

THE INFLUENCE OF WORK ENVIRONMENT AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT THE HEALTH OFFICE OF SIDENRENG RAPPANG REGENCY

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ABSTRACT

Employee performance serves as a key measure of organizational effectiveness and the achievement of institutional objectives, especially in health services. Even though national labor productivity has risen in recent years, that improvement does not necessarily indicate that every regional health agency has reached optimal performance. This research assessed the relationships between workplace conditions, work motivation, and employee performance at the Health Office of Sidenreng Rappang Regency. The study applied a quantitative, descriptive-analytic approach with a cross-sectional design. All 84 civil servants and government contract employees in the institution formed the population, and every member was selected through total sampling. Information was gathered with a Likert-scale questionnaire and examined using Chi-square analysis and binary logistic regression. Work environment and work motivation were each significantly related to employee performance ($p < 0.05$). In the multivariable analysis, the work environment produced the greatest statistical contribution ($Wald = 13.927, p < 0.001$), followed by work motivation ($Wald = 6.741, p = 0.009$). The results suggest that better physical and non-physical workplace conditions, accompanied by stronger employee motivation, may improve performance and support more dependable public health services.

Keywords: *Employee performance, work environment, work motivation, public health service, logistic regression.*

INTRODUCTION

The success of an organization is closely connected to the performance of its employees. Employee performance describes how well individuals carry out assigned responsibilities in both qualitative and quantitative terms (Pradhan & Jena, 2017; Diamantidis & Chatzoglou, 2019). Its achievement is shaped by factors such as clear task delegation, constructive interpersonal relations, adequate command of job-related knowledge, and employees' expectations. Development opportunities, personal attachment to the job, and a supportive workplace also contribute substantially to stronger performance (Jayaweera, 2015; Pawirosumarto et al., 2017). Overall, employee performance has a decisive role in organizational success because it indicates the extent to which institutional objectives are being realized (Koopmans et al., 2014; Pradhan & Jena, 2017).

According to the State of the Global Workplace 2025, only 21% of employees were engaged in their jobs, two percentage points lower than in the preceding year, with an estimated global productivity loss of USD 438 billion. The decline was reported more frequently among younger managers and women. The report also noted that just 33% of

employees considered their lives to be thriving, whereas the engagement rate in Southeast Asia stood at 26% (Gallup, 2025). Meanwhile, the Ministry of Manpower of the Republic of Indonesia (2025) recorded a gradual rise in labor productivity over the previous five years, from IDR 83.48 million to IDR 89.33 million per worker. Nevertheless, workplace conditions and employee motivation continue to present challenges that may influence performance. Evidence from occupational health and job-design studies likewise links supportive working conditions with motivation, engagement, and work outcomes (Bakker & Demerouti, 2017; Jayaweera, 2015).

Employee performance can be assessed through indicators that include discipline, timeliness, accountability, the quality and volume of completed work, and cooperation with others (Koopmans et al., 2014; Pradhan & Jena, 2017). Performance outcomes are affected by internal elements, including competence, motivation, and job satisfaction, as well as external elements such as leadership, organizational culture, economic circumstances, and the work environment (Diamantidis & Chatzoglou, 2019). In health institutions, as in other organizations, employee performance is therefore central to evaluating institutional achievements and determining whether organizational targets have been fulfilled (Pradhan & Jena, 2017).

The Ministry of Health's 2023 Performance Report recorded a budget-performance score of 93.16 for the Directorate General of Health Workers, equivalent to 99.11% of its target. Bureaucratic performance reached 90.81 points, representing 106.84% of the planned target. Despite these achievements, further progress in budget efficiency and bureaucratic reform remains necessary so that institutional results are consistently reflected in service quality and employee performance (Ministry of Health of the Republic of Indonesia, 2023).

Within public organizations, especially agencies responsible for health services, employee performance is strongly shaped by workplace conditions, motivation, and communication among staff members (Chandra & Priyono, 2016). A favorable work setting provides security and comfort, enabling employees to carry out their duties more effectively. By contrast, excessive room temperature, inadequate ventilation and lighting, and strained interpersonal relationships can weaken morale and reduce productivity (Jayaweera, 2015; Lestary & Harmon, 2018). Kemie and Prasetyo (2025) reported that the work environment accounted for a 15.7% contribution to performance improvement, while Sapriyanto (2023) found that workplace conditions explained 35.9% of the variation in employee performance.

Work motivation is also closely connected with performance and reflects the extent to which employees' basic needs, sense of security, social belonging, recognition, competence, and development opportunities are fulfilled. Individuals with stronger intrinsic and extrinsic motivation commonly display higher discipline, initiative, perseverance, and involvement in their work (Gagné et al., 2015; Deci et al., 2017). Motivation and engagement may be strengthened further when employees trust their leaders, receive meaningful acknowledgment, and perceive the reward system as fair (Cerasoli et al., 2014; Christian et al., 2011).

Previous research indicates that performance difficulties in government and health

institutions frequently arise in connection with employee motivation, communication patterns, leadership, and workplace conditions. Humaira (2022) reported that work environment, motivation, and communication contributed to staff performance in a district health office. Maryani et al. (2022) likewise found that leadership style, workplace conditions, and motivation affected the performance of employees in government institutions in Sidenreng Rappang Regency. Other studies have shown that ineffective communication, low motivation, and limited job satisfaction can obstruct performance in public organizations (Fachrezi & Khair, 2020; Rosmaini & Tanjung, 2019).

A study undertaken in Sidenreng Rappang Regency by Agustina et al. (2023) found that the low performance of some employees was associated with uncomfortable working conditions, including weak lighting, inadequate air circulation, poorly arranged workspaces, and disharmonious interpersonal relations. Complaints concerning the physical environment were expressed by 46.15% of employees, while 61.54% reported that non-physical workplace conditions substantially influenced their motivation (Agustina et al., 2023). Health-program implementation also continues to be constrained by limited employee involvement, ineffective coordination, and insufficiently clear performance indicators. These circumstances underline the importance of communication and organizational support as non-physical aspects that shape the motivation and performance of health personnel (Febrianti et al., 2023). Improving performance at the Health Office consequently requires more than individual discipline; it also calls for managerial action to enhance facilities, distribute workloads fairly, improve internal communication, and develop more supportive systems of rewards and recognition.

This research offers novelty by examining physical and non-physical workplace factors together with work motivation in one predictive model within a local public health bureaucracy. Unlike many recent investigations that focused mainly on private organizations or evaluated these determinants separately, the present study involved the entire population of civil servants and government contract employees. Logistic regression was then used to determine which factor made the strongest independent statistical contribution (Wahyuni et al., 2023; Irawan et al., 2024; Anugrah et al., 2025).

The 2024 Government Agency Performance Accountability Report (LKJIP) of the Sidenreng Rappang Regency Health Office classified overall institutional performance as good, but also documented several barriers that reduced the effectiveness of program delivery. A major concern identified in the report was the shortage of health personnel in both number and quality relative to service requirements in the field. As a consequence, certain employees carried heavier responsibilities, a condition that could influence their productivity and motivation. The report further noted that facilities, infrastructure, and medical equipment across several service units had not yet reached the standards needed to support service activities optimally.

Inadequate office space, incomplete service equipment, and limited supporting infrastructure have made it more difficult to meet institutional performance targets. Several indicators within the Minimum Service Standards (SPM) also remained below 100%. Health services for elementary school-age children, for instance, achieved 96.59% of the intended target because supporting materials, including the My Health Report

Book, were not available in quantities corresponding to the target population. Targets for other indicators, including services for newborns and toddlers, were likewise not completely achieved, demonstrating that challenges in the quality of primary health care persist.

Direct observations at the Sidenreng Rappang Regency Health Office revealed several deficiencies in the physical work setting. Employees reported that some rooms were uncomfortably warm because ventilation was insufficient and air-conditioning units did not operate properly. Poor indoor illumination, restricted workspace layouts, and non-ergonomic seating also contributed to discomfort and made staff tire more quickly while working. The limited availability of appropriate work-support equipment further reduced workplace comfort. In the non-physical environment, responsibilities were not distributed evenly, leaving some employees with excessive workloads while others were assigned comparatively lighter duties.

Weak coordination and limited communication between departments have reduced the efficiency of administrative and service processes. Such conditions may lower motivation, delay completion of assignments, and diminish the quality of services received by the public. Local observations indicated that performance obstacles appeared through unequal workloads, slow administrative coordination, and insufficient facilities to support program implementation. Employees exposed to uncomfortable workplaces and disproportionate duties are more likely to experience fatigue, declining enthusiasm, reduced initiative, and inconsistency in completing tasks. This study therefore directs problem solving toward improving workspace conditions, strengthening communication across units, allocating duties more proportionally, and increasing motivational support through acknowledgment, career opportunities, and greater leadership attention.

These difficulties may impair not only individual work outcomes but also the effectiveness of health services and the attainment of health-development targets throughout Sidenreng Rappang Regency. The Health Office has a strategic responsibility for advancing community health through numerous programs, including efforts to reduce maternal and infant mortality and reinforce basic health services. Fulfilling that responsibility requires employees who perform optimally. Employee performance consequently becomes an essential indicator for evaluating how successfully the institution carries out its mandated duties and functions. On this basis, the study was designed to examine the influence of workplace conditions and work motivation on employee performance at the Health Office of Sidenreng Rappang Regency.

The findings are expected to provide practical evidence for the Sidenreng Rappang Regency Health Office when developing policies aimed at improving staff performance. The proposed approach involves two mutually supporting priorities: enhancement of both physical and non-physical workplace conditions, and reinforcement of motivation through appreciation, supportive leadership, and opportunities to build employee capacity. The study may also provide a useful basis for subsequent researchers who intend to investigate the same issues in greater depth.

RESEARCH METHOD

A quantitative method with a descriptive-analytic orientation was employed in this study. Data were obtained at a single period through a cross-sectional design to assess the relationships among the work environment, work motivation, and employee performance. Participants were eligible when they were active civil servants or government contract employees at the Health Office of Sidenreng Rappang Regency during the research period, agreed to participate, and completed the questionnaire. Employees were excluded when they were on leave, performing official duties outside the office, absent during data collection, or submitted questionnaires with incomplete responses.

The research took place at the Health Office of Sidenreng Rappang Regency between February and April 2026. Its participants were employees serving in the institution as civil servants or government contract personnel. All 84 civil servants and government contract employees assigned to the Sidenreng Rappang Regency Health Office constituted the study population. Because the population size was manageable, total sampling was selected, and every individual in the population was included as a respondent.

Primary information was collected directly from participants through structured questionnaire-based interviews. A Likert-scale instrument was prepared to capture respondents' assessments of workplace conditions, motivation, and employee performance. Before it was administered to the principal sample, the questionnaire underwent a content review as well as validity and reliability testing among individuals with comparable characteristics outside the study group. Only statements that fulfilled the required validity and reliability standards were used in the final data-collection process.

Supporting secondary information was drawn from documents, reports, digital media, books, surveys, and observations in the field. These materials were used to reinforce the study background and assist in interpreting the empirical results. Data analysis consisted of univariate, bivariate, and multivariable stages. Associations between the work environment, work motivation, and employee performance were initially tested with Chi-square analysis. Binary logistic regression was subsequently applied to estimate the separate contribution of each predictor and determine which variable had the strongest statistical contribution in the final model. A p-value below 0.05 was regarded as statistically significant.

RESULTS AND DISCUSSION

Results

Respondent Characteristics

Table 1 presents the respondents' distribution by age, gender, and residential location.

Table 1. Distribution of Respondent Characteristics Based on Age, Gender, and Address at the Health Office of Sidenreng Rappang Regency in 2026

Characteristic	n	%
Age		
28–39 years	38	45.2
40–49 years	37	44.0
50–59 years	9	10.7
Gender		
Male	23	27.4
Female	61	72.6
Address		
Pangkajene	56	66.7
Rappang	16	19.0
Kadidi	4	4.8
Baranti	8	9.5

Source: Primary Data, 2026

As displayed in Table 1, respondents aged 28–39 years accounted for 45.2%, those aged 40–49 years for 44.0%, and those aged 50–59 years for 10.7%. The employees were therefore concentrated in the two younger categories, although this study did not compare performance across age groups.

Female employees represented 72.6% of the respondents, compared with 27.4% for male employees. These percentages indicate only the gender composition of the sample and cannot be taken as evidence of performance differences because no gender-based analysis was performed.

Pangkajene was the residence of most respondents (66.7%), followed by Rappang (19.0%), Baranti (9.5%), and Kadidi (4.8%). Place of residence was included solely as a descriptive variable, and its association with punctuality or work performance was not examined.

Univariate Analysis Results

Table 2. Frequency Distribution of the Work Environment Variable at the Health Office of Sidenreng Rappang Regency

Category	n	%
Poor	38	45.2
Good	46	54.8
Total	84	100.0

Source: Primary Data, 2026

Table 2 indicates that 46 respondents (54.8%) assessed their work environment as good, whereas 38 respondents (45.2%) were classified in the poor work-environment category.

Table 3. Frequency Distribution of the Work Motivation Variable at the Health Office of Sidenreng Rappang Regency

Category	n	%
Poor	40	47.6
Good	44	52.4
Total	84	100.0

Source: Primary Data, 2026

The distribution in Table 3 shows that 44 respondents (52.4%) had good work motivation, while 40 respondents (47.6%) belonged to the poor-motivation category.

Table 4. Frequency Distribution of the Employee Performance Variable at the Health Office of Sidenreng Rappang Regency

Category	n	%
Poor	38	45.2
Good	46	54.8
Total	84	100.0

Source: Primary Data, 2026

According to Table 4, good employee performance was recorded for 46 respondents (54.8%), whereas the remaining 38 respondents (45.2%) were categorized as having poor performance.

Bivariate Analysis Results

The Association Between the Work Environment and Employee Performance at the Health Office of Sidenreng Rappang Regency

Table 5. Work Environment and Employee Performance at the Health Office of Sidenreng Rappang Regency

Work Environment	Poor Performance, n (%)	Good Performance, n (%)	Total, n (%)
Poor	26 (68.4)	12 (31.6)	38 (100.0)
Good	12 (26.1)	34 (73.9)	46 (100.0)
Total	38 (45.2)	46 (54.8)	84 (100.0)

Source: Primary Data, 2026

Table 5 demonstrates that, among employees who considered their work environment poor, 68.4% displayed poor performance and 31.6% displayed good performance. Among those rating the environment as good, poor and good performance were found in 26.1% and 73.9%, respectively. Chi-square analysis confirmed a statistically significant relationship between workplace conditions and employee performance ($p < 0.001$).

The Association Between Work Motivation and Employee Performance at the Health Office of Sidenreng Rappang Regency

Table 6. Work Motivation and Employee Performance at the Health Office of Sidenreng Rappang Regency

Work Environment	Poor Performance, n (%)	Good Performance, n (%)	Total, n (%)
Poor	24 (60.0)	16 (40.0)	40 (100.0)
Good	14 (31.8)	30 (68.2)	44 (100.0)
Total	38 (45.2)	46 (54.8)	84 (100.0)

Source: Primary Data, 2026

As reported in Table 6, 60.0% of respondents with poor work motivation had poor performance and 40.0% had good performance. For respondents with good motivation, 31.8% showed poor performance, whereas 68.2% showed good performance. The Chi-square result demonstrated a statistically significant association between work motivation and employee performance ($p = 0.009$).

Multivariate Analysis Results

Logistic Regression Test

Table 7. Logistic Regression Test Results for the Associations of Work Environment and Work Motivation with Employee Performance at the Health Office of Sidenreng Rappang Regency

Variable	Wald	p-value	OR	95% CI
Work Environment	13.927	<0.001	0.142	0.051–0.396
Work Motivation	6.741	0.009	0.258	0.093–0.717

Source: Primary Data, 2026

The logistic regression results in Table 7 indicate that both independent variables retained statistical significance because neither 95% confidence interval crossed 1. The odds ratio was 0.142 for the work environment (95% CI: 0.051–0.396; $p < 0.001$) and 0.258 for work motivation (95% CI: 0.093–0.717; $p = 0.009$). Under the coding scheme used in the analysis, values below 1 mean that employees in the less favorable category had lower odds of achieving good performance than those assigned to the reference category.

The Wald value for the work environment (13.927) exceeded the corresponding value for work motivation (6.741), showing that it made the largest statistical contribution to the regression model. This conclusion is also reflected in its lower p-value and a confidence interval situated completely below 1. The work environment was therefore regarded as the dominant predictor of performance in the study sample.

Discussion

The Association Between the Work Environment and Employee Performance at the Health Office of Sidenreng Rappang Regency

A statistically meaningful relationship was found between workplace conditions and employee performance. Good performance occurred more often among respondents who described their work environment positively, whereas poor performance was more frequent among those experiencing unfavorable conditions. Because the data were gathered through a cross-sectional design, the result represents an association and should not be interpreted as direct evidence of causality.

Field findings indicated that several shortcomings in the Sidenreng Rappang Regency Health Office continued to affect staff comfort and work outcomes. Employees described some work areas as excessively warm because ventilation was inadequate and air conditioners were not functioning effectively. Illumination in a number of rooms was also insufficient and interfered with comfortable task completion. Moreover, cramped room layouts and chairs without ergonomic support caused employees to become fatigued more quickly during extended periods of work.

Interpersonal conditions in the workplace were likewise not entirely supportive. Although relationships were relatively close in some units, employees still displayed uncooperative behavior, including reluctance to assist colleagues, limited willingness to compromise, and ineffective communication. Certain staff members were also perceived as being unreceptive to feedback, a situation that could generate tension and obstruct work performance. The logistic model additionally indicated that the statistical contribution of the work environment was greater than that of motivation. Workplace conditions were therefore identified as the strongest predictor of employee performance in this sample. A safe and comfortable setting, combined with constructive relationships and effective communication, can enhance morale, well-being, and productivity when employees perform health-service responsibilities.

The findings may be interpreted using Sedarmayanti's conceptualization of the work environment. Sedarmayanti, as referenced by Rennie et al. (2024), defines the work environment as the conditions surrounding employees that can foster safety, comfort, and enthusiasm and thereby contribute to stronger motivation and performance. Within this perspective, a high-quality workplace includes adequate facilities, orderly spatial arrangements, harmonious social interaction, and effective communication between employees (Rennie et al., 2024).

The relationship between workplace conditions and employee performance comprises physical and non-physical dimensions. Physical features include illumination, ventilation, cleanliness, and the arrangement of work equipment. When these conditions are adequate and comfortable, employees can concentrate more effectively, experience less fatigue, and complete responsibilities to a higher standard (Santosa et al., 2023). Conversely, the poor ventilation, weak lighting, and restricted room layouts identified at the Sidenreng Rappang Regency Health Office may interfere with concentration and lower productivity.

These results correspond with Widyastuti and Indiyati (2021), who reported that

both the physical and non-physical work environment significantly influenced employee performance. Workplace conditions that are comfortable, secure, and conducive can increase enthusiasm and motivation in carrying out assigned duties and consequently improve overall performance (Widyastuti & Indiyati, 2021). Wahyuni et al. (2023) similarly found significant effects of motivation and work environment on employee performance. More recently, Wahyuni and Dewi (2024) explained that workplace conditions may shape employee outcomes through motivational processes, because physical comfort and social support can intensify the internal desire to perform well.

The present findings differ to some extent from those of Kemie and Prasetyo (2025), who reported that workplace conditions contributed only 15.7% to improved employee performance and therefore had a comparatively limited effect. Sapriyanto (2023) found that the work environment accounted for 35.9% of performance variation, suggesting that leadership, competence, discipline, and other determinants played a larger role. Such variation across studies shows that the importance of workplace conditions depends on organizational context. In a public health office, administrative work, program coordination, and community-service responsibilities rely heavily on communication, adequate workspaces, and interpersonal cooperation. The work environment may consequently exert a stronger influence there than in organizations operating under different systems.

The evidence obtained in this study shows that adequate facilities, appropriate illumination, effective ventilation, ergonomic equipment, and a pleasant atmosphere are important for strengthening staff morale and productivity. Supportive conditions provide employees with physical and psychological ease, helping them remain focused, disciplined, and effective while performing public health duties. Harmonious relationships, clear communication, and assistance from leaders likewise contribute to a comfortable atmosphere and better performance. The study extends existing evidence by demonstrating that, within a local government health agency, non-physical elements such as coordination, communication, and balanced workloads are no less important than the provision of physical facilities.

The Association Between Work Motivation and Employee Performance at the Health Office of Sidenreng Rappang Regency

A significant statistical relationship was also observed between work motivation and employee performance. Respondents reporting good motivation achieved good performance more frequently than those with lower motivation. Similar to the finding for the work environment, this result describes an association rather than causation because the study used a cross-sectional design.

Employees with stronger work motivation generally demonstrated better performance than employees whose motivation was weak. This pattern suggests that greater motivation is accompanied by improved execution of duties and responsibilities. Highly motivated staff are typically more disciplined, accountable, and enthusiastic when completing their work.

Field observations suggested that employee motivation at the Sidenreng Rappang

Regency Health Office had not yet reached an optimal level. Reduced enthusiasm was visible among some employees, particularly when they faced uncomfortable working conditions and unequal task burdens. Several employees explained that demanding workloads combined with inadequate workplace support produced fatigue and subsequently affected their performance.

Low motivation among some staff members appeared through minimal initiative, dependence on instructions, and insufficient drive to achieve optimal results. These behaviors occurred alongside work quality and effectiveness that still fell short of several organizational targets. By comparison, well-motivated employees behaved more actively, responsibly, and consistently. They were more willing to work independently, sustain enthusiasm, and pursue satisfactory outcomes. These field observations are consistent with the statistical evidence linking motivation to employee performance.

In the logistic regression analysis, work motivation continued to be a statistically significant predictor of employee performance. Its contribution, however, was lower than that of the work environment, and it was consequently not the most influential predictor in the final model. Even so, employee motivation remains an important managerial concern because it supports enthusiasm, accountability, and productivity in the delivery of health services.

The study findings can also be understood through theories of work motivation that focus on satisfying employee needs and promoting both intrinsic and extrinsic sources of motivation. In organizations, motivation is likely to develop when staff experience security, constructive relationships, recognition, competence, autonomy, and opportunities to improve themselves (Deci et al., 2017; Gagné et al., 2015; Van den Broeck et al., 2016).

Motivation among employees of the Sidenreng Rappang Regency Health Office is likely to increase when essential work-related needs are fulfilled through equitable compensation, employment security, positive relationships with colleagues and supervisors, recognition for achievement, and access to training or career advancement. These forms of support encourage greater initiative, responsibility, and commitment in completing health-service assignments.

Strengthening work motivation therefore requires two complementary efforts. The first is to minimize dissatisfaction by improving working conditions, organizational policies, and perceptions of fairness; the second is to encourage positive motivation through achievement, recognition, responsibility, and personal development. The indicators applied in this study encompass physiological needs, occupational security, social relationships, recognition, and self-actualization, so improvement requires balanced attention to each dimension. This interpretation accords with Solikah Maratus et al. (2025), who reported that strong work motivation significantly raises employee enthusiasm, responsibility, and productivity in pursuing organizational objectives.

The findings support the results of Yanti et al. (2021), who identified a significant effect of work motivation on employee performance. Strong motivation can improve enthusiasm, discipline, and responsibility in carrying out assignments and thereby enhance work outcomes directly (Yanti et al., 2021). Irawan et al. (2024) similarly argued

that motivation has an important role in improving employee performance because it stimulates work enthusiasm, productivity, and the quality of task execution. Additional support comes from Humaira (2022), whose research at the Health Office of Bireuen Regency found that motivation contributed 31.07% to employee performance, indicating its important function in government health organizations.

The study does not entirely agree with Solikah Maratus et al. (2025), who concluded that motivation had no significant direct effect on performance and that outcomes were influenced more strongly by job satisfaction, discipline, or organizational commitment. Rulianti and Nurpibadi (2023) also demonstrated that the motivation-performance relationship is not uniform because career development and workplace conditions may either strengthen or weaken it. Anugrah et al. (2025) further suggested that motivation and the work environment should be managed together because the two factors can jointly shape employee performance. Motivation should consequently not be addressed in isolation, but supported through equitable policies, sufficient facilities, and leadership practices that create a conducive setting.

Recognition, leadership support, employment security, and opportunities for growth can sustain strong motivation and, in turn, reinforce responsibility, discipline, initiative, and commitment. More broadly, these findings are pertinent to decentralized public health agencies facing limited resources, personnel shortages, and intensive coordination requirements. Programs intended to improve performance should combine ergonomic and facility upgrades with supportive communication, fair task allocation, recognition mechanisms, and ongoing capacity development. Recent studies likewise recommend managing environmental and motivational determinants as an integrated package rather than as separate interventions (Wahyuni et al., 2023; Wahyuni & Dewi, 2024; Anugrah et al., 2025). The key contribution of this research is the joint analysis of physical and non-physical workplace conditions and motivation among the complete workforce of a local government health office, as well as the identification of the work environment as the dominant variable in the multivariable model. The resulting context-specific evidence may be applicable to comparable public health institutions in Indonesia and other decentralized health systems.

CONCLUSION

The study establishes that workplace conditions and work motivation were both significantly related to employee performance at the Health Office of Sidenreng Rappang Regency. Among the variables included in the logistic regression model, the work environment provided the strongest statistical contribution. Performance in public health agencies depends not only on personal motivation but also on physical comfort, sufficient facilities, harmonious relationships, efficient communication, and equitable allocation of workloads. The Health Office should therefore give priority to practical improvements in workspace conditions while also expanding recognition, supportive supervision, fair workload management, and employee capacity-building opportunities. Since this cross-sectional investigation involved only one institution, multicenter studies or longitudinal research are required to examine whether the findings apply more broadly and to clarify

the temporal direction of the observed relationships.

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