



Employee Performance in Maluku Province: The Role of Compensation, Motivation, and Work Environment

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ABSTRACT

This research examines how compensation systems, employee motivation, and workplace conditions affect job performance among staff members at the Development Administration and Government Services Procurement Bureau within Maluku Provincial Government. The investigation employed a quantitative methodology with explanatory research design to explore causal relationships among the studied variables. A complete enumeration approach was utilized, encompassing all 47 bureau employees as research subjects. Data gathering was accomplished through structured surveys employing a validated five-point Likert measurement scale, followed by statistical analysis using multiple linear regression techniques via SPSS software with a statistical significance threshold of $\alpha = 0.05$. Research findings demonstrate that each of the three predictor variables exhibits positive and statistically significant impacts on worker performance outcomes. Compensation systems demonstrated significant influence ($t = 2.436$, $p = 0.019$), employee motivation showed significant impact ($t = 2.503$, $p = 0.016$), while workplace conditions emerged as the strongest predictor ($t = 8.032$, $p = 0.001$). These results underscore the critical importance of establishing equitable remuneration frameworks, fostering employee motivation levels, and developing supportive workplace environments to maximize civil servant productivity and enhance public service delivery effectiveness throughout Maluku Province.

INTRODUCTION

Human resource management in government organizations is a crucial factor in achieving effective public services. The performance of civil servants (ASN) greatly determines the quality of services provided to the community. In the context of regional government, particularly in the Bureau of Development Administration and Government Service Procurement of Maluku Province, improving employee performance is a top priority in order to achieve effective and efficient organizational goals. Worker productivity encompasses the outcomes accomplished by personnel or teams in an institutional setting, aligned with their designated roles and accountabilities, while striving to fulfill organizational objectives through legitimate means that comply with legal requirements and uphold moral principles. During the current period of administrative transformation, governmental bodies encounter the imperative of enhancing civil service effectiveness to deliver superior public services to citizens.

Over the past ten years, research has focused on a number of elements that affect employee performance. One element that has a big impact on employee performance is compensation. Employee performance and job motivation are significantly impacted by remuneration variables, according to research (Widodo, 2017). Equitable remuneration that matches the contributions of employees will boost motivation and promote peak performance. In order to improve employee performance, work motivation is also crucial. An internal force known as motivation propels a person to behave in order to accomplish a particular objective. Based on research, it was shown that incentive and reward variables had a beneficial effect on employee performance (Yolanda et al., 2022). Employees who are highly motivated typically perform better than those who are not.

Employee performance is influenced by the work environment in addition to incentive and pay. An effective work environment is one that is welcoming, cozy, and encouraging. According to Baribin and Saputri (2020), the work environment has a big impact on employee motivation, which in turn affects overall performance. The administration of Indonesia's Civil Servants (PNS) and Government Employees with Work Agreements (PPPK) is placing a greater emphasis on their performance, qualifications, and competences (LAN RI, 2024). This emphasizes how crucial it is to conduct research on the variables affecting worker performance in government agencies.

The objective of ASN performance evaluation is to guarantee the impartiality of civil servant advancement through a career and merit system (Harmaini et al., 2024). According to Government Regulation No. 30 of 2019 about Civil Servant Performance Appraisal, civil servant performance appraisal is conducted in accordance with the principles of objectivity, measurability, accountability, participation, and transparency. Prior studies have demonstrated a robust association between employee performance and these three independent variables. Employee morale is greatly impacted by the work environment, motivation, and communication (Ariani et al., 2022). However, there is currently a dearth of particular study on how employee performance in the Government Administration and Government Service Procurement Bureau

of Maluku Province is impacted by pay, job motivation, and work environment. The Development Administration and Government Services Procurement Bureau of the Maluku Provincial Government is a strategic work unit that manages a number of government services procurement and development administration-related tasks. Employees in this unit must perform at their best due to the complexity of their duties and obligations. Consequently, a thorough investigation of the elements that affect employee performance is required, with a focus on remuneration, motivation, and the workplace. Prioritizing results and promoting employee performance are two of the Civil Service's basic values, as stated in Law Number 5 of 2014 addressing the Civil Service (Indonesia, 2014). This emphasizes how crucial it is to work to raise employee performance in order to meet the objectives of the government agency.

Given this context, the purpose of this study is to examine how employee performance at the Bureau of Development Administration and Government Service Procurement of the Maluku Provincial Government is impacted by pay, work motivation, and work environment. It is anticipated that the findings of this study will theoretically advance the field of human resource management, especially as it relates to government agencies, and offer helpful suggestions for enhancing HRM in the Maluku Provincial Government.

LITERATURE REVIEW

Employee Performance

A key idea in human resource management, employee performance has emerged as the primary subject of numerous organizational researches. Employee performance is determined by the interplay between ability and motivation, which can be expressed as $\text{Performance} = f(\text{Ability} \times \text{Motivation})$, according to Robbins 2003 in (Wijaya, 2012). This concept highlights that a person's level of motivation and technical proficiency are both important factors in performance.

Employee performance is defined by (Arlan, 2022) as the amount and quality of work completed by an employee in carrying out their tasks in line with those that have been delegated to them. In terms of the caliber and volume of work performed, this definition places a strong emphasis on quantifiable output elements.

According to (Chairunnisah et al., 2021), performance is the degree of task completion success and the capacity to reach preset objectives. If the intended goals are successfully attained, the performance is deemed good and successful.

Compensation

Compensation is defined by Hiondardjo and Utami (2019) as any kind of remuneration or benefit those employees receive as a result of their labor. Direct financial payments in the form of salaries, wages, commissions, incentives, and bonuses make up the majority of compensation, as do indirect payments in the form of benefits like insurance and paid time off.

According to (Hiondardjo & Utami, 2019), remuneration includes all benefits offered to workers in return for their labor. High-caliber workers must be drawn to, kept by, and inspired by an efficient pay plan.

Work Motivation

According to (Manik et al., 2024), motivation is a process that describes a person's zeal, focus, and perseverance in pursuing an objective. In the context of an organization, motivation is the readiness to put forth a great deal of effort in pursuit of organizational objectives, contingent upon the effort's capacity to satisfy personal needs.

According to (Sulaiman & Nisa, 2023), motivation is a process that starts with psychological or physiological inadequacies that trigger urges or behavior directed toward objectives or rewards. Therefore, wants, urges, and objectives or rewards are all part of motivation.

Work Environment

The entirety of the equipment and supplies used, the surroundings in which an individual works, their work practices, and their work arrangements—whether in a group or individually—are all considered to be part of the work environment (Suprpto et al., 2023).

The work environment, according to (Sembiring, 2020), is everything surrounding employees that may have an impact on how well they complete their jobs. Employees will perform at their best in a positive work environment.

Relationship Between Variables

Fair compensation that is proportionate with contributions would boost employee motivation and performance, according to Adams' theory of justice (Pamungkas et al., 2025). According to research by Nugraha and Tjahjawati (2017), employee performance is positively and significantly impacted by salary. This is consistent with the anticipation theory of Vroom, which holds that people will be motivated if they think their efforts will yield the anticipated reward.

H1: Employee performance is significantly impacted by compensation.

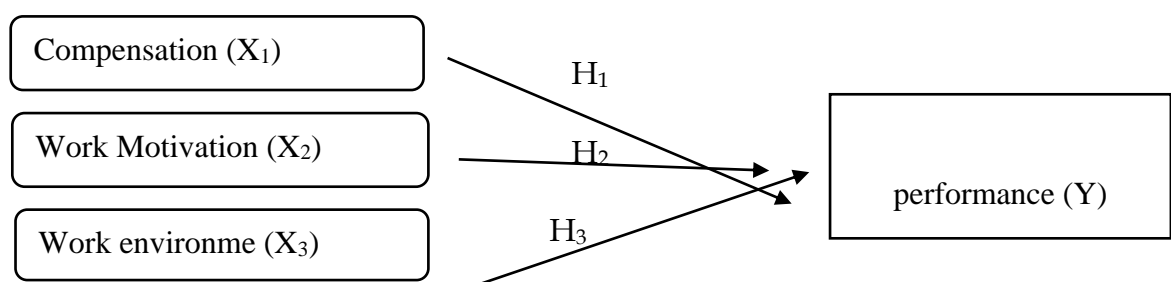
According to Herzberg's two-factor theory and Maslow's hierarchy of needs theory, people who are highly motivated at work will be more inclined to perform at their best (Mu'arif & Priyatmono, 2025). The formula $\text{Performance} = f(\text{Ability} \times \text{Motivation})$ highlights that one of the primary determinants of employee performance is motivation (Adinata, 2015).

H2: Employee Performance Is Significantly Affected by Work Motivation

According to theories derived from the Hawthorne Studies, a favorable physical and non-physical work environment will boost employee performance and satisfaction (Andriani et al., 2020). Employees can concentrate on their work and perform at their best in a comfortable setting that is created by a supportive work environment.

H3: Employee performance is significantly impacted by the work environment.

Table 1. Conceptual Framework



METHODOLOGY

In order to examine the causal relationships between pay structures, employee motivation, and working conditions and staff performance in the Development Administration and Government Services Procurement Bureau of Maluku Provincial Government, this study uses a quantitative methodology within an explanatory research framework. Given the small number of participants, the study uses a total population sampling method, encompassing all 47 employees of the Development Administration and Government Procurement Services Bureau of the Maluku Provincial Government. In order to evaluate variables such as compensation systems (Nugraha & Tjahjawati, 2017), employee motivation levels (Hamzah, 2008), workplace environment factors (Adha et al., 2019), and staff performance outcomes (Widodo, 2017), primary data was collected using structured survey instruments with a validated five-point Likert measurement scale. Prior to primary data collection, instrument validation and reliability assessments were carried out. Statistical analysis was then performed using SPSS software through multiple regression modeling to assess research hypotheses and determine the extent to which each predictor variable influences the outcome variable, using a statistical significance threshold of $\alpha = 0.05$.

RESULT AND DISCUSSION

Validity Test

Using the r table, a significance test was conducted on a sample of 47 people with a significance level of 5%, resulting in a table r of 0.287. Table r = 0.287 ($\alpha = 5\%$, $df = n-2 = 47-2 = 45$) Questions are considered valid if the calculated $r >$ table r and the r value is positive. The validity test results are listed in the table below to determine the validity of each indicator.

Table 2. Validity Test Results

Variable	Question	r-count	r-table	Significant	Description
Compensation	X1.1	0,737	0,287	0,001	validity
	X1.2	0,691	0,287	0,001	Valid
	X1.3	0,911	0,287	0,001	Valid
	X1.4	0,911	0,287	0,001	Valid
Motivation	X2.1	0,923	0,287	0,001	Valid
	X2.2	0,781	0,287	0,001	Valid
	X2.3	0,715	0,287	0,001	Valid
	X2.4	0,875	0,287	0,001	Valid
Work Environment	X3.1	0,853	0,287	0,001	Valid
	X3.2	0,824	0,287	0,001	Valid
	X3.3	0,846	0,287	0,001	Valid
	Y.1	0,604	0,287	0,001	Valid

Performance	Y.2	0,815	0,287	0,001	Valid
	Y.3	0,847	0,287	0,001	Valid
	Y.4	0,855	0,287	0,001	Valid
	Y.5	0,696	0,287	0,001	Valid

Source: Data analysis results 2025

Table 2 above shows that all calculation results $t_{hitung} - df_1 = (n-2)$, namely $47-2 = 45$, $\alpha = 5\%$ is 0.287, and the significant value is < 0.05 - greater than t_{tabel} . Therefore, every research statement is true.

Reliability Test

A reliable measurement tool is a survey instrument that functions as a measuring indicator for variables or theoretical constructs. When survey respondents' answers to questions show consistency and stability over time, the tool is considered reliable (Makbul, 2021). A theoretical construct or variable is considered to have sufficient reliability when its Cronbach's alpha coefficient is greater than 0.6. The following table displays the results of the reliability assessment.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Description
Compensation	0,829	Reliable
Motivation	0,837	Reliable
Work Environment	0.776	Reliable
Performance	0,811	Reliable

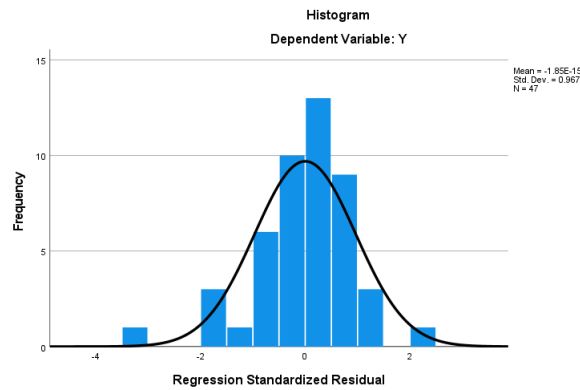
Source: Data analysis results 2025

The alpha coefficient values for the variables Compensation (X1), Work Motivation (X2), Work Environment (X3), and Performance (Y) are 0.829, 0.837, 0.776, and 0.811, respectively, indicating that the reliability test results for each variable are considered reliable, as shown in Table 3. All variables are considered reliable.

Classical Assumption Test

1. Normality Test

Finding out if the dependent and independent variables in the regression model have a normal distribution or not is the goal of the normality test. A normal or nearly normal data distribution is a sign of a good model. Data distribution is described by histograms and normality graphs, which show whether or not the data is normal.



Source: Data Analysis Results 2025
 Figure 1. Residuals are Normally Distributed

Based on the histogram visualization presented in Figure 1, it can be determined that the residual values exhibit symmetrical distribution patterns and follow a normal distribution curve. The graphical representation clearly demonstrates balanced distribution characteristics, with residual data points spreading evenly across both the right and left sides of the distribution center. This symmetrical pattern indicates that the data meets the fundamental assumption of normality required for statistical analysis. The bell-shaped curve observed in the histogram further confirms that the residuals conform to normal distribution parameters, suggesting that the regression model adequately captures the underlying data structure without systematic bias in either direction.

2. Multicollinearity Test

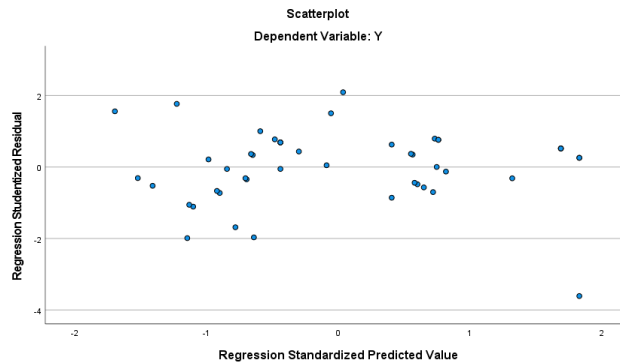
Table 4. Multicollinearity Test

Variable	Tolerance	VIF	Description
Compensation	0,891	1.122	Multicollinearity between predictor variables is absent.
Motivation	0,721	1.388	Multicollinearity between predictor variables is absent.
Work Environment	0,727	1.375	Multicollinearity between predictor variables is absent.

Source: Data analysis results 2025

The multicollinearity results in Table 4 show that the VIF values of each independent variable have a tolerance value greater than 0.10 and a VIF value less than 10. This indicates that there is no multicollinearity.

3. Test of Heteroscedasticity



Source: Data analysis results 2025

Figure 2: Heteroscedasticity Test Result

The results of the heteroscedasticity assessment, which are shown in Figure 2, show that the regression model does not exhibit heteroscedasticity. The observation that the data points are randomly distributed above and below the zero-reference line on the vertical axis and show no obvious systematic pattern leads to this conclusion. A key prerequisite for trustworthy regression analysis is that the variance of residuals is constant across all levels of predicted values, as shown by the random scatter plot pattern. The assumption of homoscedasticity is confirmed when residuals are distributed randomly without exhibiting any particular trends or clustering patterns. This result guarantees the robustness and dependability of the statistical conclusions derived from the investigation and supports the validity of the regression model.

Hypothesis Testing

1. T-Test

Within a research setting, the individual coefficient test, often known as the t-statistical test, is used to assess the extent to which each predictor variable influences the outcome variable. By adjusting for the impacts of other factors in the model, this statistical process enables researchers to analyze the distinct contribution of each explanatory variable. When the calculated t-statistic exceeds the critical t-distribution value, which is determined based on the sample size used in the study, a predictor variable is considered to exhibit a significant connection.

Additionally, when an explanatory variable's associated probability value is less than the traditional alpha threshold of 0.05, it is considered to have a statistically significant impact on the response variable. When drawing statistical conclusions, researchers are willing to accept a maximum acceptable risk of Type I error, which is represented by this threshold. Researchers can confidently draw conclusions about the correlations between variables while preserving the proper levels of statistical rigor and precision in their analytical approach thanks to the t-test framework, which offers a reliable way for evaluating hypotheses.

Table 5. T-Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.449	1.867		-1.312	.196
	X1	.173	.071	.186	2.436	.019
	X2	.241	.096	.212	2.503	.016
	X3	1.256	.156	.678	8.032	<.001

a. Dependent Variable: Y

Source: Data analysis results 2025

The findings of the t-test indicated that employee performance was positively and significantly impacted by the three independent factors. With a t-value of 2.436 and a significance level of $0.019 < 0.05$, pay (X1) demonstrates a positive and significant effect, indicating that higher employee performance is positively correlated with compensation. An increase in work motivation will significantly boost employee performance, according to Work Motivation (X2), which also has a positive and significant effect with a t-value of 2.503 and a significance level of $0.016 < 0.05$. With a t-value of 8.032 and significance of $0.001 < 0.01$, work environment (X3) exhibits the most dominant influence, demonstrating the significant influence of the work environment on enhancing employee performance. All things considered, these three elements have a favorable impact on raising employee performance, with the workplace setting having the biggest impact, followed by pay and motivation.

2. Test of Multiple Linear Regression

Table 6. Multiple Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.449	1.867		-1.312	.196
	X1	.173	.071	.186	2.436	.019
	X2	.241	.096	.212	2.503	.016
	X3	1.256	.156	.678	8.032	<.001

a. Dependent Variable: Y

Source: Data analysis results 2025

The Employee Performance value will be -2.449 when all independent variables—Compensation, Work Motivation, and Work Environment—are zero or nonexistent, according to the results of multiple linear regression testing. Employee performance at the Administrative Bureau for Development and Government Procurement Services of the Province of Maluku will be at a low or even negative level in the absence of compensation, work motivation, and a positive work environment, according to this negative constant value. As the negative constant shows that employee performance is highly dependent on the existence and appropriate implementation of compensation, high work

motivation, and a strong work environment within the organization, this highlights the significance of these three variables in influencing employee performance.

The standardized coefficient (Beta) of compensation (X1) is 0.186, while the unstandardized coefficient is 0.173. This suggests that employee performance will rise by 0.173 units for every unit increase in pay. A moderate relative impact to employee performance variance is shown by the beta value of 0.186. With a coefficient of 0.241 and a beta of 0.212, work motivation (X2) has a stronger impact than compensation. There is a 0.241-unit improvement in employee performance for every unit increase in job motivation. With the highest value of 0.678 and a coefficient of 1.256, the work environment (X3) has the most significant influence. According to this, the work environment has the biggest influence on employee performance; for every unit increase in the work environment, employee performance rises by 1.256 units.

Compensation's Impact on Employee Performance

The study's findings show that employee performance at the Development Administration and Government Services Procurement Bureau of the Maluku Provincial Government is positively and significantly impacted by compensation. These results suggest that employees' performance increases with the quality of the remuneration plan they get.

When employees compare their input-output ratio to that of other employees, Adams' equity hypothesis (1965) (Devana & Mulyana, 2025) explains why salary has a favorable impact on employee performance. When workers believe their pay is in line with their contributions and duties, they are more likely to perform better in order to keep the balance.

For the Civil Service, compensation encompasses more than just monetary benefits like base pay and benefits; it also includes non-monetary benefits like job security, career advancement, and recognition. The study's findings are consistent with research (Ludin et al., 2023) that shows competitive and equitable pay can boost employee motivation at work, which in turn can improve performance.

For employees of the Bureau of Development Administration and Service Procurement, adequate compensation is an important factor given the complexity of the tasks and responsibilities they must carry out. The administrative processes of development and procurement services require meticulousness, technical expertise, and high integrity. Appropriate compensation will recognize the competencies and dedication of employees in performing these strategic tasks.

Workplace Motivation's Effect on Employee Performance

The results of studies show that employee performance is positively and significantly impacted by work motivation. This suggests that those who are highly motivated at work will do better than those who are not as motivated. Herzberg's motivation theory, which makes a distinction between hygienic elements and motivational factors, is supported by these findings (Febriantina et al., 2025). It has been demonstrated that motivating elements like accomplishment, acknowledgment, accountability, and growth chances inspire workers to perform at their best. Employees in government organizations are

highly motivated by internal motivations including feeling good about helping the community and advancing regional development.

High work motivation among employees of the Bureau of Development Administration and Service Procurement can be achieved through an understanding of the importance of their role in supporting regional development in Maluku. When employees understand that their contributions to the administrative processes of development and service procurement directly impact community well-being, their intrinsic motivation to provide the best possible service increases. Additionally, opportunities for competency growth, a clear incentive system, and the establishment of an innovative and creative work environment can all boost employee engagement. The study's findings are in line with those of Risman (2023), who highlights the significance of autonomy, competence, and relatedness as fundamental human needs that might boost intrinsic motivation.

The Impact of the Workplace on Employee Productivity

The analysis's findings demonstrate that employee performance is positively and significantly impacted by the workplace. These results demonstrate that a welcoming, cozy, and encouraging workplace will boost workers' general output and performance. The physical and non-physical work environments are the two primary components of the work environment in the context of this study. Office layout, lighting, ventilation, and equipment are all part of the physical work environment. Inter-employee connections, organizational communication, work culture, and supervisor assistance are all included in the non-physical work environment.

The work environment hypothesis (Putri et al., 2024) explains how a positive work environment can improve employee performance by fostering a pleasant work atmosphere, lowering stress levels, and enabling employees to concentrate on their responsibilities. Employees will be able to operate more productively and efficiently in comfortable physical environments, such as a spacious workstation, fully functional equipment, and a calm environment. Given the nature of the work at the Bureau of Development Administration and Procurement Services, which necessitates intense coordination, high levels of attention, and access to sufficient information and technology, a conducive work environment is crucial. Employees will find it easier to do complicated administrative activities if there is an integrated information system, effective communication between work units, and sufficient technology support.

CONCLUSIONS AND RECOMMENDATIONS

Employee performance in the Development Administration and Government Services Procurement Bureau of the Maluku Provincial Government is positively and significantly impacted by compensation. This shows that a fair, transparent compensation system that is in line with employees' workloads and responsibilities will encourage improved performance. Compensation is not only financial aspects such as salary and allowances, but also includes non-financial compensation such as recognition, career development opportunities, and job security guarantees that have a positive impact on employee productivity.

Employee performance is positively and significantly impacted by work motivation. This research demonstrates that workers with high levels of intrinsic and extrinsic work motivation will perform better when performing administrative duties linked to service acquisition and development. High work motivation is reflected in employees' enthusiasm in performing their duties, willingness to work beyond established standards, and commitment to providing the best service to the public.

Employee performance is positively and significantly impacted by the workplace. A conducive work environment, both in terms of physical and non-physical aspects, has proven to create a comfortable work atmosphere and support employee productivity. Adequate physical work environments, such as office facilities, work equipment, and ergonomic layout, as well as non-physical work environments, including good interpersonal relationships, effective communication, and a positive organizational culture, significantly influence employees' ability to achieve performance targets.

FURTHER STUDY

Regarding compensation, the agency needs to ensure that the existing compensation system is fair, transparent, and competitive, both financially and non-financially. Salary increases and benefits commensurate with workload, as well as recognition of work performance through promotions or awards, will be very effective in improving employee satisfaction and performance.

To boost work motivation, the agency can implement ongoing self-development programs, assign challenging yet relevant tasks based on employees' competencies, and establish an objective performance evaluation system. This will encourage employees' intrinsic motivation to continue growing and contributing their best. Meanwhile, improvements to the work environment are also crucial. The agency should invest in improving physical facilities, such as more ergonomic equipment and office layout, and encourage the creation of a positive non-physical environment. Building open communication, strengthening teamwork, and fostering a supportive organizational culture will create a comfortable and conducive work atmosphere, thereby optimizing employee productivity.

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