indicates that employee motivation still needs to be addressed and improved, as it can impact the smooth execution of tasks and their performance in carrying out their duties and responsibilities (Yunita, 2021).

Besides work motivation, another factor thought to influence employee performance is the work environment (Ningsih et al., 2022). The work environment encompasses all conditions surrounding employees while performing their work, both physical and non-physical, that can impact comfort and smoothness in the workplace. According to Sedarmayanti (2020), the work environment encompasses various conditions such as work facilities, workplace comfort, security, and relationships between employees, which can influence employee morale within the organization. A conducive work environment will increase employee comfort and morale, thereby encouraging optimal performance (Apridani et al., 2020; Ningsih et al., 2022; Sedarmayanti, 2020). Conversely, an unsupportive work environment can decrease morale and impact employee performance (Siwi et al., 2025).

In this study, the researcher focused on the non-physical work environment, because the non-physical work environment is directly related to the working relationship between employees, work communication, coordination between departments, and the work atmosphere that can affect the smooth implementation of tasks. The focus on the non-physical work environment was chosen because based on the results of initial observations at the Palembang City Tourism Office,

the more dominant problems found were in the aspects of working relationships and coordination between employees compared to the physical condition of the work environment.

The non-physical work environment at the Palembang City Tourism Office still presents several challenges. This is evident in the need for improvement in inter-departmental coordination and communication to ensure more effective and timely task execution. In some activities, the coordination process between employees requires adjustments, resulting in more optimal completion times. Furthermore, inter-departmental communication during data collection also needs to be improved to ensure smooth work flow. These conditions indicate that the non-physical work environment is not yet fully conducive, which can impact employee comfort and lead to decreased employee performance in achieving organizational goals.

Employee performance is a key factor in achieving organizational goals effectively and efficiently. To improve employee performance, organizations need to consider various influencing factors, including work motivation, the work environment, and employee benefits as a form of appreciation for task performance. For State Civil Apparatus (ASN), benefits are a form of appreciation provided by the organization to support employee welfare and encourage increased work enthusiasm. Optimal benefits can increase employee motivation at work, while a decrease in benefits can affect employee enthusiasm and responsibility in carrying out their duties. The decrease in ASN employee benefits is generally influenced by several factors, such as delays in completing tasks, failure to achieve work targets within predetermined deadlines, and suboptimal implementation of work responsibilities, which impacts on decreased performance in carrying out organizational tasks (Ningsih et al., 2022; Pahira & Rinaldy, 2023).

The Palembang City Tourism Office was chosen as the research object because it is a government agency that plays a crucial role in supporting the advancement of the regional tourism sector through various programs and public services. In carrying out its duties, this agency requires employees who are able to work professionally, disciplined, and have a high level of responsibility so that each work program can be implemented according to target. Various studies have shown that work motivation and the work environment have a positive and significant influence on employee performance, both partially and simultaneously (Husain et al., 2024; Arianto & Kurniawan, 2020; Mahatani et al., 2025; Trisninawati & Elpanso, 2021). However, research directly examining these conditions in local government agencies, particularly the Palembang City Tourism Office, is still relatively limited, leaving a gap between theory and actual conditions that requires further study (Arianto & Kurniawan, 2020; Pahira & Rinaldy, 2023).

Based on the description, it can be concluded that employee performance at the Palembang City Tourism Office is not optimal, which is thought to be influenced by work motivation and a less than supportive work environment. Therefore, this study is important to analyze the influence of these two variables in order to provide a real contribution to efforts to improve employee performance in the public sector. Based on this description, the author is interested in conducting a

study entitled "The Influence of Work Motivation and Work Environment on Employee Performance at the Palembang City Tourism Office."

METHOD

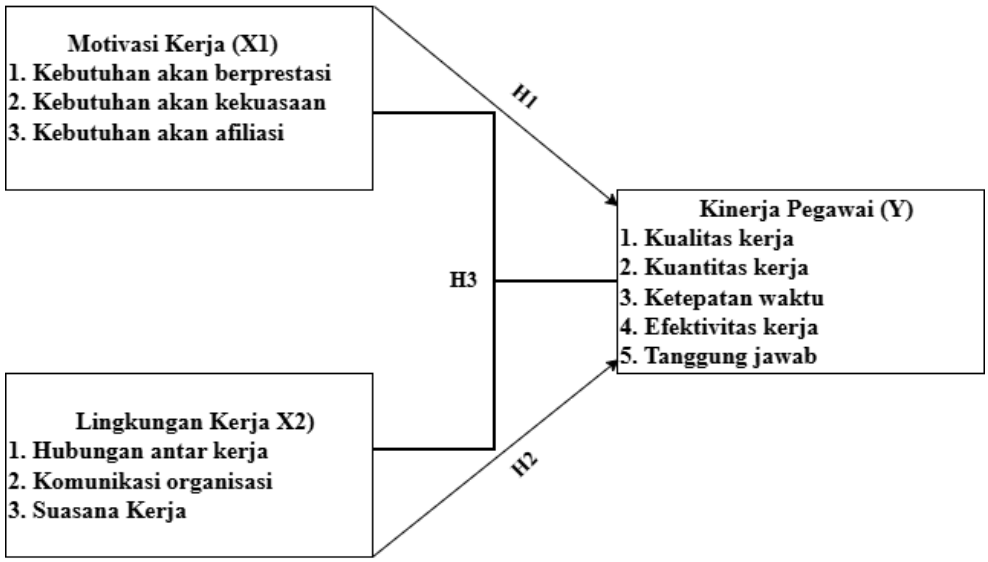


Figure 1. Framework of Thought

This study uses a quantitative approach implemented at the Palembang City Tourism Office from April to June involving 51 samples of State Civil Apparatus (ASN) selected through *purposive sampling techniques* from a total population of 91 employees, where primary data were collected directly using observation, interviews, and Likert-scale questionnaires, while secondary data were obtained from documents and agency profiles. The variables studied include work motivation and non-physical work environment as independent variables, and employee performance as the dependent variable. All research instruments were tested for quality through validity and reliability tests, followed by classical assumption tests that include normality tests using Kolmogorov-Smirnov, multicollinearity tests through *tolerance values* and VIF, and heteroscedasticity tests to ensure the feasibility of the regression model. The data was then analyzed comprehensively using multiple linear regression analysis method (Y = a + b1X1 + b2X2 + e) with the help of SPSS software, as well as hypothesis testing which includes partial tests (t-test), simultaneous tests (F-test), and coefficient of determination (R2) to accurately explain the influence between variables in public sector organizations.

RESULTS AND DISCUSSION

This research was conducted at the Palembang City Tourism Office involving 51 respondents with the status of State Civil Apparatus (ASN) selected using a purposive sampling technique. Based on demographic characteristics, the majority of respondents were in the productive age range of 26 to 35 years (52.94%), dominated by male employees at 60.78% compared to female employees at 39.22%, and had the most work period in the range of 1 to 3 years (39.22%).

These characteristics indicate that most of the apparatus are in the productive age stage and have adequate work experience to support the operational effectiveness of the agency.

The results of descriptive analysis of respondents' answers show that the work motivation variable obtained an overall average value of 3.54 in the good category, where the initiative aspect of completing work without waiting for directions recorded the highest score (4.06), while the willingness to lead the implementation of work requires further strengthening. The work environment variable recorded an overall average of 3.96 in the good category, with the indicator of good communication skills with superiors and coworkers occupying the highest score (4.08), while aspects of mutual respect and work space conditions still require attention. Meanwhile, the employee performance variable obtained an average value of 3.96 which is classified as good, where the ability to complete work with good results, completion of workload, punctuality, and utilization of work time recorded the highest score (4.14), while the ability to handle several jobs at once within a specified time requires improvement.

The instrument testing phase continued with an evaluation using statistical software to ensure that all research indicators met validity and reliability criteria. This evaluation included data quality testing using a Likert-scale questionnaire, classical assumption testing, and multiple linear regression analysis to examine the effects between variables. Meeting applicable testing standards, all indicators were proven valid and reliable in representing latent variables, thus declaring the research model feasible and allowing for partial or simultaneous hypothesis testing.

Instrument Test Results

The research instrument testing conducted on the variables of Work Motivation (X1), Work Environment (X2), and Employee Performance (Y) showed that all questionnaire statement items were proven to be valid and reliable. Based on the results of the validity test using the *Pearson Correlation technique* , all indicators of the three variables had values r_{hitung}above r_{tabel}0.276, where the *calculated r- value* for the Work Motivation variable ranged from 0.630 to 0.928, the Work Environment variable ranged from 0.626 to 0.845, and the Employee Performance variable ranged from 0.650 to 0.788. This condition confirms that each statement item is able to measure the indicators appropriately and is valid for use in research data collection.

Further evaluation through reliability testing using *the Cronbach's Alpha coefficient* showed an excellent level of internal consistency for all research constructs. *The Cronbach's Alpha values* obtained exceeded the minimum eligibility limit of 0.70, namely 0.936 for the Work Motivation variable, 0.909 for the Work Environment variable, and 0.910 for the Employee Performance variable, respectively. These results confirm that the questionnaire instrument has a high level of reliability in measuring the same symptoms consistently, so that the

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instrument model is declared very feasible to proceed to the next stage of data analysis and hypothesis testing :

Table 1. Normality Test with Kolmogorov Smirnov

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		51
Normal Parameters [a,b]	Mean	0.0000000
	Standard Deviation	3.29744576
Most Extreme Differences	Absolute	0.092
	Positive	0.092
	Negative	-0.056
Test Statistics		0.092
Asymp. Sig. (2-tailed)		.200 [c,d]

Based on the results of the normality test using the One-Sample Kolmogorov-Smirnov Test on the Unstandardized Residual value, the sample size (N) was 51 respondents. The test results showed an Asymp. Sig. (2-tailed) value of 0.200. This value is greater than the significance level of 0.05 (0.200 > 0.05), so it can be concluded that the residual data in this study is normally distributed. Thus, the normality assumption in the regression model has been met, so the data is suitable for use in multiple linear regression analysis and subsequent hypothesis testing.

Table 2. Results of Multicollinearity Test *of Tolerance* and *VIF*

Coefficients [a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Work motivation	,997	1,003
	Work environment	,997	1,003
a. Dependent Variable: Employee Performance			

Based on the results of the multicollinearity test in the table above, it is known that the Work Motivation variable has a Tolerance value of 0.997 and a Variance Inflation Factor (VIF) value of 1.003. Meanwhile, the Work Environment variable also has a Tolerance value of 0.997 and a VIF value of 1.003. The Tolerance value of both variables is greater than 0.10 and the VIF value is less than 10. Thus, it can be concluded that there is no symptom of multicollinearity between the independent variables in the regression model. This indicates that the Work Motivation and Work Environment variables do not have a strong relationship with each other, so both are suitable for use in multiple linear regression analysis.

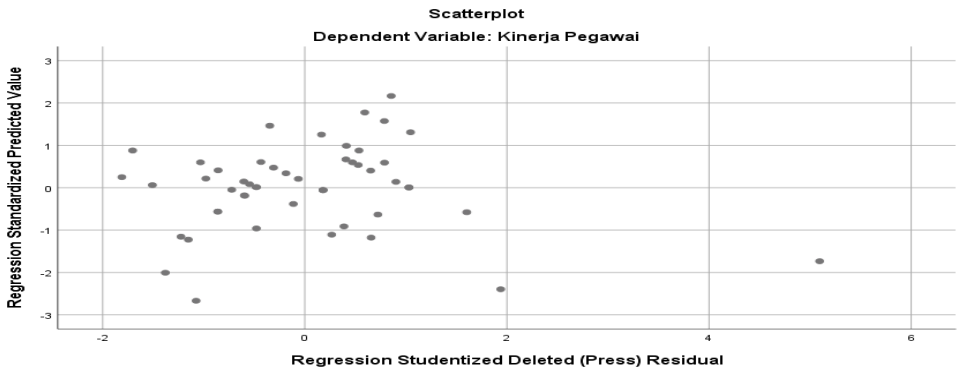


Figure 2. Heteroscedasticity Test *Scatter plot*

Based on the scatterplot, the points are randomly distributed above and below 0 and do not form any particular pattern. This indicates that the regression model does not exhibit heteroscedasticity, thus meeting the homoscedasticity assumption, and the regression model is suitable for further analysis.

Multiple Linear Regression Analysis

The next stage of analysis is multiple linear regression testing to determine the form of influence between the independent variables, namely Work Motivation (X_1) and Work Environment (X_2), on the dependent variable Employee Performance (Y), which is formulated through the mathematical equation $Y = a + b_1 X_1 + b_2 X_2 + e$. Through this analysis, the direction and magnitude of changes in employee performance can be determined if the work motivation and work environment variables experience changes, thus providing an empirical picture of the contribution of each factor in the agency environment.

Hypothesis testing is carried out through three main stages, namely partial test (t test) to see the significance of the influence of each independent variable individually on employee performance by comparing the values t_{hitung} and t_{tabel} at a significance level of 0.05, simultaneous test (f test) to test whether work motivation and work environment together have a significant influence on employee performance, as well as analysis of the coefficient of determination ($R2$) to measure how much percentage of variation in employee performance variables can be explained by the two independent variables in the regression model.

Table 3. Results of Multiple Linear Regression Analysis Test

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,610	6,578		1,157	0.253
	Work motivation	0.605	0.105	0.609	5,780	0.000
	Work environment	0.411	0.124	0.349	3,314	0.002

$Y = a + b_1 X_1 + b_2 X_2 + e$
Y= 9.331 + 0.877 + 0.979 + e

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1. The constant of 7.610 means that if Work Motivation (X_1) and Work Environment (X_2) have a value of 0, then Employee Performance (Y) is 7.610.
2. Work motivation is directly proportional to employee performance. This is evident from the regression coefficient of 0.605 on the Work Motivation variable (X_1). This means that work motivation has a positive relationship with employee performance. The higher the employee's work motivation, the higher their performance will be. Furthermore, the Work Motivation variable has a significance value of 0.000, which is less than 0.05, indicating that work motivation has a positive and significant effect on employee performance.
3. The work environment is directly proportional to employee performance. This is evident from the regression coefficient of 0.411 on the work environment variable (X_2). This means that the work environment has a positive relationship with employee performance. The better the work environment perceived by employees, the higher their performance will be. Furthermore, the work environment variable has a significance value of 0.002, which is smaller than 0.05, indicating that the work environment has a positive and significant effect on employee performance.

Table 4. Results of the t-Test (Partial)

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,610	6,578		1,157	0.253
	Work motivation	0.605	0.105	0.609	5,780	0.000
	Work environment	0.411	0.124	0.349	3,314	0.002

1. The results of the hypothesis test of the Work Motivation variable (X1) obtained a t-value of 5.780 and a t-table value of 2.010 and a significance value of 0.000 <0.05, meaning that H0 is rejected and Ha is accepted. Thus, it can be concluded that there is a significant influence between Work Motivation (X1) on Employee Performance (Y).
2. The results of the hypothesis test for the Work Environment variable (X2) obtained a t-value of 3.314 and a t-table value of 2.010 and a significance value of 0.002 <0.05, meaning that H0 is rejected and Ha is accepted. Thus, it can be concluded that there is a significant influence between the Work Environment (X2) on Employee Performance (Y).

Table 5. F-Test Results (Simultaneous)

ANOVA [a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	480,852	2	240,426	21,227	.000 [b]
	Residual	543,657	48	11,326		
	Total	1024,510	50			

Based on the table above, the results of the hypothesis test show that the calculated F value obtained is 21.227, which is greater than the F table of 3.19 and is strengthened by a significance level value of 0.000 or the significance obtained is smaller than α = 0.05, meaning that H0 is rejected and Ha is accepted. It can be concluded that the independent variables Work Motivation and Work Environment have a simultaneous and significant influence on the dependent variable Employee Performance. Therefore, the higher the Work Motivation (X_1) and the better the Work Environment (X_2), the more Employee Performance (Y) will increase.

Table 6. Results of the Determination Coefficient (R^2)

Model Summary [b]				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.685 [a]	0.469	0.447	3.36544

Based on the results of the table above , it can be seen that the Adjusted R Square value is 0.447, so the calculation is 1 – 0.447 = 0.553. This means that the Adjusted R Square value of 0.447 or 44.7% shows that Work Motivation and Work Environment together influence Employee Performance by 44.7%, while the remaining 55.3% is influenced by other variables outside this study that were not examined, such as work discipline, job satisfaction, leadership, organizational culture, compensation, training, work stress, and other factors.

1. The Impact of Career Development on Employee Performance

The Influence of Work Motivation on Employee Performance Based on the results of hypothesis testing using SPSS, it is known that work motivation has a positive and significant effect on employee performance at the Palembang City Tourism Office, which is evidenced by a value $t_{hitung}$of 5.780 and a significance value of 0.000 <0.05, so that the first hypothesis (H1) is accepted. This finding confirms that high work motivation encourages employees to show enthusiasm, independent initiative in completing tasks without waiting for superior direction, and a high sense of responsibility, although the aspect of willingness to lead still requires further strengthening in order to optimize the quality and quantity of work as a whole.

The results of this study align with Robbins' (2021) Theory of Organizational Behavior and McClelland's Theory of Needs, which emphasize that internal drives, such as the need for achievement, can drive increased individual performance within an organization. These empirical findings are also strongly supported by research by Kusumayanti et al. (2020) and Azfa and Solihah (2025), which concluded that work motivation is a crucial determinant in boosting employee productivity, punctuality, and target achievement in the public sector.

The practical implications of these findings suggest that agency leaders need to design human resource development programs specifically designed to stimulate intrinsic motivation and the courage to take on leadership roles. By providing space for progressive task delegation and a clear reward system, employees will not only

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become accustomed to independent work but will also become more prepared to take on greater managerial responsibilities for the advancement of the institution.

2. The Influence of Work Environment on Employee Performance

Testing the second hypothesis using SPSS shows that the work environment has a positive and significant effect on employee performance at the Palembang City Tourism Office, with a value $t_{\text{hitung}}$of 3.314 and a significance value of 0.002 < 0.05, so that the second hypothesis (H2) is declared accepted. Descriptive analysis shows that although communication between superiors and coworkers has been established very well, aspects of mutual respect and the physical condition of the workspace still require special attention so that comfort, focus, and smooth operation of the agency can be achieved optimally.

Theoretical confirmation of these results refers to Robbins' Organizational Behavior Theory (2021) and Sedarmayanti's (2017) concept of the work environment, which states that conditions around the workplace influence employee concentration, enthusiasm, and effectiveness in carrying out their duties. Previous literature from Prabowo and Lesmana (2023) and Ningsih et al. (2022) further strengthens the argument that creating a conducive, harmonious, and communicative work environment has been shown to significantly boost employee performance.

Operationally, these findings remind the management of the Palembang City Tourism Office of the crucial importance of maintaining harmonious horizontal relations among employees while also paying attention to the comfort of physical work facilities. Preventive measures such as strengthening informal communication forums and improving office layout are believed to minimize psychological barriers, ease tension, and boost employee concentration in carrying out public service duties.

3. The Influence of Work Motivation and Work Environment on Employee Performance

Based on the results of simultaneous analysis with SPSS, a value $F_{\text{hitung}}$of 21.227 was obtained with a significance of 0.000 < 0.05, which proves that work motivation and work environment together have a positive and significant effect on employee performance, so that the third hypothesis (H_3) is accepted. Furthermore, the coefficient of determination (Adjusted R Square) value of 0.447 indicates that the two independent variables are able to contribute to explaining 44.7% of the variation in employee performance, while the remaining percentage is influenced by other factors outside the scope of this study.

These integrative findings align with Robbins' (2021) conceptual framework regarding the combination of internal individual factors and organizational environmental conditions that synergistically determine work outcomes. This consistency is reinforced by previous research by Sembiring (2020), Farhan and Indriyaningrumawan (2023), and Saputra and Fernos (2023), which emphasizes that the combination of high work motivation and supportive work environments is key to maximizing the overall quality, quantity, and responsibility of employees' work.

Based on the resulting contribution of determination, agency management is advised to pursue a dual policy strategy that simultaneously focuses on strengthening employee psychological capacity and improving the overall work ecosystem. Harmonizing individual achievement motivation and the availability of a supportive physical and social environment has proven to be an essential formula for realizing an adaptive, productive, and performance-oriented public sector bureaucracy.

CONCLUSION

1. Based the conducted , Work Motivation has a significant Employee Performance the proven by the results of the t-test which shows a significance so that the hypothesis (Ha_1) is accepted. This means that the higher the work motivation of employees, the better the employee's performance in carrying out their duties and responsibilities. High work motivation can encourage employees to work more optimally, disciplined, and oriented towards achieving organizational goals.
2. Based the conducted , the Work Environment has a on Employee at proven by the results of the t-test which shows a significance so that the hypothesis (Ha_2) is accepted. This means that the better the work environment conditions perceived by employees, both physical and non-physical work environments, the higher the employee performance. A comfortable, safe, conducive work environment, supported by good working relationships, can increase employee enthusiasm and productivity.
3. Based the conducted , Work Motivation and Work Environment have simultaneously (together) on Palembang City Tourism Office. This is of test which shows a significance value Adjusted R Square of 0.447, which means that Work Motivation and Work Environment together contribute an influence of 44.7% on Employee Performance, while the remaining 55.3% is influenced by other variables outside this study that are not examined, such as leadership, work discipline, compensation, job satisfaction, training, organizational culture, work stress, and other factors .

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