HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Human Resources Performance in Public Services Through Strengthening the Work Environment, Self-Leadership, and Self-Efficacy

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ABSTRACT

This study analyzes the influence of work environment, self-leadership, and self-efficacy on employee performance in providing public services. This study raises various experiences and new knowledge the author did not have before. Efforts to improve problems related to aspects of human resource management to obtain employees with quality performance can increase the knowledge and insight of researchers regarding the importance of performance and the role of the work environment, self-leadership, and self-efficacy. The type of research is quantitative research using a survey approach by providing questionnaires to test the influence of work environment variables, self-leadership, and self-efficacy on the Performance of Employees. The population used by the researcher was all state civil servants at the Ministry of Religion Office of Mamuju Regency, namely 491 employees. The number of samples was determined using the Slovin formula between 100 and 200, with the technical analysis being path analysis. The study results showed that the work environment, self-leadership, and Self-efficacy positively and significantly affect employee performance.

Keywords: Human Resource Performance, Public Services, Work Environment, Self-Leadership, and Self-Efficacy.
JEL Code: J24, M12, M54, H83, C83

I.   Introduction

Public service is a fundamental community right the state must fulfil for its citizens. This is because public service is an inseparable part of the state's obligation to ensure the welfare of its people. Improving human resources across all existing units is necessary if public services are delivered poorly. When public services do not function properly, the certainty of fulfilling citizens' needs is disrupted. The leading cause of this problem is bureaucratic delays at the human resource level, particularly among personnel interacting directly with the public. The uncertainty often faced by citizens, such as delays in service delivery and additional service costs, creates a stigma of human resource deficiencies. Public services are a vital link between the government and society, as the quality of public service delivery determines community satisfaction. In this relationship, various concepts of state administration are applied in providing public services. In Indonesia, the implementation of public services is monitored by an independent institution, free from executive interference, namely the Ombudsman of the Republic of Indonesia. Based on Article 1 of Law

No. 37 of 2008, the Ombudsman is a state institution with the authority to oversee the implementation of public services, whether carried out by state or government institutions, private bodies, or individuals responsible for delivering specific public services funded in whole or in part by the state budget (APBN) and/or regional budget (APBD).

Human resource management in providing and developing public services can be strengthened through improvements in the work environment, self-leadership, and employee self-efficacy (Fahmi, 2016). The achievement of human resource performance results from management practices within an organization, whether profit-oriented or non-profit, measured according to organizational standards. Performance reflects the level of success in achieving organizational goals and objectives, as it is one of the functions that strongly influences institutional effectiveness. Improving employee performance is possible if the factors influencing it are appropriately managed. Effective human resource management is expected to result in high-quality performance and enhance organizational performance, including within government institutions. Human resource management plays a strategic role in improving performance by ensuring employee behavior is directed toward achieving organizational goals. This aligns with the field of Organizational Behavior, which studies human actions within collaborative organizational settings. Prioritizing concern for the community is essential in managing resources to ensure the sustainability of quality public services that meet societal expectations. This study analyzes the influence of the work environment, self-leadership, and self-efficacy on employee performance in providing public services.

This study also offers new experiences and knowledge for the researcher, particularly insights into competencies required in the professional workplace. The findings are expected to provide input for addressing issues in human resource management, ensuring the availability of high-performing employees, and deepening the researcher's understanding of the significance of performance and the role of work environment, self-leadership, and self-efficacy. According to Correia & Pragiwani (2019), employee performance can be influenced by several factors, including job satisfaction, ability, work environment, self-efficacy, and self-leadership. Similarly, Putri & Hartono (2018) argue that achieving good performance requires various aspects such as emotional intelligence, intellectual intelligence, organizational commitment, work environment, self-efficacy, self-leadership, and job satisfaction. Among these, the most important factors influencing performance are the work environment, self-leadership, and self-efficacy. From an Islamic perspective, human resource development is a strategic approach to organizational growth. Human resources are the most critical asset of an institution because, without them, no organization can function effectively. Building human resources with leadership qualities exemplified by Prophet Muhammad SAW—siddiq, amanah, tabligh, fathanah, and istiqamah—is emphasized in the Qur'an. In Surah At-Taubah (9:105), Allah commands: *"Work! Then, Allah, His Messenger, and the believers will see your deeds. Moreover, you will be returned to the Knower of the unseen and the visible, and He will inform you of what you used to do."* This verse highlights the importance of responsibility and sincerity in performance. Similarly, Surah Al-Baqarah (2:148) states: *"For every nation there is a direction to which they turn, so race to good deeds. Wherever you may be, Allah will bring you forth. Indeed, Allah is competent in all things."* These principles align with Simamora (2015), who explains that human resource management involves individuals' utilization, development, evaluation, reward, and regulation.

The work environment in public service institutions is increasingly digitalized through computer-based systems. However, some employees still face challenges due to the limited technical specifications of available devices, resulting in slow data processing and administrative inefficiencies. Technical disruptions to information systems further delay task completion. These limitations reduce productivity and create backlogs. From the non-physical perspective, challenges also arise in workplace social dynamics. Interviews and field observations revealed ineffective communication between leaders and employees. Instructions were often given suddenly without proper planning, leaving employees unprepared for changes in tasks or policies. Additionally, differences in employees' social and cultural backgrounds sometimes led to interaction gaps and potential interpersonal conflicts, negatively affecting teamwork. These less-than-optimal work environment conditions directly impact employee performance. Limited facilities, physical discomfort, and unmanaged

social dynamics reduce motivation, as reflected in performance achievements reaching only 49.33% of the set target. Research at the Ministry of Religious Affairs Office in Mamuju Regency shows that physical and non-physical work environment issues affect employee effectiveness and efficiency.

Physically, limited office space relative to the growing number of employees causes overcrowding and reduces comfort. Uneven lighting in certain areas leads to visual strain and fatigue, while inadequate ventilation contributes to stuffy rooms, further reducing performance. Limited office equipment, particularly computers and administrative systems, hinders operational efficiency. Another challenge is the low self-leadership among some employees, who tend to wait for instructions rather than act independently. These employees often avoid complex tasks and rely on proactive colleagues, leading to unequal workload distribution. The absence of systematic self-leadership development programs worsens this situation. Employees have become accustomed to structured, instruction-based work patterns with little initiative or independence. This lack of self-leadership contributes to suboptimal performance, which in 2024 was only 49.33% of the target. Therefore, addressing these internal problems is essential to optimizing employee performance. Based on these conditions, the research problem formulated in this study is whether the work environment, self-leadership, and self-efficacy affect employee performance at the Ministry of Religious Affairs Office in Mamuju Regency.

II.   Literature Review and Hypothesis Development

2.1.   Theoretical Background

2.1.1.   Work Environment

The work environment is the social, psychological, and physical aspects within an organization that influence employees in carrying out their duties. Human life cannot be separated from the surrounding environment, as humans and their environment have a very close relationship. According to Sedarmayanti (2017), the work environment consists of all tools and materials encountered, the conditions where a person works, work methods, and work arrangements, individually and in groups. In an organization, the work environment must be considered carefully, as it directly affects employees. A conducive work environment can improve employee performance, while an unfavorable environment can hinder it. Danang (2015) also defines the work environment as everything that surrounds workers and influences them in performing their assigned tasks. Thus, the work environment is essential when employees carry out their activities. Humans naturally adapt to various environmental conditions. Similarly, in the workplace, employees cannot be separated from the conditions of their work environment. While performing their duties, each employee will interact with the various aspects of the work environment. A work environment is considered good if human resources can perform activities optimally, healthily, safely, and comfortably. According to Usman, Jusriadi, and Maklassa (2020), a healthy work environment within an organization must be prioritized because it directly influences employees. In the long term, an unsuitable work environment can demand more effort and time while hindering the achievement of efficient work systems. According to The Most Beautiful (2017), the work environment is a place for groups of people equipped with facilities that support achieving organizational objectives in line with its vision and mission. Indicators of the Work Environment (Sedarmayanti, 2009)

a. Physical Work Environment

The physical work environment includes several aspects, such as:
1. Lighting. Lighting is a primary factor in work activities. Poor or inadequate lighting in the workplace can cause decreased work quality and efficiency. According to Robbins (2002), good lighting must meet specific characteristics to support optimal performance.

2. Air Temperature. Temperature varies across individuals and plays an important role in the workplace. The human body strives to maintain an ideal temperature. Air temperature must be considered because it can affect employees' body condition during work (Badayai, 2012).

3. Humidity. Humidity is the amount of water vapor in the air, expressed as a percentage. It is influenced by air temperature, and together with temperature, air speed, and heat radiation, it affects the human body's ability to regulate heat.

4. Air Circulation. Air circulation is important because employees spend most of their time indoors. Proper air circulation ensures physical freshness and comfort for employees.

5. Noise Level. Noise, according to the Decree of the Minister of Health of the Republic of Indonesia Number 1405/MENKES/SK/XI/2002, is an unwanted sound that disturbs or endangers health. Reducing noise includes soundproofing, blocking, relocating, maintaining equipment, planting trees, and constructing artificial hills. Based on these regulations, the noise threshold limit for workers with an 8-hour workday is 85 dB.

b. Non-Physical Work Environment

1. Employee-Superior Relationship. The attitude of superiors toward subordinates influences employees in carrying out their duties. A friendly, respectful, and appreciative attitude helps employees feel more comfortable and motivated, ultimately supporting the achievement of organizational goals (Nitisemito, 2008).

2. Employee-Employee Relationship. Relationships among employees are essential, particularly for group-based tasks. Conflicts between employees can worsen the work atmosphere and reduce morale. Conversely, good working relationships foster cooperation, mutual assistance, and higher employee morale (Nitisemito, 2008).

2.1.2. Self-Leadership

According to Suzanna (2017), self-leadership is an ability possessed by individuals to influence, direct, supervise, and motivate themselves (their mindset and behavior) to achieve desired goals. It reflects the capability to guide, motivate, and manage oneself toward achieving specific objectives. This concept involves self-awareness, emotional regulation, and independent decision-making to obtain the expected outcomes. Neck and Houghton (2002) describe self-leadership as consisting of three main strategies: behavior-focused strategies, natural reward strategies, and constructive thought pattern strategies. These strategies help individuals increase awareness, set goals, and direct behavior productively. Similarly, Groves and Feyerherm (2022) emphasize that self-leadership is vital for leadership development, particularly in recognizing self-potential through personality assessment and effective self-management. This concept combines self-management and self-direction as a form of comprehensive self-influence.

Self-leadership significantly influences performance, particularly in generating motivation for assigned tasks or other activities. It also contributes to developing strong goal commitment and higher individual productivity, especially within organizational development. Alfian et al. (2023) state that the work environment significantly influences employee performance. A supportive environment increases comfort and motivation, while an unconducive environment reduces interest and performance. Self-leadership fosters a sense of control and commitment that yields positive outcomes. However, being able to control thoughts and actions alone does not necessarily mean an individual has achieved proper self-leadership. According to Rosiman (2018), self-leadership includes several aspects, namely self-understanding, self-control, and long-term self-development. Indicators of Self-Leadership (Eck & Manz, 2010)

a. Self-Awareness – the ability to recognize and understand one's feelings, thoughts, and behaviors and their impact on oneself and others.

b. Self-Control – the ability to regulate emotions, behaviors, and impulses to remain consistent with long-term goals.
c. Self-Motivation – the internal drive to move forward, overcome obstacles, and achieve goals without external encouragement.
d. Independent Decision-Making – the ability to make informed and independent decisions without excessive reliance on others' guidance or opinions.
e. Commitment to Personal Growth – the willingness to continually improve through learning and self-development.

2.1.3. Self-Efficacy

According to Ghufron & Risnawita (2012) and Kreitner & Kinicki (2014) in Mansur, Jusriadi, & Muchran (2023), self-efficacy is a person's belief in their ability to complete specific tasks. Individuals with high self-efficacy tend to achieve better results in their work. Self-efficacy is often associated with self-esteem, as both involve self-assessment related to success or failure, which leads to personal satisfaction. Baron & Byrne (2004) also stated that self-efficacy reflects a person's evaluation of their capacity to achieve goals, complete tasks, or overcome challenges. Similarly, Bandura (1978) and Ueno (2018) define self-efficacy as the belief that an individual can effectively face and manage certain situations. In essence, self-efficacy represents self-confidence in one's ability to complete tasks or confront challenges. Indicators of Self-Efficacy (Indrawati, 2014)

a. Past Productivity. Personal mastery experiences shape expectations for future situations, whether successes or failures. Repeated success builds strong efficacy expectations, while repeated failures weaken them. Modeling, exposure, self-presentation, and desensitization can strengthen mastery.
b. Vicarious Experience. Observing others perform activities without negative consequences increases belief in one's ability. This can be enhanced through live or symbolic modeling.
c. Verbal Persuasion. Suggestions, advice, and self-instruction can strengthen belief in one's ability, although they are less effective than personal experiences.
d. Emotional/Problem-Solving Management. Reducing negative emotions such as stress, fear, and anxiety can improve self-efficacy, since these emotions are linked to decreased performance and avoidance behavior.

2.1.4. Employee Performance

According to Mangkunegara (2017), employee performance refers to work achievement measured by the quality and quantity of results employees achieve in carrying out tasks. Jusriadi, Syafaruddin, and Rusydi (2021) argue that employee performance can improve with strong self-leadership, despite organizational cultural diversity. However, a lack of knowledge-sharing effectiveness may occur due to suboptimal management systems. Edison, Anwar, and Komariyah (2018) define employee performance as the outcome of a process measured within a specific period, based on predetermined standards or agreements. Similarly, Fahmi (2021) describes performance as the results achieved by organizations, both profit-oriented and non-profit-oriented, within a given period. Based on these perspectives, performance can be divided into individual and organizational performance, interconnected through hierarchical structures. Indicators of Employee Performance (Afandi, 2018)

a. Quantity of Work Results. The measurable amount of work produced is expressed in numerical terms.
b. Quality of Work Results. The measurable quality or standard of work outcomes is expressed numerically or through equivalent metrics.

c.   Punctuality. The extent to which activities are completed according to schedule. Timely completion improves efficiency and allows better synchronization of tasks and optimal use of time for subsequent activities.

III.   Research Method

3.1.   Research Design

This study employs a quantitative research design using a survey approach with questionnaires to test the influence of the work environment (X1), self-leadership (X2), and self-efficacy (X3) on employee performance (Y). The research was conducted at the Ministry of Religious Affairs Office, Mamuju Regency, at Jalan KS Tubun No. 5, Rimuku Village, Mamuju District, West Sulawesi. The study was planned for over two months, starting in January 2025.

3.2.   Population and Sample

The population in this study consists of all civil servants (ASN) at the Ministry of Religious Affairs Office of Mamuju Regency, totaling 491 employees. The sample size was determined the Slovin formula (Umar, 2007, p. 78). Based on this calculation, the number of samples falls within the structural equation model (SEM) criteria, which recommends an appropriate sample size of 100–200 respondents (Hair et al., 2006).

3.3.   Data Collection Method

The primary data were collected using structured questionnaires distributed to employees. The questionnaire items were designed to measure the independent variables (work environment, self-leadership, and self-efficacy) and the dependent variable (employee performance).

3.4.   Data Analysis Techniques

This study applies quantitative data analysis using Path Analysis, which integrates factor analysis, structural models, and path analysis (Solimun, 2002). The evaluation of model fit was conducted using several Goodness-of-Fit (GOF) indices (Hair et al., 1998), including:

a.   Chi-square (χ^2): The lower the Chi-square value, the better the model fit. The model is considered acceptable if p > 0.05.
b.   RMSEA (Root Mean Square Error of Approximation): An RMSEA value ≤ 0.08 indicates model acceptance.
c.   GFI (Goodness of Fit Index): A non-statistical measure ranging from 0 (poor fit) to 1 (perfect fit).
d.   AGFI (Adjusted Goodness of Fit Index): The recommended acceptance value is ≥ 0.90.
e.   Relative Chi-Square (CMIN/DF): A value < 2.0 or 3.0 indicates an acceptable fit between the model and the data.
f.   TLI (Tucker Lewis Index): An incremental fit index, with values > 0.90 considered acceptable.

IV.   Results and Discussion

4.1.   Research Results

4.1.1.   Characteristics of Respondents

This study involved 220 Ministry of Religious Affairs Office employees in Mamuju Regency as respondents. The characteristics are presented in Table 1.

a. By gender, 115 respondents (52%) were male and 105 (48%) were female. No significant difference in performance was observed between male and female employees, indicating that performance is not influenced by gender.
b. By age, the majority of respondents were 31–40 years old (90 respondents or 41%), followed by >40 years old (70 respondents or 32%), and 20–30 years old (60 respondents or 27%). This shows that most employees are in the productive middle-aged group.
c. By educational attainment, most respondents held a bachelor's degree (125 respondents or 54%), followed by high school graduates (70 respondents or 31%), and master's degree holders (25 respondents or 14%).

Table 1. Respondent Composition

Measurement	N	%
Gender		
Man	115	52%
Female	105	48%
Age (years-old)		
20-30 years	60	27%
31-40 years	90	41%
>40 years	70	32%
Education Level		
High School/Equivalent	70	31%
Diploma/Bachelor's Degree	125	54%
Master's Degree	25	14%

4.1.2.   Validity Test

The validity test in this study was conducted using the Confirmatory Factor Analysis (CFA) method. Table 2 shows that all indicator loading factor values are greater than 0.5. This indicates that all indicators are valid and can be used in the measurement model. According to the standard, the indicator is declared valid if the loading factor value exceeds 0.5.

Table 2. Validity Test Results

Relationship Between Variables	Estimate
X1.2 <--- Work Environment	0.654
X1.1 <--- Work Environment	0.847
X2.5 <--- Self-Leadership	0.758
X2.4 <--- Self-Leadership	0.656
X2.3 <--- Self-Leadership	0.706
X2.2 <--- Self-Leadership	0.793

Relationship Between Variables	Estimate
X2.1 <--- Self-Leadership	0.719
X3.4 <--- Self-Efficacy	0.772
X3.3 <--- Self-Efficacy	0.781
X3.2 <--- Self-Efficacy	0.655
X3.1 <--- Self-Efficacy	0.699
Y.1 <--- Employee Performance	0.649
Y.2 <--- Employee Performance	0.444
Y.3 <--- Employee Performance	0.609

4.1.3. Reliability Test

The reliability test was measured using Construct Reliability (CR) and Average Variance Extracted (AVE). A variable is considered reliable if it has a CR value greater than 0.7 and an AVE value greater than 0.5 (Ghozali, 2005). Based on Table 3, all variables in this study meet the required thresholds, indicating that the instruments are reliable.

Table 3. Reliability Test Results

Variable	Construct Reliability (CR)	Average Variance Extracted (AVE)	Remarks
Work Environment	0.936	0.647	Reliable
Self-Leadership	0.935	0.636	
Self-Efficacy	0.943	0.667	
Employee Performance	0.864	0.626	

4.1.4. Structural Relationship Analysis

The structural relationship diagram illustrates direct causal relationships between constructs using curves, while arrows at both ends represent correlations between constructs. Figure 1 uses the Maximum Likelihood estimation model to measure relationships between variables in path analysis.
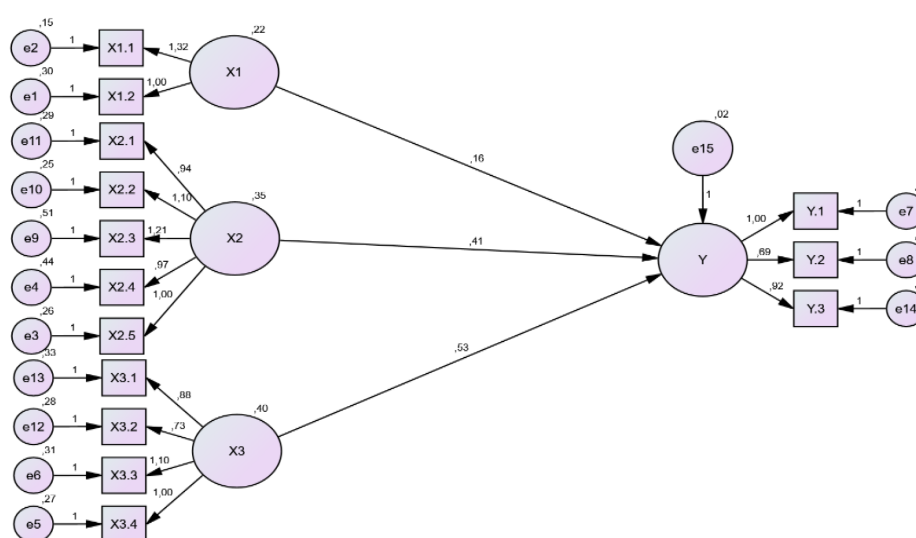

Figure 1. Structural Equations

A dataset is considered normally distributed if the skewness and kurtosis values fall within the range of ±2.58. This is consistent with Santoso (2011), who stated that data can be classified as normally distributed if the skewness and kurtosis values range from -2.58 to +2.58. Table 4 presents the results of the Normality Test, indicating that although the kurtosis values of some variables fall outside the acceptable range, they can still be tolerated by considering both skewness and kurtosis values together. Since most values remain within the acceptable limits, the data can be considered normally distributed, allowing the analysis to proceed to the next assumption test (Santoso, 2011).

Table 4. Normality Test

Variable	Min	Max	Skew	CR	Kurtosis	CR
Y.3	2.000	5.000	-0.539	-3.262	-0.174	-0.527
X3.1	2.000	5.000	-0.463	-2.802	-0.309	-0.936
X3.2	2.000	5.000	-0.927	-5.616	1.006	3.044
X2.1	2.000	5.000	-0.541	-3.274	-0.342	-1.037
X2.2	1.000	5.000	-0.668	-4.047	0.494	1.494
X2.3	1.000	5.000	-0.706	-4.274	-0.038	-0.116
Y.2	1.000	5.000	-0.600	-3.631	0.292	0.884
Y.1	2.000	5.000	-0.689	-4.173	0.081	0.247
X3.3	1.000	5.000	-0.836	-5.060	0.399	1.209
X3.4	1.000	5.000	-0.816	-4.940	0.918	2.779
X2.4	1.000	5.000	-0.705	-4.270	0.275	0.832
X2.5	2.000	5.000	-0.813	-4.921	0.336	1.018
X1.1	2.000	5.000	-0.418	-2.529	-0.820	-2.483
X1.2	2.000	5.000	-0.444	-2.689	-0.735	-2.226
Multivariate					54.651	19.149

4.1.5. Outlier Test

Outliers are data observations with characteristics significantly different from other data, often lying far above or below the normal range, and are considered extreme values. Outliers can be detected using the Mahalanobis distance value (Ghozali, 2006). The criteria for outlier detection are based on the Chi-Square value at a given degree of freedom with a significance level of $p < 0.001$, as found in the Chi-Square distribution table. In this study, with df = 74 and p = 0.05, the Chi-Square value is 95.081. Table 5 shows that the farthest Mahalanobis distance is 50.094, while the closest is 14.181. Since both values are below 95.081, it can be concluded that there are no multivariate outliers (Ghozali, 2006).

4.1.6. Model Fit Test

The Goodness of Fit Index (GFI) measures the ability of a model to explain data variability. GFI values range from 0 to 1. Based on 12 model fit criteria, 11 were met, indicating that the model is acceptable. Thus, the analysis can proceed to hypothesis testing.

Table 5. Model Fit Test

Goodness of Fit Index	Cut-off Value	Result	Information
Chi-square	p > 0.05	0.000	
Non-Centrality Parameter	Small fitted < Chi-square	60.624	Fit
Root Mean Square Error of Approx	< 0.08	0.064	

Goodness of Fit Index	Cut-off Value	Result	Information
Goodness of Fit Index	0 – 1	0.925	
Adjusted Goodness of Fit of Index	0 – 1	0.882	
Normed Fit Index	> 0.90	0.925	
Parsimony Normed Fit Index	0.60 – 0.90	0.681	
Parsimony Comparative Fit Index	0.60 – 0.90	0.709	
Comparative Fit Index	> 0.90	0.962	
Incremental Fit Index	> 0.90	0.963	
CMIN/DF	< 2	1.905	
PRATIO	0.60 – 0.90	0.736	

4.1.7.   Hypothesis Testing

To determine the results of hypothesis testing, the probability value is used as the basis for acceptance or rejection of the hypothesis. If the probability value (P) is greater than 0.05, then H0 is accepted, indicating that the result is insignificant. Conversely, if the probability value (P) is less than 0.05, then H0 is rejected, indicating that the result is significant (Santoso, 2007). Based on the results of hypothesis testing presented in Table 6, the Critical Ratio (CR) value for the effect of the work environment on employee performance is 2.105, greater than the cut-off value of 1.96. The corresponding probability value of 0.035 is smaller than the significance level of 0.05. Therefore, H0 is rejected. The estimated value of 0.157 suggests that improvements in the work environment will increase employee performance by 0.157.

Similarly, the CR value for the effect of self-leadership on employee performance is 6.372, exceeding the cut-off value of 1.96, while the probability value of 0.000 is below the significance level of 0.05. Consequently, H0 is rejected, and the estimated value of 0.412 indicates that enhancing self-leadership will increase employee performance by 0.412. Furthermore, the CR value for the effect of self-efficacy on employee performance is 7.639, which is also greater than the cut-off value of 1.96, with a probability value of 0.000, smaller than 0.05. Therefore, H0 is rejected. The estimated value of 0.530 demonstrates that an increase in self-efficacy will increase employee performance by 0.530.

Table 6. Direct Hypothesis Testing

Direct Effect Variable	Estimate	SE	CR	P
Work Environment → Employee Performance	0.157	0.074	2.105	0.035
Self-Leadership → Employee Performance	0.412	0.065	6.372	0.001
Self-Efficacy → Employee Performance	0.530	0.069	7.639	0.001

4.2.   Discussion

This study contributes to developing human resource management theory, particularly in understanding how the work environment, self-leadership, and self-efficacy influence employee performance. One important implication relates to the Self-Leadership Theory by Manz and Neck (2002), which emphasizes that individuals who manage themselves effectively will demonstrate more optimal performance. The findings of this study show that employees with a high level of self-leadership tend to be more independent, possess strong intrinsic motivation, and are better able to handle work challenges successfully. In addition, this research reinforces Bandura's Self-Efficacy Theory (1977), which asserts that individuals with a high level of self-efficacy are more confident in completing tasks and more persistent in facing challenges. The results

indicate that employees with strong self-efficacy exhibit greater resilience, higher motivation to achieve targets, and more substantial confidence in carrying out their responsibilities. This study also supports the theory of work environment and employee performance proposed by Sedarmayanti (2017), highlighting that both physical and non-physical aspects of the work environment can enhance employee productivity. The findings confirm that work comfort, positive interpersonal relationships, and adequate facilities significantly improve employee performance.

V.　Conclusion

This research and data analysis show that the work environment, self-leadership, and self-efficacy each positively and significantly affect employee performance. This means improvements in these three aspects will directly contribute to better performance outcomes. The work environment in this study includes physical aspects, such as limited office facilities, uneven lighting, and suboptimal ventilation, as well as non-physical aspects, including social dynamics and diverse socio-cultural backgrounds among employees. Self-leadership reflects the initiative and independence of employees in carrying out tasks, while self-efficacy relates to their confidence in facing work challenges. Based on these findings, the Ministry of Religion of Mamuju Regency must prioritize improving the work environment by providing adequate facilities, ensuring proper lighting and ventilation, and fostering effective communication across all organizational levels. In addition, building a supportive and collaborative culture can enhance employee comfort and productivity. The development of self-leadership can be encouraged through training that emphasizes time management, decision-making, and proactive attitudes, thereby increasing independence and initiative in work. Likewise, self-efficacy can be strengthened through mentorship and coaching programs, recognition of achievements, and a system that supports employees' mental and emotional growth. Furthermore, establishing a transparent and objective performance evaluation system with regular feedback, clear supervision, and fair reward and punishment can significantly improve discipline and motivation. Providing incentives such as promotions, bonuses, or formal recognition also serves as an effective strategy to encourage higher performance. In conclusion, the Ministry of Religion of Mamuju Regency can foster a more productive, confident, and high-performing workforce by consistently improving the work environment, strengthening self-leadership, and enhancing self-efficacy.

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