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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Antecedent and Consequence the Human Resources Management Factors on Civil Servant Performance

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Abstract: This study aims to analyze the effect of motivation, work environment on performance. This type of research is explanatory research. The research sample is a civil servant at Pare-pare city, Indonesia; Data use purposive random sampling of 40 respondents. The research period was carried out in October - December 2020. The method of analysis in this study was multiple regression analysis. The results of this study indicate that work motivation and work environment have a significant effect on performance. This study proves that both theoretically and previous empirical studies explain that increasing motivation and work environment will improve civil servant performance. To get the best results, an employee needs to balance the ability to perform the task given and the willingness to complete the job. This balance can lead to an increase in productivity and an improvement in inefficiency. Motivated employees can lead to increased productivity and allow an organization to achieve higher levels of output. A healthy workplace environment: workplace culture, creating a happier corporate culture. Every company has its own corporate culture. Great company culture can keep employees productive and even help your company retain the best employees, and happy workers are also more likely to stick around

Keywords: Work Motivation, Work Environment, Performance, Civil Servant

JEL Classification Code: 015, L20, L30

1. INTRODUCTION

The low professionalism of employees, work culture and work ethic, and inconsistency in the application of employee discipline are classic problems that can be found in Civil Servants (ASN) in Indonesia from the past until now, especially ASN in the regions. This condition then raises skepticism from the public about the performance of ASN. This skepticism then gave birth to various forms of control, one of which is the Ombudsman Institution, which monitors the implementation of government service performance towards the community at both the central and regional levels. The government has made various efforts to improve the quality of personnel resources in Indonesia. One of the efforts is to implement an accurate, accountable, and professional employee performance management system, as regulated in Government regulations number 30/2019. In Government Regulation Number 30/2019 concerning Performance Assessment of Civil Servants (ASN), ASN Performance Assessment aims to ensure the objectivity of ASN development based on the achievement system and career system. The assessment is carried out based on performance planning at the individual level and unit or organizational level, taking into account the targets, achievements, results, benefits achieved, and civil servants' behavior.

Employees are the most important "asset" in an organization. As stated by organizational expert Hicks (1976), in The Management of Organizations: A Systems and Human Resources Approach, employees are the first element. Without employees who influence each other and do the organization's

work, no organization will be (Jackson & Sirianni, 2009). Without the presence of professional employees, it will be hard to achieve organizational goals. Employee performance results from work done by someone in an organization to achieve the desired goals and minimize losses. Without maximum employee performance, activities in an organization are unlikely to run (Sitopu et al., 2021). Therefore, in the efforts to implement the organization in a better direction, it is necessary to know the character or nature of human beings in the management or results of the organization's achievement. The most critical resources for the organization are human resources, i.e., people who are energized, talented and creative in the organization. Therefore, the organization's performance is both business organizations and government organizations, regardless of the performance of individuals. Motivation is formed from the attitude of employees in dealing with the work situation in the workplace, whether it is a service or government agency or a company. Motivation is a condition or energy that moves/employees are directed to achieve the goals of the organization and the employee itself (Balkin et al., 2015; Rodrigo & Palacios, 2021). The mental attitude of pro and positive employees towards the work situation strengthens their work to achieve maximum performance. The performance is an overview of the level of achievement. Implementing an activity, program, wisdom in realizing the organization's goals, objectives, vision, and mission to achieve the organizational goals; Furthermore, performance and motivation have a close relationship because one's performance is determined by his ability and motivation to carry out the work. Reason has a relationship with the work environment to improve the work results. The cause has an important influence on the performance of employees. The motivation of the leadership also determines the success of an organization in achieving the goal. It is because the stimulant from superiors to subordinates will encourage employees to finish the job better. Government Regulation number 30/2019 concerning Performance Assessment of Civil Servants (ASN) confirms the Employee Work Target (SKP) drafted and agreed as intended signed by civil servants and determined by the Civil Servant Performance Assessment Officer, set annually in January.

Furthermore, SKP assessment is conducted using the results of performance measurements conducted by civil servant performance assessors. For functional officials, employee work target assessments may consider reviews from the Functional Assessor Team. ASN as elements of the state apparatus and implementing the implementation of public administration and development administration serves as the driving force of the government is decisive, effective, efficient accountable (Bercu & Grigoruță, 2012; Chang et al., 2017). On that basis, the need for ASN capable of carrying out tasks professionally, responsibly, honestly, and fairly and cleanly and free from corruption, collusion, and nepotism through the development and development of human resources and employee work ethic. The phenomenon of the performance of the ASN in the area has a very complex culture, including the condition of ASN in Pare-pare city, Indonesia, because the work environment influences it in government bureaucracy that tends to be formalistic. This condition then affects the behavior habits of ASN that always put the interests rather than the needs of the community within the minimum capability limits, thus impacting the Performance of ASN. This data is reinforced by the view of Beer (2010), who argues, for the organization to live healthily and compete with other organizations, the organization must have organizational capabilities. organization's ability is supported by work system, management process, human resources system, principles and values, leadership behavior, and environment/strategy. The six aspects mentioned above have grown and developed naturally in an organization. When the organization faces challenges in its environment, it responds by creating appropriate business and management practices at that time. The business practices and management will then become "habits of business" that institutionalize its human resource management system, e.g., recruitment process (Suazo et al., 2009), selection (Nótári et al., 2013), promotion (Tirado-Morueta et al., 2020), and dismissal of employees (Kim, 2020).

Motivation is the driving force that results in a member of the organization willingly. It was willingly exerting skills in the form of skills or skills of energy and time to organize various activities that are his responsibility and fulfill his obligations, to achieve the goals and multiple goals of the organization that has been predetermined (Xing, 2009). According to Abdillah et al. (2020); Sahir et al. (2020), work motivation is the provision of driving power that creates the excitement of one's work so that they will work together, work effectively, and integrated with all the power of his efforts to achieve satisfaction. A significant driving factor that causes people to work is the need to be met. The work environment is

a critical factor and significantly influences employee performance (Fattaah Mohamed et al., 2020). If the work environment is clean, healthy, comfortable, and pleasant will make employees feel at home in their workspace and more excited about getting the job done.

On the other hand, if the work environment is less supportive, employees will be less comfortable and less enthusiastic in completing their work. According to Frederiksen et al. (2017), the work environment is everything around the workers, affecting the tasks he charges. Frederiksen et al. (2017) suggest that the work environment is everything around the workers, involving him carrying out the commissions he charges. The gap phenomenon in the Office of the Agency for Personnel and Human Resources Development (BKPSDM) Pare-Pare city, Indonesia, shows that work motivation is experiencing ups and downs. The psychological state sees this of employees who work only to meet the wishes of organizational routines, lack of innovation, and employees' creativity is still classified as standard. So is the presence of employees. According to the research background above, we formulated the problem in this study as does work motivation and work environment affect the performance of employees of the Human Resources Development.

2. Literature Review

2.1. Understanding Human Resource Management

Human resource is a management system consisting of many interdependent activities. This activity does not take place according to the apparent isolation of any action affecting other human resources. For example, bad decisions regarding staffing needs can lead to employment, placement, social compliance, trade union relations, management, and compensation issues (Mappamiring et al., 2020). If human resource activities are involved as a whole, then they help the human resource management system. Offices and people are open systems because their environment influences them. Human resource management is also an available system controlled by the outside environment. (Mappamiring & Putra, 2021; Nguyen & Pham, 2020)suggests that human resource management can be defined as the process of achieving organizational goals through obtaining, maintaining, stopping, developing, and using or utilizing human resources in an organization as best as possible. (Mahmood et al., 2018) suggests that human resource management can be defined as a process of planning, organizing, staffing, mobilization, development, compensation, licensing maintenance, and separation of labor to achieve the organization's goals. The person carrying out the activity is the human resources manager, who obtains authority from the general manager to manage people in an organization. Mulang (2021) suggests that human resource management is the most important asset owned by an organization, while effective management is the key to organizational success. Then according to (Sahinidis & Bouris, 2008), human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve individual and organizational goals. Then Frederiksen et al. (2017) define human resource management as the utilization, development, assessment, reciprocating, and management of individual members of organizations or working groups.

2.2. Work Motivation

Motivation is the driving force that results in a member of the organization willingly exerting skills in the form of skills or skills of energy and time to organize various activities. That is his responsibility and fulfill his obligation to achieve the goals and multiple goals of the organization that have been predetermined (Aryee et al., 2016; Contreras-Huerta et al., 2020). According to Haerani et al. (2020), work motivation is the provision of driving power that creates the excitement of one's work to work together, work effectively, and integrated with all the power of his efforts to achieve satisfaction. A significant driving factor that causes people to work is the need to be met (Akob et al., 2020) stated that. Motivation is formed from the attitude of employees in facing the work situation in the company (problem). Motivation is a condition or energy that moves employees who are directed or directed to achieve the goals of the company's organization. The mental attitude of employees who are pro and positive towards the work situation strengthens their work to achieve maximum performance (Chen et

al., 2012; Öztürk et al., 2006). Thus, motivation is a mental condition that encourages the implementation of action (action or activities) and provides strength to achieve needs, give satisfaction, or reduce imbalances. Motivation needs to be given to encourage creative and innovative processes. In many instances, one will be rewarded financially for successful endeavors, and in many cases, freedom and the opportunity to use creative skills will result in something positive by themselves. To run this theory, expectancy, a boss or even a company is also considered to be careful in practice because if the expectations or expectations given to employees are not following the expectations, in the beginning, it is feared that it will be a boomerang for the company itself. Even in the worst case, the company will lose its valuable assets that are talented human resources. Motivation is the basis for a person to enter the organization to meet their needs to achieve the organization's goals. Therefore, management becomes a critical factor in motivating an influential driving force to improve job satisfaction (Hayati & Caniago, 2012)

2.3. Comparison of Herzberg and Maslow Theory

In this study, the author focused on the construct of the theory, which is a combination of the two-factor theory and Maslow's theory. Still, because this variable indicator uses Maslow's view (Burhan et al., 2014), it is more dominant coloring the study in this study.
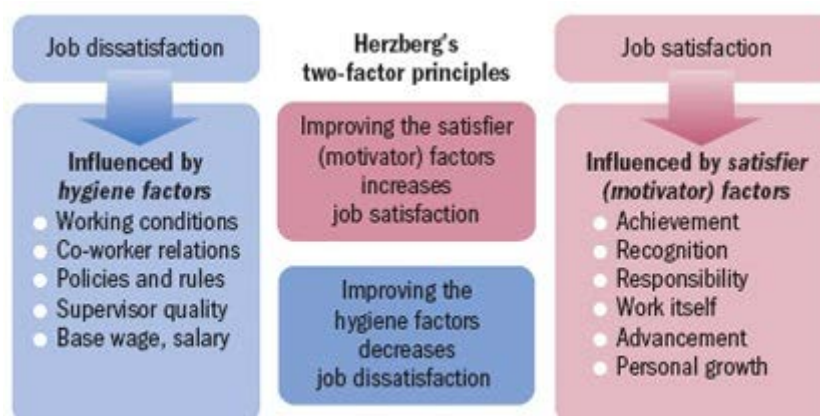

Figure 1. Comparison of Herzberg and Maslow theory (Amstrong, 2010)

Herzberg suggests that the best way to motivate employees is to combine the two factors. Nevertheless, in reality, employees tend to pay more attention to maintenance factors compared to motivational factors. According to Herzberg et al. (1959), this reality can be understood because these factors have dominant factors for the survival of individuals. In addition, Herzberg believes that the representation of things covered by maintenance factors can cause dissatisfaction in employees resulting in increased absenteeism and turnover. If the motivation factor is not there or not too noticed in the company, it will not cause dissatisfaction in the employee.

2.4. Work Environment

Work environment comprises all of the elements that can affect your day-to-day productivity, including when, where, and how you work. You can pursue opportunities that provide a comfortable work environment that promotes your success and aligns with your core values during your career development. This article discusses the work environment, the elements that make it up, and how best to identify a suitable work environment during your job search. A work environment is the setting, social features, and physical conditions in which you perform your job. These elements can impact feelings of wellbeing, workplace relationships, collaboration, efficiency, and employee health. Here are the significant aspects of a work environment: Physical environment; this element is made up of the size, layout, and location of a workplace, whether work is conducted indoors or outdoors, the facilities

offered in a workplace, and the furnishings used working. Company culture refers to how a company and its employees operate, including what effective communication looks like between different levels of staff, employees' perspectives of company leaders, the company's goals, and what the organization values. Working conditions include the formal terms under which staff members are hired, such as the rate of pay, contract of employment, and length of the workday. It can also cover recreational activities and other initiatives to promote a healthy workplace. According to (Arianto 2013; Fattaah Mohamed et al., 2020), the definition of work environment is as follows: The work environment consists of the system of work, the design of jobs, working conditions, and how people are treated at work by their managers and co-workers. The work environment consists of work systems, job design, working conditions, and how managers and co-workers treat people. According to (Fattaah Mohamed et al., 2020), the work environment is everything around the employee, directly or indirectly affecting its implementation. The working environment conditions can be distinguished as Physical / material factors, Chemical Factors, Biological Factors.

3. Research Method and Materials

3.1. Data Samples

The population in this study is an employee of the Agency for Personnel and Human Resources Development (BKPSDM) Pare-Pare city, Indonesia, which amounts to 40 ASN. By using the census sampling method, the population is entirely used as a research sample.

3.2. Measurement

The research approach used is the quantitative research method because the quantitative approach has many advantages for this research. The subject and sample are known, data collection instrument has been prepared, flexible, save time, and is more practical. In addition, quantitative approaches can test significant correlations by using statistical methods. This research was conducted in Personnel and Human Resources Development (BKPSDM)in Pare-pare City, located on Jalan Ahmad Yani. The time used during data collection and thesis preparation range from January to March 20, 2010. Data in this research consist of Quantitative data is data in the form of numbers and can be calculated, among others, on the number of employees and other data supporting discussion. Qualitative data is not in the form of numbers but only in oral and written information as a supporter in writing. While the data sources required in this study, sourced from Primary data, is data obtained through direct observation on research objects and by sharing questionnaires with personnel staff related to this study. Secondary data is data obtained from outside the organization studied. This data is obtained from literature, important documents directly related to this study, or other research results related to this research problem. The descriptive analysis was conducted to give an overview of respondents. This analysis shows the influence of Work Motivation and work Environment on the performance of employees. Multiple regression analysis is an analysis to see the extent of factors that affect the performance of employees of the Agency for Personnel and Human Resources Development (BKPSDM) in Pare-pare city with the formula as follow:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

Info:
Y = Employee performance
b_1–b_2 = Regression coefficient
a = Constant
e = Default error
X1 = Work Motivation
X2 = Work Environment

t-statistical tests show how far one variable explains individually in describing the variation of bound variables. The hypothesis test proposed in this study will be conducted using a t-test if the t-value calculated > t-table indicates the acceptance of the proposed hypothesis. t-calculated > t-estimated means H0 rejected and received H1. T- calculated < T- estimated means H0 received and reject H1. The T-test can also be seen at the level of signification: If the signification level< 0.05, H0 is rejected, and H1 is accepted. If the signification level> 0.05, then H0 is accepted and H1is rejected. Normality Test In conducting regression tests, Sugiyono (2008, p. 10) is required that the data is used typically. In this study, the normality of distribution can be done by looking at residual values on the regression model to be tested. If the residual distribution is expected, the data distribution value will be located around a straight line. Normality testing in this study used the Histogram test and regular Plot test. Heteroskedasticity tests were conducted to test whether variance occurred from residual one observation to another in the regression model. In regression, one of the assumptions that must be met is that the variance of residuals is called Heteroskedasticity. The basis in looking at a questionnaire occurs Heteroskedasticity or not if the significant value is> 0.05. The Multicollinearity test tests whether the regression model found a free (independent) correlation—detecting the absence of multicollinearity, i.e., by analyzing the correlation matrix of free variables. The existence of multicollinearity can be seen through the value of VIF (Variance Inflation Factors) or its tolerance value. The presence of multicollinearity can be known if the VIF value > 10 or vice reverse by the tolerance value < 0.1. If the VIF value of each variable < 10 or in reverse the tolerance value > 0.1, then it can be said that no multicollinearity or relationship occurs between free variables can be tolerated so that it will not interfere with the regression result. The measurement of the variable is work motivation (X2), which arises in or within an individual who moves and directs behavior. Its indicators use Maslow's theory of physiological, security, social, reward, and self-actualization needs. The instrument used is a questionnaire, and the measurement uses a 5-point Likert scale with a gradation of answers strongly agreed to disagree strongly. The work environment is everything around the workers that can affect them in carrying out the tasks.

4. Results and Discussion

4.1. Descriptive Analysis

The distribution of respondents by gender is intended to know the proportion of respondents. The data collected shows that the number of research subjects who are male is more than female. There were 28 male respondents (70%) and 12 female respondents (30%). The distribution of respondents based on education is displayed to determine the level of education shows that the number of respondents with undergraduate education level (S1) is more, namely 28 respondents (70%). Then followed by respondents with master education (S2) 6 people (15%), Diploma/D3 4 people (10%), and finally high school graduates and the equivalent as many as two respondents (5%). The number of human resources with bachelor's degrees and Masters as data above shows that this composition becomes the hope for the organization to realize employee performance and organizational performance. The piece of the age of respondents aged 46-60 years as many as ten respondents (25%). Respondents aged between 41-45 years as many as 12 respondents or (30%), age 36-40 years as many as 11 respondents (27%), and respondents aged between 20-35 years as many as seven respondents (18%). Data collected showed that respondents with a smaller working duration of 5 years as much as five respondents or 13%, respondents who worked 6-10 years as many as 12 people or 30%. This data indicates that employees at BKPSDM Pare-pare are still in the young category or have moderate work experience. While the professional work between 21-35 years as many as seven respondents 28%. The respondent's answer description is one of the analytical methods used in the study. The respondent's answer in descriptive form can be explained as follows:

a) Description of Work Motivation Variables (X1); based on the respondent's answer above, we can describe it as follows: The first indicator of physiological needs has one statement related to salaries and worker's benefits. Respondents' response to this statement is perfect; it means that the wages and Performance Allowances of employees in the Pare-pare City Human Resources

Development and Staffing Agency, according to the respondents, are sufficient for the basic needs of employees. The second indicator of The Fog of Security has two statements with an average indicator value of 4.09, which means that ASN at BKPSDM Office pare-pare feels safe with health insurance and old age guarantee. The third indicator of Social Needs. This indicator has one statement only that I think I do not discriminate with colleagues in work. Respondents' answers showed that the response from ASN showed a reasonable scale, with an average score of 4.12, which means that ASN wants the same social treatment between the ASN and employee environment. Fourth, Self-esteem needs. With one statement that the organization gives me a bonus The question about For satisfactory work. Respondents' answers showed that ASN responded well to the organization's improving ASN motivation by awarding prizes. This indicator has an average rating of 4.12. The Need for Self-Actualization. This indicator has three statements related to the opportunity to participate, socialize, and get recognition and appreciation from colleagues. Respondents' responses in this indicator were on a Good scale, with an average score of 4.04, which means that the leadership always provides participatory opportunities, socialization space to workers, and recognition and appreciation from colleagues. This gives an idea of how the organization's atmosphere and condition provide psychological comfort to the ASN.

b) Description of Working Environment Variables (X2); based on the respondent's answer, it can describe it as follows: The first indicator is Relationships with Co-workers. with the first statement is, the relationship between co-workers are open to communicating when there are problems or conflicts in the work environment of the organization, in particular, ASN provides a very positive response to the importance of cooperation in the organization through inclusive communication and related to the work of ASN in the Agency for Personnel and Human Resources Development (BKPSDM) Pare-pare City. This analysis can be seen from the responsiveness value in the first statement, which reached 3.97. The following information is, Relationships between co-workers in the organizational environment are sometimes still based on seniority and position. Respondents' answer justifies that government organizations in Indonesia, especially in the regions, still use relationships that are thick with local wisdom values. The indicator's average weight is 3.92. The second indicator is the relationship between subordinates and the Chairman. This indicator has two questions, namely the first, the Chairman has a good relationship with all employees without discriminating staffing status. The responsiveness of respondents is well-stated. This means that the Leadership of the Organization has implemented approaches with subordinates through conducive approach patterns. In the second statement, the Chairman always gives guidance, direction, and encouragement to employees to carry out their duties well. Respondents' answers showed that ASN in BKPSDM Pare-pare always gets advice and guidance from the leadership in carrying out its duties. Third, work Facilities Indicator. This indicator also has two statements, namely, first. The office equipment facilities provided are quite complete and adequate. Respondents' answers showed that the average ASN responded positively regarding work facilities, which means that both physical and non-physical have provided a new space for the ASN to carry out its duties.

c) The following statement is, Environmental cleanliness, in general, can be enjoyed well. Questionnaire answers show that organizations strongly support a healthy environment, clean and neatly organized. Description of Performance Variables (Y); the ASN performance variables in this study have four indicators. First, Quantity with two statements, i.e., the first statement, work generated following the set target and second statement, ASN must complete its work exceeding performance target. Respondents' answers showed that the average ASN achieved the outcome following the target time set, although frequent delays still exist. With an average indicator value of 4.37 very good. Second, quality indicator. This indicator has two statements that employees can complete each job carefully and neatly, and the Boss appreciates employees who work with high quality. Respondents' answers had an average of 4.12. The first statement only had 13 respondents who disagreed with the third statement. The third indicator is accuracy. With two statements. Employees can complete the work that is the responsibility as

determined, and, Employees prioritize cooperation with colleagues in completing the work. Respondents′ answers showed that the average score produced was 4.11, which indicates that ASN in BKPSDM has a responsibility and always cooperates in carrying out its work.

4.2. Statistical Result

A validity test is used to measure valid or valid or not a questionnaire (Ghozali, 2005). The test results are as follows:

Table 1. Validity Test Results

Variable	Item	r-calculated	r-estimated	Information
X1.Work Motivation	1	0,838	0,312	Valid
	2	0,718		
	3	0,701		
	4	0,630		
	5	0,669		
	6	0,779		
	7	0,544		
	8	0,533		
X2.Work Environment	1	0,732	0,312	Valid
	2	0,602		
	3	0,702		
	4	0,632		
	5	0,539		
	6	0,682		
Y. Performance	1	0,600	0,312	Valid
	2	0,755		
	3	0,622		
	4	0,609		
	5	0,684		
	6	0,701		

Based on table 1, all research variables have a calculated value greater than r-estimated, which is 0.312, so the question items in this study can be said to be valid. Meanwhile, to see the reliability test, the questionnaire then used a reliability test as contained in the table below:

Table 2. Reliability Test Results

Variable	Cronbach Alpha	Info
Work Motivation	0,814	Reliable
Work Environment	0,872	Reliable
Employee Performance	0,830	Reliable

Based on table 2, all research variables have a Value Cronbach Alpha greater than the standard value of 0.60, so that the question items in this study can be said to be reliable. The classic assumption test is a statistical requirement that must be met in a multi-linear regression analysis based on ordinary least squares (OLS). So, regression analysis based on OLS does not require classic assumption requirements, e.g., logistic regression or ordinal regression. Likewise, not all definitive assumption tests should be performed on linear regression analysis, e.g., multicollinearity tests are not performed on simple linear regression analysis, and autocorrelation tests do not need to be applied to cross-sectional data. Classic assumption tests also do not need to be performed for linear regression analysis to calculate values on a particular variable. For example, the return value of a stock is calculated by the market model or the

market-adjusted model. The expected return value calculation can be done with the regression equation, but classical assumptions do not need to be tested. Classic assumption test that is often used is multicollinearity test, heteroskedasticity test, normality test, autocorrelation test, and linearity test. There are no exact provisions on which test sequences should be met. Analysis can be performed depending on existing data. For example, an analysis of all classic assumption tests is performed, seeing which ones do not meet the requirements. Then the improvement is made to the test, and after fulfilling the requirements. The test is done on another test.

Normality tests can be used to see if a distributed residual value is average or not. A good regression model is to have an average circulated residual value. So, normality tests are not conducted on each variable but on its residual value. There is often a plural error that normality tests are performed on each variable, which is not prohibited. Still, the regression model requires normality at its residual value rather than on each research variable. Normality test can be done with histogram, P-Plot regular, Chi-Square, Skewness, Kurtosis, or Kolmogorov Smirnov test. There is no best or the most appropriate method. The tip is that testing with graph methods often leads to differences in perception among some observers. Hence, using normality tests with statistical tests is free from doubt, although there is no guarantee that testing with statistical tests is better than testing with the graphic method.
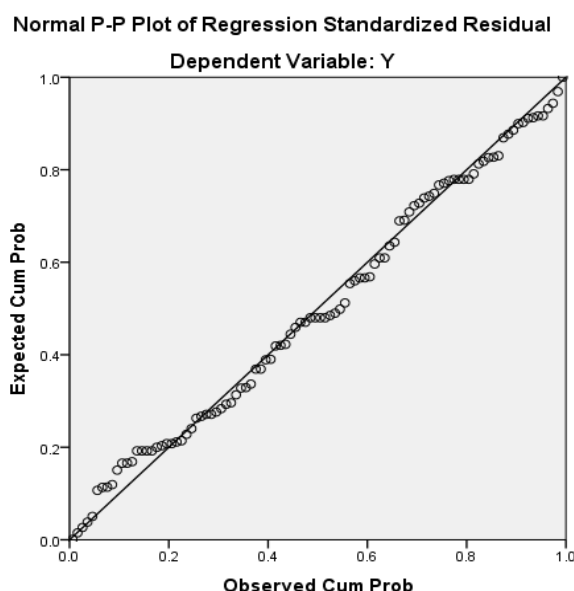

Figure 2. Normal P-Plot

According to Santoso (2000), the basis of decision making: If the data spreads around the diagonal line and follows the direction of the line, then the regression model meets the assumption of normality. Thus, because the chart meets the premises, the regression model meets the normality test requirements.

Table 3. The Processed Data of Multiple Linear Regression Programs

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.219	.477		.460	.648
	Work Motivation	.546	.138	.496	3.953	.000
	Work Environment	.405	.127	.400	3.193	.003
	R-Value	0,815				
	R-Square	0,664				
	F-test	36.562				
		.000				

Table 3 above is known that the constant value is b0 = 0.219, the variable work motivation (X1) of 0.546, the Variable Work Environment, 0.405, so that the equation of regression can be seen as follows:

$$Y = 0.219 + 0{,}546\ X_1 + 0{,}405\ X_2$$

The constant value of b0 = 0,219 means that if the Variable of Work Motivation (X1) variable work environment (X2) does not change, then the performance of ASN Agency for Personnel and Human Resources Development (BKPSDM) Pare-pare city is 0. 219. Coefficient of the Work Motivation variable (X1) of 0.546 means that if the Work Motivation increases by 1 unit or unit, it will increase the performance of ASN by 54.6 with variable assumption variable X2 or work environment with a constant value. The coefficient of the Work Environment variable (X2) is 0. 405, which means that a good Working Environment will improve performance, ASN where any improvement in the Work Environment will enhance the performance of the ASN, assuming Variable X1 is of constant value. The magnitude of the double correlation coefficient (R2) is 0.815, which indicates that the importance of the relationship between independent variable X1.X2 and Dependent Variable (Y) is ASN's performance of 0.815 means that the extent of the influence of independent variables on dependent variables is 0.815. The importance of the coefficient of determination (R^2) is 0.664. this result indicates that the magnitude of the influence of independent variables (X) on the performance of ASN (Y) in the Agency for Personnel and Human Resources Development (BKPSDM) Pare-pare is 0.664 or (66.4), and the remaining 0.336 or 33.6 is influenced by other factors or variables not included in this research model.

4.3. Discussion

Based on the research results obtained that the motivation of work has a positive and significant effect on the performance of employees of the Agency for Personnel and Human Resources Development (BKPSDM) Pare-pare City. The respondent's response to work motivation can be seen, which proves that work motivation statistically has a natural effect on ASN's performance. Based on the respondent's answer on each indicator, all motivation indicators as the theory used in this study have a good-scale response. The first indicator of physiological needs, such as Salary, gets a dominant agreed answer compared to other scales. This result indicates that employees' salaries in the Maslow pyramid hierarchy are part of the physiological needs suggest that physiological needs are a necessity at the lowest level. That is, these needs must be met and satisfied first before meeting other needs. As the most basic need, physiological needs relate to physical needs such as eating, drinking, breathing, sleeping, clothing, and also boards or houses. Where the presence of workers' salaries can only meet these elements, both regularly and salaries of 13 and 14, this result is in line with the view of Herzberg stated that motivation is formed from the attitude of employees in dealing with situations. Motivation is an energy that moves itself to achieve the goals of the company's organization, while the tool can be a salary. Fulfillment of ophiological needs is essential because it becomes the basis for fulfilling other needs in the higher hierarchy. With the response of ASN on this indicator of physiological needs, it can be affirmed that it will be a source of physical or basic needs with Salary. Salary, in this case, is a form of retribution or commonly referred to as an award given regularly and regularly to an ASN for services and work that is usually delivered monthly. Based on the research results obtained that the work environment has a positive and significant effect on the performance of employees of the Agency for Personnel and Human Resources Development (BKPSDM) Pare-pare City. This indication can be seen from the respondent's response to the work environment, which proves that the work environment has a noticeable effect on ASN performance. Based on the respondents' answers to the first indicator related to the statement of openness of the communion relationship, and the second is the relationship with colleagues. Respondents' responses indicate that there are still some ASNs that are not in line with this statement, which shows that relationships between colleagues should get serious attention because there is still an ASN even stated that there is a good relationship between ASN's. This fact is in line with Haerani (2020) that organizational communication affects ASN's performance. The implications of open communication in creating a conducive corporate environment in the Office of

BKPSDM Pare-pare will affect trust, closeness, support, willingness to listen to problems, and willingness to accept advantages and disadvantages.

5. Conclusion

There are several reasons why employee motivation is essential. Mainly because it allows management to meet its goals, companies could be placed in a precarious position without a motivated workplace. Employee motivation is vital for every company due to the benefits that it brings to the company. Benefits include increased employee commitment. When employees are motivated to work, they will generally put their best effort into the assigned tasks. Improved employee satisfaction is essential for every company because this can lead towards positive growth for the company. Ongoing employee development, motivation can facilitate a worker reaching their personal goals and fostering an individual's self-development. Once that worker meets some initial plans, they realize the clear link between effort and results, further motivating them to continue at a high level. They improved employee efficiency. An employee's efficiency level is not only based on their abilities or qualifications. To get the best results, an employee needs to balance the ability to perform the task and the willingness to complete the job. This balance can lead to an increase in productivity and an improvement in inefficiency. Motivated employees can lead to increased productivity and allow an organization to achieve higher levels of output. Imagine having an employee who is not motivated at work. They will probably use the time at their desk surfing the internet for personal pleasure or even looking for another job. This is a waste of your time and resources. A healthy workplace environment is ideal when it comes to maintaining a positive outcome in a stressful atmosphere. The most important thing that influences employee motivation and happiness, and how productive and efficient they can be, all goes down to their working environment. A healthy workplace environment is good for the company as it could bring sales to the business. A healthy workplace environment improves productivity and reduces costs related to absenteeism, turnover, workers' compensation, and medical claims. There are four aspects to look into when creating a healthy workplace environment: Workplace culture, creating a Happier Corporate Culture. Every company has its own corporate culture that determines its value and usually creates a standard that employees generally follow. When the company has made a positive workplace culture, the environment of the workplace tends to be healthier as everyone would have nothing to be upset or unhappy about. Great company culture can keep employees productive and even help your company retain the best employees, and happy workers are also more likely to stick around.

A healthy workplace environment also involves the physical environment of the office or workshop and your employees' occupational health & safety. Reduce the worry of your employees by looking into the safety of the workplace. Simple things such as ensuring that all electric cables are covered or taped down with a cable tray to prevent employees from tripping over them are one of the issues, which your employees should not be worried about. Nobody wants to sit underneath a cracked ceiling! So, allow your employees to come to a safe workplace environment. Employees will care for the company they are working for if they know that they are being looked after. Employees are the best asset of every organization, and putting effort into employee wellness can encourage better teamwork, increased productivity, and reduce sick leave and workplace accidents.

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