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THE RELATIONSHIP BETWEEN WORK ENVIRONMENT AND
MOTIVATION ON THE PERFORMANCE OF ASN AND NON-
ASN EMPLOYEES AT THE BOGOR REGENCY DISDUKCAPIL
OFFICE

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Abstract:

Organizations in various forms convey the idea that human resources are the most valuable resource among other resources. An organization, both modern facilities and infrastructure, cannot run well without involving humans in its operations. Human resources are basically very important, therefore, to be able to manage them well and ensure that they can function well in achieving organizational goals, human resource management is needed. A better work environment and motivation will improve employee performance. Research at the Bogor Regency Disdukcapil Office, quantitative research type. Data analysis: correlation analysis, multiple linear regression, t-statistical test, f-statistical test and Coefficient of Determination test. There is an influence of the work environment on the performance of ASN, non-ASN employees and both groups at the Bogor Regency Disdukcapil Office. Then there is an influence of motivation on the performance of ASN, non-ASN employees and both groups at the Bogor Regency Disdukcapil Office. Furthermore, there is no difference in the work environment and motivation with the performance of ASN, non-ASN employees and both groups at the Bogor Regency Disdukcapil Office.

Keywords:

Work Environment, Motivation, Employee Performance, Bogor Regency Disdukcapil Office

Introduction

Organizations in their various forms convey the idea that human resources are the most valuable resource among other resources. An organization, whether modern facilities or infrastructure, cannot run well where some human resources involve humans as operations. Human resources are basically very important, therefore to be able to manage them properly and ensure that they can function properly in achieving organizational goals, a human resource management is needed. Through human resource management, organizations can create the processes necessary for all their members and fellow humans. Human resource management is a means of understanding human needs and wants.

Motivation, and work environment are crucial factors that affect employee productivity. Better leadership style, motivation, and work environment will improve employee performance, while ineffective leadership style, motivation, and work environment will reduce employee performance. (Terhadap et al., 2024).

The work environment is another factor that affects employee performance. The work environment includes everything in the workplace that can help employees in carrying out the tasks assigned to them. Lack of attention to the work environment can be one of the factors that cause employees to experience stress, lack of focus, and boredom, which ultimately affects performance. (Shobirin & Siharis, 2022).

Motivation is an impulse that can grow and direct human behavior (Darmawan, 2013). The very important role of employees requires organizations to motivate their employees so that institutions can produce employees who are passionate and innovate more. With the motivation possessed by employees, organizational goals will be easier to achieve because sincere and sincere employees will work hard even though they are not aware of the existing circumstances (Lusri, 2017) (Shobirin & Siharis, 2022).

In addition, the concept of HRM is related to the rules, processes, and productive procedures of the organization which include HR planning, job analysis, recruitment and selection, orientation, compensation, performance appraisal, training and development, and employment relations (Waheed et al., 2019).

The following are the elements of employee performance appraisal at the Population and Civil Registration Office of Bogor Regency (Government Regulation No. 30 of 2019).

Table 1. Elements of Performance Appraisal of State Civil Apparatus

Elements of Performance Appraisal		
No	Employee Performance	Goal Performance Behavior
1	Quantity	Service Orientation
2	Quality	Commitment
3	Time	Initiative
4	Cost	Cooperation
	Weight 60%	Weight 40%

Source: Government Regulation No. 30 of 2019.

The following is the category of ASN performance assessment standards set by the Population and Civil Registration Office of Bogor Regency and the average ASN performance score from 2021-2023.

Table 2. ASN Performance Assessment Standards

No	Category	Score
1	91 - 100	Very good
2	76 - 90	Good
3	61 - 75	Good enough
4	51 - 60	Less
5	< 50	Very less

Source: Secondary data, 2024.

Table 3. Average Performance Score of ASN Disdukcapil Bogor Regency 2021 - 2023

Description of	Performance Value		
Employee Performance Targets (SKP) x 60%	87,5	86,3	84,5
Service Orientation	88,80	82	82
Commitment	88,30	89,5	89
Work Initiative	88,55	78,5	78
Cooperation	88,20	87	85,5
Total	353,85	337	334,5
Average Score	88,5	84,25	83,62
Work Behavior Score x 40%	35,4	33,7	33,4
Work Achievement Score	87,9	85,48	84,1
Category	Baik	Baik	Baik

Source: Secondary data, 2024.

The average performance score table above shows that in 2021 the average work performance score was 87.9. Then in 2022 the average work performance score dropped to 85.48 and in 2023 it dropped again to 84.1. When associated with table 2 regarding ASN performance appraisal standards, it can be concluded that the results of the work performance value which is a combination of the employee performance target value and work behavior value in 2021-2023 are in the good value category because they are in the 76-90 value range. Even though the average employee performance score is in the good category, the average performance score does not increase every year and tends to decrease. Therefore, the performance results are a problem that occurs in the agency, because there is a decrease in performance every year.

The identification of other problems that arise is based on the type of leadership applied by the institution, including the lack of support and guidance given to employees in order to achieve goals. they to continue working. Then, it was found that some employees did not carry out tasks with unclear objectives or while traveling outside, while others focused on their work.

In terms of motivation, the glaring problem lies in the lack of enthusiasm among employees due to the monotonous nature of the work, causing boredom and laziness. In addition, the limited training provided by leaders to employees who have shown good work habits makes them want to improve their performance. Observations of the work environment at Disdukcapil need to be improved, this is because there are conditions in the workplace that are not optimal, resulting in low trust in Disdukcapil employees in Bogor Regency. Inadequate facilities and

broken equipment also contribute to poor working conditions, reducing employees' desire to work efficiently.

Some of the problems that occur include the average employee performance value in the good category, but the average performance value results do not increase every year and tend to decrease. There are some employees who do not carry out their duties optimally when their superiors are not there/when they are on duty outside. lack of employee enthusiasm in working caused by the monotonous nature of the work and lack of recognition by the leadership for work achievements. Regarding the work environment, there are less than optimal room layout conditions, less attractive interior colors which result in reduced concentration from the employees themselves and there are facilities that are less than optimal which results in reduced employee performance.

Literature Review

Work Environment

According to Santoso et al., (2024) the work environment is everything that is around the workers and that can influence them in carrying out the tasks assigned. The work environment is a very important component when employees carry out work activities. According to Armansyah (2020), the work environment is everything that is around employees and can influence them in carrying out the tasks assigned to them. According to Armansyah et al., (2024), the work environment is a series of factors that influence the performance of human resource management functions or activities consisting of internal factors generated within the organization.

The work environment is the whole aspect of socio-cultural symptoms that affect or surround individuals, such as lighting, cleanliness, interaction between employees, and others which can affect a person in carrying out their duties (Faisal et al., 2018). A good and comfortable work environment will be able to help employees in carrying out their duties which will directly motivate employees so that employees can get satisfaction in working (Rhendy Akhmad Firdaus*, Popy Novita Pasaribu, 2023).

According to Cashmere (2018: 192) says that "The work environment is the atmosphere or conditions around the workplace in the form of rooms, layouts, facilities and infrastructure that exist in the organizational environment." (Decision et al., 2022).

The work environment has an influence on employees in completing work which will ultimately improve organizational performance. Therefore, the determination and creation of a good work environment will greatly determine the success of achieving organizational goals (Syuhada, 2023).

Improving better performance needs to be supported by a supportive work environment. A satisfactory work environment for employees can improve performance, conversely an inadequate work environment can reduce performance and ultimately reduce employee motivation. Sedarmayanti (2013) stated that the work environment is all the tools and materials faced, the surrounding environment where a person works, his work methods, and his work arrangements both as individuals and as a group. Meanwhile, the opinion put forward by Sutrisno (2016) states that the work environment is a place to work, facilities that support work and relationships within the company itself (Syuhada, 2023).

In carrying out a task or job, for an individual the environment around him will be very important and influential for him in carrying out his tasks or work. Therefore, a leader of a company, organization, institution or educational institution must pay close attention to the work environment, where he employs his employees to realize the vision, mission and goals of the institution he leads. The meaning of the environment itself is a number of all external factors that influence individuals or society (Basu and Irawan, 2013). According to Mardiana (2005) in Amin (2018) explains that the work environment is the environment where employees do their daily work (Syahnita, 2021).

According to Veithzal (2013), the work environment is the overall facilities and infrastructure that exist around employees who are doing the work itself. This work environment will include the workplace, work facilities and tools, cleanliness, lighting and quietness. Furthermore, according to Nitisemito (2015), the work environment is also defined as something that is around the worker and can affect him in carrying out the assigned tasks. For example cleanliness, music, and others (Syahnita, 2021). According to Budiasa (2021: 43) states that the indicators of the work environment are work atmosphere, relationships with coworkers, and the availability of work facilities or equipment.

Motivation

When an employee is motivated, inspired, and driven to complete their responsibilities in an honest, happy, and sincere manner, with good and quality results, it is known as motivation. Motivation theory is one of the many theories proposed by experts (Gergely, 2024).

Motivation is very important for groups and organizations to achieve common goals (Kristianti et al., 2024). Internal motivation encourages to carry out tasks or activities related to achieving goals, both individually and in teams, known as work motivation (Nurhalizah & Oktiani, 2024).

Wuwungan & Nelwan, (2020) suggest that motivation includes the direction or purpose of behavior, strength of response, and persistence of behavior. In addition, the term includes a number of concepts of drive, need, incentive, reward, reinforcement, goal setting, expectancy, and so on (Saputra et al., 2024).

Motivation is a stimulus of encouragement or power generation that a person or group of people have who want to do and cooperate optimally in carrying out something that has been planned to achieve predetermined goals, Azwar in Hermawati (2021: 322) (Mardiana et al., 2023). According to Hasibuan in Silaen, et al (2021: 96). Indicators of work motivation are physiological needs, security needs, social needs, appreciation needs and self-actualization needs (Mardiana et al., 2023).

Motivation is something that drives, or drives someone to behave to achieve certain goals. Motivation is done so that teachers carry out their duties honestly, responsibly, effectively, and efficiently. According to Sedarmayanti (2011) motivation is the willingness to put in a high level of effort towards organizational goals that are conditioned by the ability of that effort to meet individual needs. In essence, motivation is a driving force, desire, need and will. These needs will ultimately underlie a person's behavior to do something. Factors that influence work motivation come from within and outside the self in the form of urges, namely to meet physical needs, motives, namely to meet psychological or spiritual needs, needs, namely to meet the

lack or absence of something that is needed, and desires, namely to get something in return (Fitri et al., 2022).

Motivation is a driving force that creates a person's passion so that they are willing to work together, work effectively and integrate with all their efforts to achieve positive performance and satisfaction. So motivation questions how to direct the power and potential of subordinates so that they are willing to work together productively, successfully achieve and realize predetermined goals (Erna Angreani Manuain, 2022) (Kamil Hafidzi et al., 2023). Furthermore, Wuwungan & Nelwan, (2020) added that motivation includes the direction or purpose of behavior, strength of response, and persistence of behavior. In addition, the term includes a number of concepts of drive, need, incentive, reward, reinforcement, goal setting, expectancy, and so on (Saputra et al., 2024).

Motivation is a form of encouragement that can create passion or enthusiasm for someone's work so that the person is willing to cooperate, work effectively and can integrate with all their abilities to achieve the desired satisfaction (Hasibuan, 2016).

Herzberg developed the Hygiene theory suggesting that intrinsic factors are associated with satisfaction, while extrinsic factors with dissatisfaction. Applying this to motivation, the existence of certain factors (security, status, relationships with co-workers, personal life, salary, work conditions, company policy and administration) in the workplace may not necessarily lead to motivation, though their absence may produce demotivation. Similarly, while the deficiency of some factors (growth, job advancement, responsibility, challenges, recognition, and achievements) may cause no dissatisfaction, their presence may motivate and satisfy workers (Herzberg in Ahmad *et al.*, 2018)(Pasaribu & Maulana, 2021).

Motivation can also be interpreted as a force that can drive someone both from within and from outside themselves so that the desired goal is achieved. (Harahap & Khair, 2019). Based on several explanations, it can be concluded that motivation is a drive of will that can cause someone to be able to do something in achieving a certain goal(Firdaus & Pasaribu, 2023).

Employee Performance

According to Armansyah (2020), performance is the result of a process that refers to and is measured over a certain period of time based on previously established provisions or agreements. According to Yuritanto (2022), employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

According to Wirawan in Abdullah (2014:3) said that performance is an abbreviation of work energy kinetics which is equivalent in English as performance, performance is the output produced by the functions or indicators of a job or a profession within a certain time. While Simanjuntak in Wibowo (2017:95) said that performance is the level of achievement or work results of a person from the targets that must be achieved or tasks that must be carried out within a certain period of time. Factors that influence performance according to Robbins (2016:121) are: organizational climate, leadership, quality of work, work ability, initiative, motivation, endurance/reliability, quantity of work, work discipline, and supervision (Mardiana et al., 2023),

Employee performance is a very important thing in a company's efforts to achieve its goals. Performance means the work results of an employee, a management process or an organization

as a whole, where the results of the work must be shown concretely and can be measured (compared to predetermined standards). Performance is the work results that can be achieved by an individual or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics. Employee performance is one of the determining factors for the success of an organization or government agency in achieving its goals. It is known that employees who have high performance are characterized by several things, including employees who can complete tasks accurately and quickly, employees are willing to comply with applicable regulations in the company, employees are able to work within the specified time, employees can work together with other employees in completing work or a task determined by the company (Dinsar, 2021).

Employee performance is one of the factors determining the success of an organization or government agency in achieving its goals. It is known that employees who have high performance are characterized by several things, including employees who can complete tasks appropriately and quickly, employees are willing to comply with applicable regulations in the company, employees are able to work within a predetermined time, employees can cooperate with other employees in completing work or a task determined by the company (Dinsar, 2021). According to Pabundu Tika (2008), performance is the result of the work function / activities of a person or group in an organization which is influenced by various factors to achieve organizational goals within a certain period of time (Terhadap et al., 2024). Performance indicators according to Bangun in Asnawi (2019: 14), consist of: Quantity of work, Quality of work, Punctuality, Attendance, and Ability to cooperate (Mardiana et al., 2023).

Table 4. Review Of Previous Research

Research title and year	Data Analysis	Research result
The Influence of Democratic Leadership Style and Individual Characteristics on Employee Performance Through Work Motivation as a Mediation at the Population and Civil Registration Service in Muaro Jambi Regency. 2023	Multiple linear regression analysis, t-test and f-test	1) Democratic Leadership Style has a positive and significant effect on work motivation at the Population and Civil Registration Service in Muaro Jambi Regency. 2) Individual Characteristics have a significant and positive effect on work motivation at the Population and Civil Registration Service in Muaro Jambi Regency. 3) Democratic Leadership Style has a positive and significant effect on employee performance at the Population and Civil Registration Service in Muaro Jambi Regency. 4) Individual Characteristics have a positive and significant effect on employee performance at the Population and Civil Registration Service in Muaro Jambi Regency. 5) Work motivation has a positive and significant effect on employee performance at the Population and Civil Registration Service in Muaro Jambi Regency. 6) Democratic leadership style has a significant and positive effect on employee performance with work motivation as a mediating variable at the

		Population and Civil Registration Service in Muaro Jambi Regency. 7) Individual characteristics have a significant and positive effect on employee performance with work motivation as a mediating variable at the Population and Civil Registration Service in Muaro Jambi Regency.
The Influence of Work Motivation and Work Discipline on Employee Performance at the Population and Civil Registration Service of Padang City. 2023	Multiple linear regression analysis, t-test and f-test	In this study, the types of data used are primary data and secondary data. The research data were analyzed using multiple linear regression analysis techniques and statistical t-tests. The research data were collected from the results of respondents and analyzed with linear regression and hypothesis testing. The results of the analysis of this study indicate that work motivation has a positive and significant effect on employee performance at the Population and Civil Registration Service of Padang City with a t-count of $(5.051 > 2.019)$, and work discipline has a positive and significant effect on employee performance at the Population and Civil Registration Service of Padang City with a t-count of $(4.345 > 2.019)$.
The Influence of Leadership, Work Environment, Compensation, and Work Motivation on Employee Performance: A Literature Study.	quantitative descriptive analysis	leadership, work environment, compensation, and work motivation each have a significant and positive influence on employee performance. Related to leadership, a leader should set an example and direct his employees to be in accordance with the goals of the organization. Related to the work environment, the organization needs to really pay attention to the arrangement of the work environment. The work environment must be arranged in such a way as to encourage increased employee performance. Related to compensation, there needs to be a fair reward system, namely providing compensation according to what the employee has done. Related to work motivation, employees can spur themselves to achieve goals in the world of work and leaders can play a role in encouraging employees to be able to increase work motivation so that good employee performance is achieved

The research framework on Performance Analysis at the Bogor Regency Population and Civil Registry Service: The Role of Leadership Style, Work Environment, and Work Motivation is described in the following pattern.

The framework of thought can be seen in Figure 1 below.

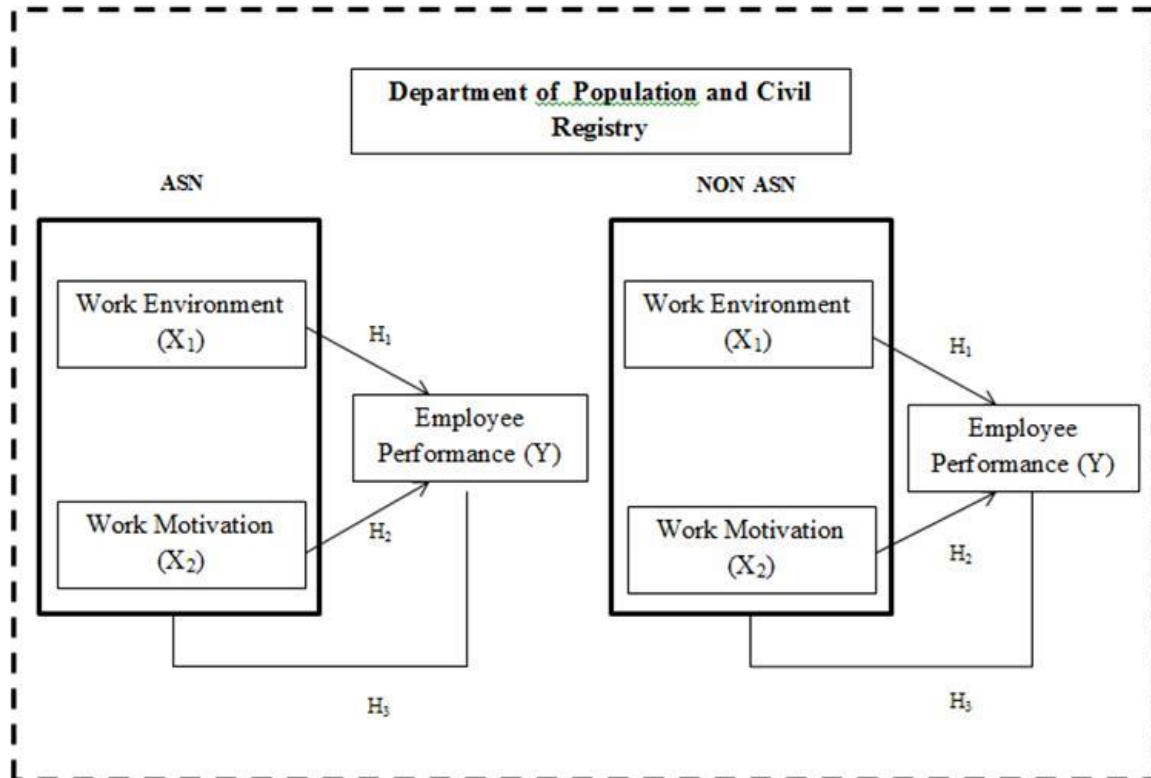


Figure 1. Thinking Framework

Research Methods

Place of Research

The place of this research is at the Office of the Population and Civil Registration Service (DISDUKCAPIL) of Bogor Regency with the address Jalan Tegar Beriman Pakansari, Kec. Cibinong, Bogor Regency, West Java, telephone number (021) 8758419, Website: <https://disdukcapil.bogorkab.go.id/>.

Type of Research

The research conducted uses a quantitative research type, reviewed from the level of explanation, this research is an associative research with a causal relationship.

Population and Sampling Techniques

Population

Based on the data above, the population in this study is all employees, both ASN (41 people) and Non ASN (97 people) at the Bogor Regency Disdukcapil Office with a total of 138 employees.

Research Sample

Calculating the number of samples using the Slovin formula (Husein Umar, 2009:78). The sampling used is Stratified random sampling, with a sample size of 31 ASN people and 72 Non ASN people.

Data Collection Techniques

The data collection techniques in this study are as follows:

1. Questionnaire, which is a data collection technique using a list of closed questions, namely the answers are available so that you just have to choose. The questionnaire is used to collect basic data directly from respondents. The questionnaire measurement uses a Likert scale. Researchers use Google Form in collecting data using questionnaires.
2. Observation
According to Sutrisno Hadi, "observation is a complex process, a process that consists of various biological and psychological processes, two of the most important of which are observation and memory" (Sugiyono, 2005:145). The observation carried out is non-participant observation where the researcher is not directly involved only as an independent observer (Suharsimi Arikunto, 2006:186).
3. Interviews or interviews were conducted with the aim of obtaining valid information directly from several employees at the Bogor Regency Population and Civil Registry Office in order to understand various problems and collect the necessary data in accordance with the variables studied in the study.
4. Literature study, namely the collection of data obtained through document data and literature, namely theories and documentation data on general description data of the institution.

Data Analysis:

correlation analysis, multiple linear regression, t-statistic test, f-statistic test and coefficient of determination test.

Data Analysis Techniques

- 1) Validity Test: Validity test is done by correlating between item scores and total item scores.
- 2) Reliability test using the Alpha method (cronbach's) with a significance level of 0.05
- 3) Normality test aims to determine whether each variable is normally distributed or not.
- 4) Multicollinearity Test. One of the assumptions of multiple regression in the OLS method is that there is no linear relationship between independent variables.
- 5) Heteroscedasticity test is used to determine whether or not there is a deviation from the classical assumption of heteroscedasticity, namely the existence of inequality of residual variance for all observations in the regression model. Heteroscedasticity test is used to determine whether or not there is a deviation from the classical assumption of heteroscedasticity, namely the existence of inequality of residual variance for all observations in the regression model.
- 6) Autocorrelation is the correlation between one residual and another residual. Durbin Watson Autocorrelation Test (DW-Test) is one of the popular tests to detect the presence or absence of autocorrelation.

- 7) Descriptive Analysis and Correlation Analysis, Simple Linear Regression Analysis, Multiple Linear Regression Analysis, Determination Coefficient and Hypothesis testing is carried out by testing the significance of the independent variable (X) against the dependent variable (Y) either simultaneously or partially, namely by using the F statistical test (f-test) and the T statistical test (t-test).

Research Analysis

Multiple Linear Regression Analysis

The results of the multiple linear regression analysis using SPSS software can be seen below.

Table 5. Results of Multiple Linear Regression Analysis (ASN and Non ASN Employees)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.464	1.512		1.630	.106
work_enviroment	.216	.098	.210	2.208	.030
motivation	.701	.102	.652	6.853	.000

a. Dependent Variable: performance_employees

Multiple Linear Regression Formula of work environment (X1), motivation (X2), and employee performance is as follows: $Y = a + bx_1 + bx_2$ becomes $Y = 2.464 + 0.216x_1 + 0.701x_2$

The Work Environment and Employee Performance variables are represented by a value of 0.216, which means that if there is an increase of 1 unit in the value of the work environment, it will increase the employee performance value by 0.216 units. The Motivation and Employee Performance variables are represented by a value of 0.701, which means that if there is an increase of 1 unit in the value of motivation, it will increase the employee performance value by 0.701 units. And finally, if there is no increase/decrease in the value of work environment and motivation, the employee performance value is 2.464 units.

Coefficient of Determination

Table 6. Results of Analysis of Coefficient of Determination
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832 ^a	.693	.686	2.318

a. Predictors: (Constant), motivation, work_enviroment

Based on the table above, the Adjusted R Square value is 0.686 or 68.6%, it can be concluded that the influence of work environment (X1), motivation (X2), on employee performance (ASN and Non ASN) is 68.6%, while the remaining 31.4% is influenced by other variables that were not examined in this study.

*t-test (Partial Test)***Table 7. Results of the t-Test (T-Statistic)**Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.464	1.512		1.630	.106
work_enviroment	.216	.098	.210	2.208	.030
motivation	.701	.102	.652	6.853	.000

a. Dependent Variable: performance_employees

The t-count value for the work environment variable (X1), has a t-count value of 2.208 > t-table value (1.984) and a sig value of 0.030 < 0.05 (significance standard). So reject Ho, meaning there is a significant influence between the work environment variable (X1) and the employee performance variable.

The t-count value for motivation variable (X2), has a t-count value of 6.653 > t-table value (1.984) and a sig value (0.000) < 0.05 (significance standard). So reject Ho, meaning there is a significant influence between motivation variable (X2) and the employee performance variable.

*F Test***Table 8. Results of f Test (F-Statistic)**ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1209.755	2	604.877	112.603	.000 ^b
	Residual	537.177	100	5.372		
	Total	1746.932	102			

a. Dependent Variable: performance_employees

b. Predictors: (Constant), motivation, work_enviroment

In the table above, in column F, the f-count value is 112,603. Because the f-count value (112,603) > f-table value (2.69), it can be concluded that there is an influence between work environment (X1), motivation (X2) simultaneously on employee performance. The same conclusion can also be seen from the SPSS output results in the table above which have a significant value of 0.000 or smaller (<) compared to the significance standard of 0.05.

*Independent Difference Test t Sample***Table 9. Results of Independent Difference Test t Sample**

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
performance_employees	Equal variances assumed	1.453	.231	-.231	101	.818	-.207	.893	-1.978	1.565
	Equal variances not assumed			-.260	75.728	.796	-.207	.795	-1.789	1.376

The interpretation of the Independent Samples Test output table above is based on the values contained in the "Equal Variances Assumed" table where the Sig value of employee performance is 0.231. The value is $0.231 > 0.05$, which means that the data variance between ASN and Non-ASN employee performance is homogeneous/the same. Based on the Independent Samples Test output table in the "Equal Variances Assumed" section, the Sig value (2-tailed) is $0.818 > 0.05$, which means accepting H_0 or rejecting H_a , which means that there is no difference between the performance of ASN, Non-ASN employees and the two groups at the Bogor Regency Disdukcapil.

Analysis of Research Findings

The work environment has an influence on employees in completing work which will ultimately improve organizational performance. Therefore, determining and creating a good work environment will greatly determine the success of achieving organizational goals.

The results of research conducted at the Population and Civil Registration Service of Bogor Regency regarding the work environment on the performance of ASN, Non ASN employees and both groups are that there is a positive and significant influence between the work environment and employee performance variables. These results are in line with the results of research by Muhammad Syuhada, Zainal Ilmi, and Irwansyah (2023) and Muhammad Kamil Hafidzi, Agustian Zen, Fiqih Adittya Alamsyah, Firmansyah Tonda, Lita Oktarina (2023) which concluded that the work environment has a significant positive influence on employee performance. A good work environment, which is characterized by a supportive work atmosphere, the establishment of good working relationships between colleagues so that harmony can be created and the availability of adequate work facilities and equipment. The availability of complete facilities will support the implementation of work so as to improve employee performance.

Motivation is a driving force that creates a person's passion so that they are willing to work together, work effectively and integrate with all their efforts to achieve positive performance and satisfaction. So motivation questions how to direct the power and potential of subordinates so that they are willing to work together productively, successfully achieve and realize predetermined goals.

The results of the study that have been conducted regarding motivation on the performance of ASN, Non ASN employees and both groups at the Population and Civil Registration Service (Disdukcapil) of Bogor Regency are that there is a positive and significant partial influence between motivation and employee performance variables.

The results of this study are in line with the results of previous research entitled The Influence of Transformational Leadership Style, Motivation and Work Environment on Employee Performance at the Gianyar Regency Agriculture Service by Nengah Landra, Gde Bayu Surya Parwita, Ni Putu Natasya (2023) which concluded that motivation has a positive and significant effect on employee performance, which means that the higher the employee's work motivation, the higher the employee's performance. Also, previous research entitled The Influence of Leadership Style and Work Motivation on Employee Performance at the Population and Civil Registration Service of Sleman Regency, DIY, by Ike Hariyati, Andhina Ika Sunardi, in 2024. The results of data analysis findings in the discussion and hypothesis testing, it can be concluded that there is a direct influence of work motivation on employee performance. So, this shows that increasing employee performance at work will be greatly encouraged by every increase in employee motivation.

The results of the study conducted at the Population and Civil Registration Office of Bogor Regency regarding leadership style, work environment and work motivation on the performance of ASN, Non ASN employees and both groups can be concluded that there is an influence of the work environment (X1), work motivation (X2) simultaneously on employee performance. The same results can also be seen and proven to have a significant value of 0.000 or smaller than the significance standard of 0.05. The results of this study are in accordance with the objectives of the study, namely to test and determine the analysis of the influence of leadership style, work environment and work motivation on employee performance at the Population and Civil Registration Office (Disdukcapil) of Bogor Regency has been implemented. The results of this study have also resolved all the problems in the problem identification and have been answered.

The interpretation of the Independent Samples Test output table above is based on the values contained in the "Equal Variances Assumed" table where the Sig value of employee performance is 0.231. The value is $0.231 > 0.05$, which means that the data variance between ASN and Non-ASN employee performance is homogeneous/the same. Based on the Independent Samples Test output table in the "Equal Variances Assumed" section, the Sig value (2-tailed) is $0.818 > 0.05$, which means accepting H_0 or rejecting H_a , which means that there is no difference between the performance of ASN, Non-ASN employees and the two groups at the Bogor Regency Disdukcapil.

Data Interpretation

Table 10. Data Interpretation

Results	Discussion
Work environment on employee performance at the Population and Civil Registration Service of Bogor Regency	The results of research conducted at the Population and Civil Registration Service of Bogor Regency regarding the work environment on the performance of ASN, Non ASN employees and both groups at the Population and Civil Registration Service (Disdukcapil) of Bogor Regency are: Having a t-count value of $2.169 > t\text{-table value } (1.984)$ and a Sig. value of $0.032 < \text{significance standard } (0.05)$. Then reject H_0 , meaning there is a significant influence

	between the work environment variable (X2) and the employee performance variable.
Work motivation on employee performance at the Population and Civil Registration Service of Bogor Regency	The results of the study conducted at the Population and Civil Registration Service of Bogor Regency regarding work motivation on the performance of ASN, Non ASN employees and both groups at the Population and Civil Registration Service (Disdukcapil) of Bogor Regency are Having a t-count value of 6.682 > t-table value (1.984) and sig value (0.000) < significance standard (0.05). Then reject Ho meaning there is a significant influence between the work motivation variable (X3) and the employee performance variable.
Work environment and work motivation on employee performance at the Population and Civil Registration Service of Bogor Regency.	The results of the study conducted at the Population and Civil Registration Service of Bogor Regency regarding the work environment and work motivation on the performance of ASN, Non ASN employees and both groups have a calculated f-value (74.416) > f-table value (2.69), it can be concluded that there is an influence (work environment (X1), work motivation (X2) simultaneously on employee performance. The same conclusion can also be seen from the SPSS output results in the table above which has a significant value of 0.000 or smaller (<) compared to the significance standard of 0.05.
5.3.5. Differential test of Work Environment and Work Motivation on Employee Performance at the Population and Civil Registration Service of Bogor Regency.	Based on the results of the independent t sample difference test guided by the values contained in the "Equal Variances Assumed" table where the Sig (2-tailed) value of work environment is 0.981, work motivation is 0.769 and performance is 0.373. All of these values are > 0.05, so it can be concluded to accept Ho or reject Ha which means that there is no difference between work environment, work motivation and performance of ASN and Non ASN employees.

Conclusion and Research Purposes

Based on the results of the research and discussion that have been carried out, it can be concluded that:

1. There is a positive and significant influence of the work environment on the performance of ASN, Non ASN employees and both groups at the Bogor Regency Population and Civil Registry Office.

2. There is a positive and significant influence of motivation on the performance of ASN, Non ASN employees and both groups at the Bogor Regency Population and Civil Registry Office.
3. There is a positive and significant influence of the work environment and work motivation on the performance of ASN, Non ASN employees and both groups at the Bogor Regency Population and Civil Registry Service.
4. There is no difference between, work environment, motivation and performance of ASN, Non ASN employees and both groups at the Bogor Regency Population and Civil Registry Office.

Management Implications

Based on the results of the research that has been conducted, the following implications can be put forward, both theoretically and practically:

1. Theoretical Implications

- a. This study has proven that indicators compiled from leadership style do not affect employee performance.
- b. This study has proven that indicators compiled from the work environment affect employee performance.
- c. This study has proven that indicators compiled from work motivation can affect employee performance.

2. Practical Implications

- a. Providing input for the Head of the Bogor Regency Population and Civil Registry Office to further improve his leadership style so that employees can further improve their performance.
- b. Providing input for the Bogor Regency Population and Civil Registry Office to further improve facilities and infrastructure related to the work environment so that employees can further improve their performance.
- c. Providing more sustainable motivation to employees so that they remain motivated and enthusiastic in working.

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