

Employee Performance in Public Service: Effects of Leadership, Work Environment, and Motivation

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Abstract

This study aims to analyze the influence of leadership style, work environment, and work motivation on employee performance at the Department of Population and Civil Registration of Bogor Regency and to examine differences between civil servants (ASN) and non-civil servants (non-ASN). This research contributes to the understanding of factors affecting employee performance within public sector organizations. A quantitative approach with an associative-causal and cross-sectional design was employed. Data were collected from employees through questionnaires, supported by observation and interviews, and analyzed using descriptive and inferential statistical techniques. The findings indicate that leadership style, work environment, and work motivation positively influence employee performance, both individually and collectively. Among these factors, the work environment was identified as the most influential determinant of employee performance. The study also reveals variations in the influence of these factors between ASN and Non-ASN employees, reflecting differences in organizational and employment characteristics. These findings highlight the importance of creating a supportive work environment, implementing effective leadership practices, and fostering employee motivation to enhance organizational performance and public service quality. The study provides practical implications for public sector managers in designing strategies to improve employee performance and organizational effectiveness.

Keywords:

Leadership Style; Work Environment; Work Motivation; Employee Performance; Public Sector Organization.

1. INTRODUCTION

In recent years, public sector organizations have faced increasing pressure to improve service quality, accountability, and organizational effectiveness due to bureaucratic reforms and accelerating digital transformation. Governments are expected to deliver more efficient, transparent, citizen-centered, and responsive public services. These changes require public institutions to adopt digital technologies, improve administrative efficiency, and strengthen leadership to support innovation and organizational adaptability. Consequently, enhancing employee performance has become a strategic priority to ensure the successful implementation of public sector reforms and the achievement of organizational objectives (Eren & Duman, 2025; Ferreira & Santos, 2025; Kayyali, 2025; Nurullah et al., 2026).

In this context, human resources represent the most valuable strategic asset in public organizations, as the success of bureaucratic reforms and digital transformation largely depends on employees' capabilities and contributions. Therefore, effective human resource management is essential for achieving organizational goals efficiently, productively, and sustainably (Wijaya et al., 2023). In both public and private sector organizations, employee performance is a key factor determining the organization's competitiveness, service quality, and the effectiveness of achieving institutional goals. The importance of human resource development is increasing in

line with technological advancements, the dynamics of the organizational environment, and the increasing demands for efficiency and productivity (Syarip et al., 2024). In the context of public sector organizations, improving the quality of human resources is a key element in realizing good governance and the provision of quality public services.

In government institutions, employee performance is closely linked to the implementation of good governance principles and the quality of public services provided to the public. Public sector organizations are required to provide professional, responsive, transparent, and accountable services. Therefore, improving employee performance is a strategic issue that requires ongoing attention. Employee performance reflects an individual's ability to achieve organizational goals through effective and efficient work execution, demonstrated through initiative, cooperation, responsibility, and achievement of established work targets (Aldi et al., 2024). Optimal employee performance contributes not only to increased organizational operational efficiency but also to the overall quality of public services. Various factors have been identified as determinants of employee performance, including leadership style, work environment, and work motivation.

Leadership style has a significant role in directing employee behavior, increasing communication effectiveness, and encouraging collaboration within the organization. Effective leadership can help employees understand organizational goals, increase work engagement, and encourage higher productivity. Recent studies in public sector organizations indicate that transformational and participative leadership enhance employee commitment, innovation, and job performance by fostering supportive organizational climates and strengthening employee engagement during organizational change (Hasmin et al., 2024; Nurullah et al., 2026). A number of previous studies show that leadership style has a positive and significant effect on employee performance (Mahdalena & Hamid, 2024; Supandi, 2023). In the context of public organizations, leadership style has also been proven to make a significant contribution to increasing organizational effectiveness and apparatus performance (Juniarti & Batubara, 2022).

Apart from leadership style, the work environment is also an important factor that influences employee performance. A conducive work environment is able to create comfort in working so that it supports the implementation of tasks effectively and efficiently. In public institutions, a supportive physical and psychosocial work environment has been found to improve employee productivity, organizational commitment, and the quality of public service delivery (Pribadi, 2021; Sukma et al., 2024). On the other hand, inadequate work environment conditions, limited work facilities, and an unsupportive work atmosphere have the potential to reduce concentration, increase work stress levels, and hinder employee productivity (Shobirin & Siharis, 2022). Previous research results show that the work environment has a significant effect on increasing employee performance and loyalty (Firdaus & Pasaribu, 2023; Sukma et al., 2024). Although most research shows that the work environment has a positive effect on employee performance, Kustiawan et al (2020) found that the work environment has no direct effect on employee performance. This research shows that the work environment influences performance indirectly through job satisfaction as a mediating variable. These findings indicate that the relationship between the work environment and employee performance may differ depending on organizational characteristics, work conditions, and the intervening variables involved. Therefore, the influence of the work environment on performance still needs to be studied further in various organizational contexts. These differences in findings indicate that there is a research gap that still needs to be studied further, especially in public sector organizations which have different bureaucratic characteristics and work systems compared to private sector organizations.

Another factor that influences employee performance is work motivation. Employee motivation is recognized as a critical determinant of employee performance in public organizations because motivated employees tend to demonstrate higher responsibility, commitment, and service orientation (Mardiana et al., 2023; Vo et al., 2022). Work motivation is encouragement that comes from internal and external factors that influence individual behavior, enthusiasm and commitment in achieving organizational goals. Internal factors include needs, interests, personal satisfaction, and desire to develop, while external factors include rewards, feedback, job characteristics, and a supportive work environment (Bernd et al., 2022; Vo et al., 2022). Employees who have a high level of work motivation tend to show better productivity, creativity and work responsibility than employees with a low level of motivation. Various previous studies have identified work motivation as a variable that has a significant influence on employee performance (Mardiana et al., 2023; Shobirin & Siharis, 2022). Therefore, organizations need to develop strategies that are able to maintain and increase employee motivation through providing rewards, career development opportunities, and implementing supportive leadership practices.

The relationship between leadership style, work environment, work motivation and employee performance has been widely researched in various organizational contexts. Research by Shobirin & Siharis (2022) shows that leadership, work environment, compensation and work motivation have a significant effect on employee performance. In line with these findings, Syuhada (2023) found that leadership style, work environment, and work motivation have a positive and significant relationship with employee performance. However, most previous research still focuses on private sector organizations or certain government agencies, so research that specifically examines the influence of these three variables on public service agencies in the field of population administration is still relatively limited. In addition, the inconsistency of research results

regarding the influence of the work environment on employee performance indicates the need for further research to obtain a more comprehensive understanding.

This research focuses on the Bogor Regency Population and Civil Registration Service as a government agency that has duties and functions in providing administrative services. Based on this phenomenon, this study aims to analyze the influence of leadership style, work environment, and work motivation on employee performance at the Population and Civil Registration Office of Bogor Regency. Specifically, this study aims to examine the influence of each variable, both partially and simultaneously, on the performance of civil servants (ASN) and non-ASN employees. Furthermore, this study aims to identify differences in leadership style, work environment, work motivation, and employee performance based on employment status.

Theoretically, this study is expected to contribute to the development of human resource management literature, particularly regarding factors influencing employee performance in public sector organizations. Furthermore, this study is expected to enrich the empirical evidence regarding the influence of leadership style, work environment, and work motivation on employee performance in the context of public service agencies. Practically, the results of this study are expected to provide a basis for consideration for government agencies in formulating policies related to improving leadership quality, improving the work environment, and strengthening work motivation to enhance organizational performance and the quality of public services.

This article is organized into several sections. The methodology section explains the research design, population and sample, data collection techniques, and the analytical methods used. The results and discussion section presents the research findings along with their theoretical and empirical interpretations. The conclusion section then summarizes the research findings, implications, and recommendations for further research and organizational management practices.

2. RESEARCH METHOD

This study used a quantitative approach with a causal-associative and cross-sectional research design to analyze the influence of leadership style, work environment, and work motivation on employee performance at the Population and Civil Registration Office of Bogor Regency. The quantitative approach was chosen because it allows for objective measurement of relationships between variables through statistical analysis. This study employed a cross-sectional design, meaning data collection was conducted over a specific time period, thus accurately depicting the condition of the research variables at the time of the study.

The study was conducted from September 2024 to January 2025 at the Population and Civil Registration Office of Bogor Regency. The study population included all civil servants (ASN) and non-ASN employees, totaling 138. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in a sample of 103 respondents. The sampling technique used was proportional stratified random sampling to ensure proportional representation of each employee group. The study sample consisted of 31 civil servants and 72 non-ASN employees.

Data collection was conducted through questionnaires, observation, interviews, and literature review. A closed-ended questionnaire served as the primary research instrument and was distributed online via Google Forms. Respondent responses were measured using a five-point Likert scale, with a score ranging from 1 (strongly disagree) to 5 (strongly agree). Observations and interviews were conducted to obtain supporting information regarding organizational conditions and the implementation of employee duties and functions.

This study involved four variables: leadership style (X_1), work environment (X_2), work motivation (X_3), and employee performance (Y). The leadership style variable was measured using indicators proposed by Kartono in Paramita (2017), which include decision-making ability, motivation ability, communication ability, ability to control subordinates, responsibility, and emotional control (Puan Maharani & William, 2021). The work environment variable was measured using indicators developed by Budiasa (2021), including work atmosphere, relationships between coworkers, and availability of work facilities. The work motivation variable was measured using Hasibuan's indicators in Silaen et al. (2021), which includes physiological needs, safety needs, social needs, esteem needs, and self-actualization needs (Mardiana et al., 2023). Employee performance variables were measured using indicators proposed by Bangun in Asnawi (2019), namely work quantity, work quality, punctuality, attendance, and the ability to work together (Mardiana et al., 2023).

Before data analysis, the research instrument was tested for validity and reliability to ensure measurement accuracy and consistency. Validity was tested using the Pearson Product Moment correlation. Questionnaire items were considered valid when the Pearson correlation coefficient exceeded the critical r -table value at $\alpha = 0.05$, while internal consistency reliability was evaluated using Cronbach's Alpha. Following the recommendations of Hair et al (2022), a Cronbach's Alpha coefficient of 0.70 or higher indicates acceptable reliability. All data processing and analysis were conducted using IBM SPSS Statistics version 26 software.

Classical assumption testing was conducted before hypothesis testing to ensure the adequacy of the regression model used. Classical assumption testing included normality, multicollinearity, and heteroscedasticity testing. Normality testing was performed using the Kolmogorov-Smirnov Test. Multicollinearity testing was conducted by observing the Tolerance and Variance Inflation Factor (VIF) values. A model was declared free of multicollinearity if the Tolerance value was >0.10 and the VIF <10 . Furthermore,

heteroscedasticity testing was performed using residual scatterplot analysis to identify data distribution patterns.

Data analysis was conducted using descriptive statistics, Pearson correlation analysis, and multiple linear regression analysis. Hypothesis testing was conducted using partial (t-test) and simultaneous (F-test) tests with a significance level of 5%. Furthermore, this study employed independent samples t-tests to analyze differences in perceptions regarding leadership style, work environment, work motivation, and employee performance between the civil servant (ASN) and non-ASN groups.

This study was conducted in accordance with ethical research principles. All respondents participated voluntarily after receiving an explanation of the study's objectives and procedures. Respondents' identities were strictly maintained, and all data collected was used solely for academic and research purposes.

Despite its systematic design, this study has several limitations. First, the research was only conducted at the Population and Civil Registration Service of Bogor Regency so that the research results have limitations in terms of generalization to government agencies. However, efforts to minimize these limitations were made through the application of proportional stratified random sampling techniques and data triangulation by utilizing the results of observations and interviews as supporting sources of information.

3. RESULTS AND DISCUSSION

3.1. Result

This research was conducted on employees of the Bogor Regency Population and Civil Registration Office through an online questionnaire distributed using Google Forms. Of the 107 questionnaires collected, 103 were deemed eligible and used in the analysis. Respondent characteristics were analyzed based on employment status, gender, formal education level, and age to describe the profile of the human resources being studied.

Table 1. Respondent Characteristics

Characteristics	Category	Amount	Percentage (%)
Employee Status	ASN	31	30
	Non ASN	72	70
Gender	Man	57	55
	Woman	46	45
Formal Education Level	≤ Junior High School	1	1
	High School/Equivalent	44	43
	D1 to S1	48	46
	≥ S2	10	10
Age	≤ 35 years	44	43
	36 to 50 years old	34	33
	≥ 51 years	25	24

Source: Processed primary data, 2025

Based on Table 1, respondents were predominantly non-civil servants (70%), while civil servants (30%) comprised 30% of the respondents. This indicates that the provision of public services in the agency is supported by collaboration between civil servants and non-civil servants, who possess diverse characteristics and work experience. In terms of gender, the respondent composition was relatively balanced between men (55%) and women (45%), reflecting fairly equal participation in the workplace.

In terms of formal education level, the majority of respondents had a Diploma 1–Bachelor's degree (46%) and a High School/equivalent (43%), while 10% had a Master's degree or higher. This indicates that the organization is supported by human resources with adequate levels of education to support the implementation of tasks and public services. In terms of age, the majority of respondents were in the productive age group, namely 35 years and under (43%) and 36–50 years (33%), while 24% were 51 years and older. This composition indicates a combination of employees who are adaptable to change and those with more mature work experience.

Overall, the characteristics of the respondents reflect the diversity of human resources in terms of employment status, gender, education, and age. This diversity is an important factor in understanding employee perceptions and behaviors regarding the variables examined in this study.

3.1.1. Validity Test

Table 2. Validity Test Results

Variables	Statement	r-table	r-count	Criteria
Leadership Style (X1)	1	0,1918	0,726	Valid
	2	0,1918	0,620	Valid
	3	0,1918	0,735	Valid
	4	0,1918	0,667	Valid
	5	0,1918	0,796	Valid
	6	0,1918	0,848	Valid
Work Environment (X2)	1	0,1918	0,808	Valid
	2	0,1918	0,697	Valid
	3	0,1918	0,730	Valid
	4	0,1918	0,623	Valid
	5	0,1918	0,831	Valid
	6	0,1918	0,828	Valid
Work Motivation (X3)	1	0,1918	0,752	Valid
	2	0,1918	0,448	Valid
	3	0,1918	0,806	Valid
	4	0,1918	0,765	Valid
	5	0,1918	0,743	Valid
	6	0,1918	0,415	Valid
Employee Performance (Y)	1	0,1918	0,798	Valid
	2	0,1918	0,708	Valid
	3	0,1918	0,742	Valid
	4	0,1918	0,640	Valid
	5	0,1918	0,841	Valid
	6	0,1918	0,836	Valid

Source: processed data, 2025

Based on the validity test results in Table 2, all statement items in the variables of leadership style, work environment, work motivation, and employee performance had a calculated r-value greater than the table r-value of 0.1918. Thus, all research instruments were declared valid and suitable for use in the study.

3.1.2. Reliability Test

Table 3. Recapitulation of Reliability Test Results

Variables	Values Provisions	Cronbach's alpha value	Criteria
Leadership Style	> 0,6	0,870	Reliabel
Work environment	> 0,6	0,891	Reliabel
Work motivation	> 0,6	0,846	Reliabel
Employee Performance	> 0,6	0,889	Reliabel

Source: processed data, 2025

The reliability test results showed that all variables had a Cronbach's Alpha value greater than 0.60. The leadership style variable had a reliability value of 0.870, the work environment variable 0.891, work motivation 0.846, and employee performance 0.889. Thus, all study variables were declared reliable.

3.1.3. Normality Test

Table 4. Results of Data Normality Test Calculation Method for Variance Coefficient Values

	N	Mean	Std. Deviation	Coefficient of Variance (%)
Leadership style	103	25,42	3,987	15,68
Work environment	103	24,93	4,121	16,53
Work motivation	103	24,64	3,883	15,76
Employee performance	103	25,06	4,080	16,28
Valid N (listwise)	103			

Source: processed data, 2025

Based on the results presented in Table 4, the coefficient of variance for all research variables was below 30%. This result indicates relatively low variability in the observed data and was considered to meet the

normality criterion applied in this study. Therefore, the data were considered adequate for subsequent regression analysis.

3.1.4. Multicollinearity Test

Table 5. Multicollinearity Test Results

Model		Coefficients ^a		t	Sig.	Collinearity Statistics	
		Unstandardized Coefficients	Standardized Coefficients			Tolerance	VIF
		B	Std. Error	Beta			
1	(Constant)	-,040	,640		-,063	,950	
	leadership style	,172	,071	,168	2,436	,017	,117
	work environment	,698	,057	,706	12,146	,000	,165
	work motivation	,135	,052	,128	2,598	,011	,228

a. Dependent Variable: kinerja_pegawai

Source: processed data, 2025

The test results show that all independent variables have a tolerance value > 0.10 and a VIF value < 10. This indicates that the regression model does not experience multicollinearity.

3.1.5. Heteroscedasticity Test

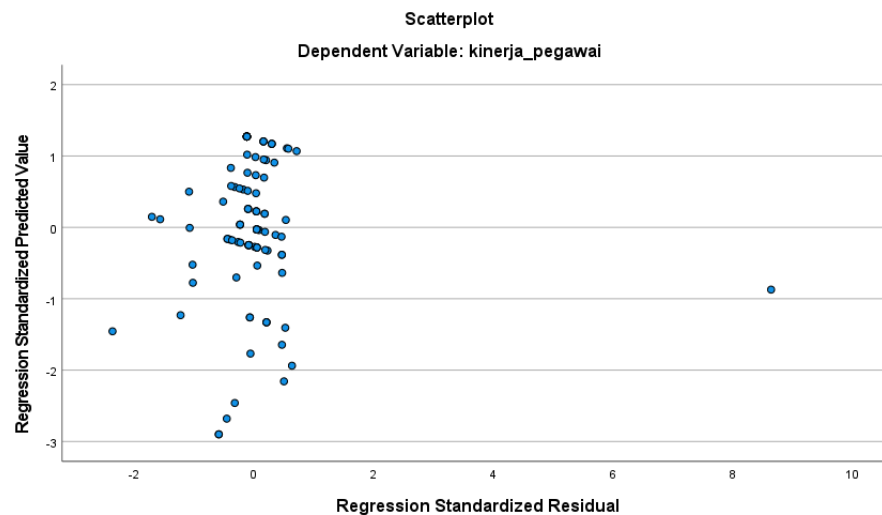


Figure 1. Scatterplot of Heteroscedasticity Test Results
(Source: processed data, 2025)

Based on the scatterplot results, the points are randomly distributed and do not form a specific pattern. Thus, the regression model is declared free of heteroscedasticity.

3.1.6. Correlation Analysis

Table 6. Correlation Analysis Results

		Pearson Correlation	Work environment	Work motivation	Employee Performance
Leadership Style	Pearson Correlation	1	,913**	,877**	,924**
	Sig. (2-tailed)		,000	,000	,000
	N	103	103	103	103
Work Environment	Pearson Correlation	,913**	1	,821**	,964**
	Sig. (2-tailed)	,000		,000	,000
	N	103	103	103	103
Work Motivation	Pearson Correlation	,877**	,821**	1	,855**
	Sig. (2-tailed)	,000	,000		,000
	N	103	103	103	103

Employee Performance	Pearson Correlation	,924**	,964**	,855**	1
	Sig. (2-tailed)	,000	,000	,000	
	N	103	103	103	103

Source: processed data, 2025

Based on the results of the correlation analysis in Table 6, all research variables have a positive and significant relationship with employee performance, indicated by a significance value of 0.000 (<0.05). All correlation coefficients are in the range of 0.80–1.00, thus categorized as a very strong relationship. Leadership style has a correlation coefficient of 0.924, work environment of 0.964, and work motivation of 0.855 on employee performance. These results indicate that improvements in leadership style, work environment, and work motivation are followed by improvements in employee performance, with the work environment being the variable with the strongest relationship. In addition, there is a very strong relationship between the independent variables, namely between leadership style and work environment (0.913), leadership style and work motivation (0.877), and work environment and work motivation (0.821), indicating that the three variables are interrelated in supporting improved employee performance. Overall, the work environment is the most dominant aspect and requires primary attention in efforts to improve organizational effectiveness and the quality of public services.

3.1.7. Multiple Linear Regression Analysis

Table 7. Results of Multiple Linear Regression Analysis

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	-,040	,640		-,063	,950
	leadership style	,172	,071	,168	2,436	,017
	work environment	,698	,057	,706	12,146	,001
	work motivation	,135	,052	,128	2,598	,011

a. Dependent Variable: employee performance

Source: processed data, 2025

Based on the results of the multiple linear regression analysis in Table 7, the regression equation obtained is:

$$Y = -0.040 + 0.172X_1 + 0.698X_2 + 0.135X_3,$$

Where Y represents employee performance, X_1 represents leadership style, X_2 represents work environment, and X_3 represents work motivation. The analysis results show that all independent variables have a positive and significant effect on employee performance. Leadership style has a positive effect with a coefficient of 0.172 ($p = 0.017$), work environment has the largest coefficient of 0.698 ($p = 0.001$), and work motivation has a coefficient of 0.135 ($p = 0.011$). These findings indicate that improvements in leadership style, work environment, and work motivation will be followed by improvements in employee performance.

Based on the Standardized Beta value, the work environment is the variable that has the most dominant influence on employee performance ($\beta = 0.706$), followed by leadership style ($\beta = 0.168$) and work motivation ($\beta = 0.128$). Overall, the regression results show that employee performance is influenced by a combination of leadership style, work environment, and work motivation, with the work environment as the factor that provides the greatest contribution to improving employee performance at the Bogor Regency Population and Civil Registration Office.

3.1.8. Regression Analysis of ASN and Non-ASN Employees

Table 8. Results of Multiple Linear Regression Analysis for ASN Employee Performance

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	-4,124	2,815		-1,465	,153
	leadership style	,378	,132	,309	2,857	,008
	work environment	,453	,087	,503	5,224	,000
	work motivation	,330	,132	,269	2,501	,018

a. Dependent Variable: employee performance

Source: processed data, 2025

Table 9. Results of Multiple Linear Regression Analysis for Non-ASN Employee Performance

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,046	,558		,082	,935
leadership style	,136	,045	,144	2,994	,003
work environment	,784	,053	,788	14,857	,000
work motivation	,074	,035	,069	2,102	,038

a. Dependent Variable: employee performance

Source: processed data, 2025

The results of multiple linear regression analysis in the ASN and Non-ASN groups showed that leadership style, work environment, and work motivation had a positive and significant effect on employee performance ($p < 0.05$). In the ASN group, the work environment was the most dominant factor ($\beta = 0.503$; $p < 0.001$), followed by leadership style ($\beta = 0.309$; $p = 0.008$) and work motivation ($\beta = 0.269$; $p = 0.018$). Meanwhile, in the non-ASN group, the work environment was also the most dominant variable ($\beta = 0.788$; $p < 0.001$), while leadership style ($\beta = 0.144$; $p = 0.003$) and work motivation ($\beta = 0.069$; $p = 0.038$) had a smaller influence. A comparison of the two groups shows that the work environment is the most important factor determining employee performance for both ASN and non-ASN employees, but its influence is stronger in the non-ASN group. Conversely, the influence of leadership style and work motivation is relatively greater in ASN employees. These differences suggest that although general human resource policies can be applied consistently across employee groups, performance improvement strategies should be adjusted to the relative contribution of each factor within the ASN and non-ASN groups. For non-ASN employees, priority may be given to improving work facilities, workplace comfort, and interpersonal relationships, whereas for ASN employees, strengthening leadership practices and motivational mechanisms may provide additional benefits.

3.1.9. Coefficient of Determination

Tabel 10. Hasil Analisis Koefisien Determinasi

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,972 ^a	,945	,943	,971

a. Predictors: (Constant), work motivation, work environment, leadership style

Source: processed data, 2025

Based on Table 10, the R-squared value was 0.945 and the adjusted R-squared value was 0.943. These results indicate that leadership style, work environment, and work motivation simultaneously explain 94.5% of the variation in employee performance, while the remaining 5.5% is influenced by factors outside the research model.

The very high coefficient of determination indicates that the regression model has excellent ability to explain employee performance at the Bogor Regency Population and Civil Registration Office. This finding reinforces the previous analysis, which showed that leadership style, work environment, and work motivation are important factors influencing employee performance. The remaining 5.5% of variation is likely influenced by other factors, such as competence, work experience, education level, organizational culture, and reward systems, which were not analyzed in this study.

Thus, the research model has very strong explanatory power and can be used as a basis for formulating policies to improve employee performance by strengthening aspects of leadership, work environment, and work motivation.

3.1.10. t-Test (Partial)

Table 11. Results of the t-Test (t-Statistic)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-,040	,640		-,063	,950
leadership style	,172	,071	,168	2,436	,017
work environment	,698	,057	,706	12,146	,000
work motivation	,135	,052	,128	2,598	,011

a. Dependent Variable: employee performance

Source: processed data, 2025

Based on the t-test results in Table 11, all independent variables had a positive and significant effect on employee performance. Leadership style had a significant effect, with a calculated t-value of 2.436 and a significance level of 0.017 (<0.05), indicating that improving leadership quality can improve employee performance. The work environment had the most dominant influence, with a calculated t-value of 12.146 and a significance level of 0.000 (<0.05), indicating that comfortable, safe working conditions supported by facilities and good working relationships can increase employee productivity. Meanwhile, work motivation also had a positive and significant effect on employee performance, with a calculated t-value of 2.598 and a significance level of 0.011 (<0.05).

Therefore, all partial hypotheses were accepted. Among the three variables, the work environment had the strongest influence on employee performance, therefore, improving performance at the Bogor Regency Population and Civil Registration Office (Disdukcapil) needs to be prioritized through improving the work environment without neglecting aspects of leadership and work motivation.

3.1.11. F Test (Simultaneous)

Table 12. F-Test Results (F-Statistic)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1604,243	3	534,748	566,762	,000 ^b
	Residual	93,408	99	,944		
	Total	1697,650	102			

a. Dependent Variable: employee performance

b. Predictors: (Constant), work motivation, work environment, leadership style

Source: processed data, 2025

Based on Table 12, the calculated F-value was 566.762 with a significance level of 0.000 (<0.05). This value is greater than the F-table of 2.69, indicating that leadership style, work environment, and work motivation simultaneously have a positive and significant effect on employee performance. Therefore, the hypothesis that the three independent variables jointly influence employee performance is accepted. These results indicate that employee performance is not solely influenced by a single factor, but rather the result of the interaction of various organizational and individual factors. An effective leadership style, a conducive work environment, and high work motivation can collectively drive improved employee performance in carrying out their duties and responsibilities.

The very large F-value indicates that the regression model used has strong ability to explain the relationship between the independent variables and employee performance. This finding aligns with the coefficient of determination, which indicates that a significant portion of the variation in employee performance can be explained by a combination of leadership style, work environment, and work motivation.

Empirically, the results of this study confirm that improving employee performance at the Bogor Regency Population and Civil Registration Office requires an integrated approach. Efforts to improve the work environment, strengthen leadership quality, and enhance work motivation need to be implemented simultaneously to have a more optimal impact on employee performance than if only one factor were focused on one.

3.1.12. Independent Sample t-Test

Table 13. Results of the Independent Sample t-test

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
leadership style	Equal variances assumed	4,400	,038	,191	,101	,849	,164	,861	-1,543	1,872
	Equal variances not assumed			,226	85,959	,822	,164	,727	-1.280	1,609

work environment	Equal variances assumed	1,689	,197	-1,196	,101	,235	-1,056	,883	-2,809	,696
	Equal variances not assumed			-1,319	72,270	,191	-1,056	,801	-2,652	,540
work motivation	Equal variances assumed	6,339	,013	,504	,101	,616	,422	,837	-1,239	2,082
	Equal variances not assumed			,602	87,857	,549	,422	,700	-,969	1,813
employee performance	Equal variances assumed	1,640	,203	-,725	,101	,470	-,637	,878	-2,380	1,105
	Equal variances not assumed			-,809	74,276	,421	-,637	,787	-2,206	,932

Source: processed data, 2025

Based on the results of the Independent Sample t-Test in Table 13, the significance value (Sig. 2-tailed) for the leadership style variable was 0.849, the work environment was 0.235, work motivation was 0.616, and employee performance was 0.470. All significance values were greater than 0.05, indicating that there were no statistically significant differences between ASN and non-ASN employees in the four variables studied.

These results indicate that ASN and non-ASN employees have relatively similar perceptions of the leadership style applied, the perceived work environment, the level of work motivation, and the demonstrated performance. This similarity in perception indicates that the policies, work systems, and human resource management patterns implemented at the Bogor Regency Population and Civil Registration Office have been perceived relatively equally by both groups of employees.

Although the previous regression analysis showed differences in the level of influence of each variable on employee performance between the ASN and non-ASN groups, the results of this difference test indicate that these differences are not due to significant differences in perceptions of leadership style, work environment, work motivation, or employee performance. In other words, both ASN and non-ASN have relatively similar assessments of organizational conditions, but the contribution of each factor to shaping performance may differ across groups.

This finding suggests that employee status is not a factor that differentiates employee perceptions of organizational conditions and resulting performance. Therefore, performance improvement policies implemented by organizations can essentially be directed at all employees in general, although implementation strategies still need to consider the characteristics of each employee group, as demonstrated in the regression analysis results.

Overall, the results of this study indicate that ASN and non-ASN have a high degree of similarity in their views on leadership style, work environment, work motivation, and employee performance. This reflects the uniformity of work experience and organizational climate experienced by all employees within the Bogor Regency Population and Civil Registration Office.

3.2. Discussion

The results of the study indicate that leadership style, work environment, and work motivation have a positive and significant relationship with employee performance at the Bogor Regency Population and Civil Registration Office. This finding indicates that improving leadership quality, work environment conditions, and work motivation, either simultaneously or partially, can drive improved employee performance. These results align with human resource management theory, which states that employee performance is the result of the interaction between organizational and individual factors.

The correlation analysis findings indicate that all independent variables have a very strong relationship with employee performance. The work environment has the strongest relationship ($r = 0.964$), followed by leadership style ($r = 0.924$) and work motivation ($r = 0.855$). These results indicate that the work environment is the factor most closely related to improved employee performance. In the context of public service organizations, a comfortable and safe work environment, supported by adequate work facilities, and harmonious working relationships enable employees to carry out their duties more effectively and productively. This finding supports research by Firdaus & Pasaribu (2023) and Sukma et al (2024), which states that the work environment plays a crucial role in improving employee performance. This finding is also consistent with recent studies in the public sector showing that a supportive work environment, collaborative organizational culture, and organizational support significantly enhance employee performance, organizational commitment, and organizational effectiveness (Jo, 2025; Maula et al., 2026). Furthermore, supportive organizational

environments facilitate successful digital transformation by fostering employee adaptability, innovation, and administrative efficiency, thereby improving the quality of public service delivery (Cho et al., 2025; Liaskopoulou et al., 2025).

The results of multiple linear regression indicate that all three research variables have a positive and significant effect on employee performance. However, the work environment is the most dominant variable, with a regression coefficient of 0.698 and a standardized beta coefficient of 0.706. This finding indicates that improvements in the work environment contribute more substantially to employee performance than comparable improvements in leadership style or work motivation. This result is consistent with previous studies demonstrating that the work environment is the strongest predictor of employee performance because it directly enhances employees' comfort, job satisfaction, and productivity, thereby creating conditions that support higher work performance (Ingsih et al., 2021; Jufri et al., 2021). This is understandable given the service-oriented nature of work at the Civil Registration and Population Office (Disdukcapil), which requires adequate facilities, comfortable workspaces, and effective work coordination to ensure optimal public service delivery.

The positive and significant influence of leadership style on employee performance indicates that leadership remains a crucial factor in improving employee effectiveness. Leaders who provide clear direction, effective supervision, open communication, and continuous support encourage employees to perform more productively and achieve organizational objectives. This finding is consistent with previous studies showing that effective leadership enhances employee engagement, organizational commitment, and job performance by fostering trust, motivation, and supportive working relationships (Abitew, 2023; Hassan & Basit, 2024; Iddrisu & Mohammed, 2025). Furthermore, this result is in line with empirical evidence from the Indonesian public sector, where leadership style has been shown to positively and significantly improve employee performance and organizational effectiveness (Juniarti & Batubara, 2022; Mahdalena & Hamid, 2024; Supandi, 2023). These findings reinforce the important role of leadership in public sector organizations, where leaders are responsible for coordinating employees, facilitating organizational change, and ensuring the delivery of high-quality public services.

Furthermore, work motivation has also been shown to have a positive and significant impact on employee performance. These results indicate that employees with a high work drive tend to be more enthusiastic about completing their work, have a stronger commitment to the organization, and strive to achieve set work targets. These findings support research by Mardiana et al (2023) and Shobirin & Siharis (2022), which emphasized that work motivation is a crucial factor in improving employee performance.

Analysis based on employment status shows differences in the level of influence of variables on the performance of civil servants (ASN) and non-ASN employees. In both groups, the work environment remains the most dominant factor. However, the influence of the work environment on non-ASN employees ($\beta = 0.788$) is greater than that of ASN employees ($\beta = 0.503$). This finding suggests that the work environment has a relatively stronger contribution to employee performance among non-ASN employees than among ASN employees. The availability of adequate work facilities, a comfortable physical environment, harmonious interpersonal relationships, and organizational support are likely to be critical factors in enhancing the performance of non-ASN employees. This finding is consistent with previous studies suggesting that employment status shapes employees' work experiences and organizational outcomes, while the work environment remains one of the most influential determinants of employee performance across public sector organizations (Irawan et al., 2022; Lily et al., 2017; Meurer et al., 2024; Satar & Astari, 2023).

Conversely, the influence of leadership style and work motivation was relatively stronger in the ASN group than in the non-ASN group in the present study. This suggests that ASN employees may be more responsive to leadership direction, career development systems, work rewards, and motivational factors related to achievement and self-development. Previous studies conducted in public sector organizations have consistently shown that leadership style and work motivation play important roles in improving ASN employees' job satisfaction, organizational commitment, and performance (Kuntadi et al., 2023; Sitohang, 2022; Suriyadi et al., 2019). Although previous studies have not directly compared ASN and non-ASN employees, the findings of the present study indicate that employment status may shape the relative contribution of leadership style and work motivation to employee performance.

However, the results of the Independent Sample t-Test showed no significant differences between ASN and non-ASN employees in terms of leadership style, work environment, work motivation, or employee performance. This finding indicates that both groups have relatively similar perceptions of their organizational conditions. In other words, the differences found in the regression analysis reflect differences in the degree of influence of variables on performance rather than differences in perceptions between employee groups. These results indicate that the human resource management system, organizational policies, and work environment implemented at the Bogor Regency Population and Civil Registration Office (Disdukcapil) are perceived relatively equally by all employees, regardless of their employment status. This similarity in perceptions suggests that organizational policies and human resource practices are implemented with a relatively consistent approach across employee groups, supporting perceptions of fairness and consistency in the workplace.

The coefficient of determination of 94.5% indicates that the research model has a very strong ability to explain variations in employee performance. This finding indicates that leadership style, work environment, and work motivation are the primary factors influencing employee performance at the Bogor Regency

Disdukcapil. However, 5.5% of the performance variation is explained by factors outside the research model, such as competence, organizational culture, work experience, reward systems, and other individual factors not analyzed in this study.

Overall, this study reinforces previous findings regarding the importance of leadership style, work environment, and work motivation in improving employee performance. However, this study provides a more specific empirical contribution to the context of public service agencies in the field of population administration. The finding that the work environment is the most dominant factor indicates that efforts to improve employee performance at the Bogor Regency Population and Civil Registration Office (Disdukcapil) need to be prioritized through improving work conditions, providing adequate facilities and infrastructure, and creating a conducive work climate. Furthermore, strengthening leadership quality and increasing work motivation need to be carried out continuously to support the achievement of more effective, responsive, and high-quality public services. These findings also support the growing body of international literature emphasizing that effective leadership, supportive work environments, and employee motivation are fundamental drivers of organizational effectiveness and public service quality in the era of bureaucratic reform and digital transformation (Eren & Duman, 2025; Ferreira & Santos, 2025).

4. CONCLUSION

This study aims to analyze the influence of leadership style, work environment, and work motivation on employee performance at the Bogor Regency Population and Civil Registration Office and to identify differences in the influence of these variables between civil servants (ASN) and non-ASN employees. The results indicate that leadership style, work environment, and work motivation have a positive and significant effect, both partially and simultaneously, on employee performance. This finding indicates that improving leadership quality, work environment conditions, and work motivation contribute to improving employee performance in carrying out organizational duties and responsibilities.

Based on the regression analysis, the work environment is the variable with the most dominant influence on employee performance, compared to leadership style and work motivation. This finding indicates that aspects of the work environment, both physical and non-physical, play a strategic role in creating working conditions that support employee effectiveness, efficiency, and productivity. Furthermore, the correlation analysis shows that all independent variables have a very strong relationship with employee performance. The coefficient of determination value of 94.5% indicates that variations in employee performance can be substantially explained by leadership style, work environment, and work motivation, with the remainder influenced by other factors not analyzed in this study.

Analysis based on employee status indicates that leadership style, work environment, and work motivation significantly influence the performance of both ASN and non-ASN employees. However, the results of the difference test indicate no significant differences between the two groups of employees in their perceptions of leadership style, work environment, work motivation, or employee performance. These findings indicate that the implemented human resource management policies and practices have been perceived relatively equally by all employees, regardless of employment status.

Theoretically, this research contributes to the development of human resource management studies, particularly in explaining the role of organizational and individual factors in shaping employee performance in public sector agencies. Empirically, this research enriches the literature on the determinants of employee performance in public service organizations, particularly in the field of population administration and civil registration. Practically, the results of this study can serve as a basis for policymakers in formulating strategies to improve performance by strengthening leadership quality, improving the work environment, and enhancing employee motivation.

Based on the research findings, government agencies are advised to prioritize efforts to improve the work environment by providing adequate work facilities, creating a conducive work climate, and strengthening harmonious work relationships. Furthermore, continuous improvement of leadership competencies is necessary to strengthen direction, communication, supervision, and employee support. Employee work motivation should also be fostered through appropriate reward mechanisms, career and professional development opportunities, and programs that encourage achievement and self-development. These efforts are expected to support improvements in employee performance and the quality of public services. Future research is recommended to incorporate other variables such as organizational culture, competency, job satisfaction, organizational commitment, and reward systems to obtain a more comprehensive model for explaining employee performance.

This study has limitations because it was conducted in only one government agency, thus limiting the generalizability of the results. Furthermore, the use of questionnaires as the primary data collection instrument has the potential to introduce subjectivity bias in respondents. Therefore, future research is recommended to involve a broader range of organizations and utilize diverse methodological approaches to increase the validity and generalizability of the findings.

Overall, this study confirms that leadership style, work environment, and work motivation are important determinants of employee performance in public sector organizations. The finding that the work environment is the most dominant factor demonstrates the importance of creating supportive working conditions as a primary strategy for sustainably improving employee performance and the quality of public services.

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