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INFLUENCE OF WORK ENVIRONMENT AND MOTIVATION OF THE WORK PERFORMANCE OF PUBLIC SERVANTS IN THE PRESIDENT'S OFFICE OF THE MUNICIPAL AUTHORITY (PAM) DILI, TIMOR-LESTE

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ABSTRACT

This study examined the influence of the work environment and motivation of the employee performance at Dili Municipal Authority, Timor-Leste. Using the quantitative method for data analysis and interpretation. As an saturated sample (census) of 86 employees (out of a population of 591) was used. Data was collected via questionnaires and analyzed using multiple linear regression and the t-test.

As an result of this research the strong relationship indicated by the correlation coefficient R of 0.717 and the coefficient of determination R² of 0.514 as discussed previously, it can be considered highly probable that the work environment and motivation exert a substantial influence on employee performance at the Dili Municipal Authority. The magnitude of R², which shows that 51.4% of employee performance variance is attributable to the joint influence of work environment and motivation, suggests that these two variables are not only relevant but indeed pivotal in shaping overall performance outcomes. This significant proportion implies that improvements in the quality of the work environment as well as the enhancement of employee motivation would likely yield tangible, positive advancements in work results, as reinforced by the statistically significant t-test findings for both variables. The remaining 48.6% of variance explained by factors outside the present model indicates that while the predicted influence is strong, it is important to recognize that the effect is not absolute and there remain conceivable limitations and negative possibilities.

Therefore, while the empirical evidence points to a predominantly positive and substantial possible effect of work environment and motivation on employee performance, the potential for both positive and negative outcomes exists, strongly depending on the dynamic interplay among multiple organizational factors and the broader context in which public servants operate.

In preparing for technological transformation, especially in online public services, the government must ensure that its human resources are well-trained and capable. Human resources are considered the most valuable asset within any institution. In the context of governance, they are vital to mobilizing and sustaining government operations. Therefore, efforts to improve the quality and efficiency of public servants remain a top priority. Without capable personnel, government institutions face challenges in achieving their organizational goals.

Professional management of human resources ensures harmony between employee needs and organizational goals. Recruitment, placement, and promotion should be based on merit and skills, supported by a clear career development system. According to Sedaryamanti (2016), human

INTRODUCTION

Human resources play a crucial role in organizational planning, implementation, and sustainability. They form the foundation that enables institutions whether governmental or non-governmental to achieve their objectives effectively. At the government level, strategic planning is essential to respond to dynamic changes in social, cultural, economic, and political conditions. Effective governance and a clean government require strong support from competent human resources and digital systems to bring improvement and hope to the community.

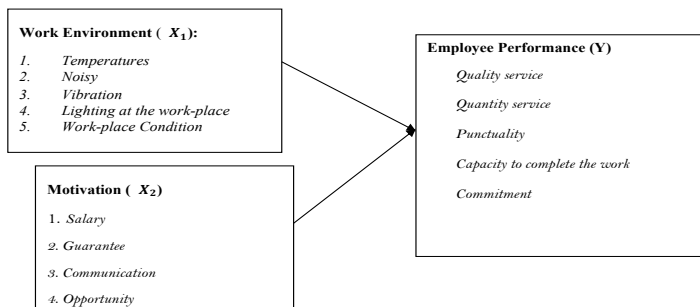
resources should be managed with responsibility and integrity, following principles and regulations that guide accountability.

Human resources also play a strategic role in implementing the National Strategic Development Plan (PEDN 2011–2030) by maximizing employees' potential and ensuring job satisfaction. A motivated workforce tends to be disciplined, proactive, and responsible. In contrast, low motivation can lead to absenteeism, low productivity, and reduced loyalty (Herzberg, 1959).

In Timor-Leste, particularly within the Dili Municipal Authority (PAM), maintaining employee motivation is a challenge due to bureaucratic constraints, limited facilities, and the absence of structured incentive systems. These factors often affect employee morale and performance. To address this, it is essential to examine how work environment and motivation influence work performance in order to design effective strategies for improvement.

In this context, this study aims to analyze the influence of the work environment and employee motivation on the performance of civil servants at the President's Office of the Municipal Authority of Timor-Leste. It also seeks to identify the key factors within these two dimensions that affect employee performance. The findings of this research are expected to make a valuable contribution to enhancing human resource capacity and strengthening overall organizational performance. Therefore, the findings of this research are expected to provide a valuable contribution to enhancing human resource capacity and strengthening the overall work performance of the conceptual framework by Hana Veronika Suoth Bidara, William A. Areros, Wehelmina Rumawas (2021), Setyowati Subroto (2018), Chanderson dan Nyoman Suprastha (2020) at Munisipal Authority in Timor-Leste.

Conceptual Framework



Performance evaluation is a key indicator of organizational success. It reflects the results achieved by individuals based on their roles and responsibilities.

Employee performance assessment

In 2024, evaluation performance data from Municipal Authority showed that 497 employees were rated Muito Bom (very good), 53 Bom (good), and 40 had not yet submitted their performance reports, indicating that performance could still be further optimized.

Employee performance is influenced by both internal factors such as motivation, competence, and job satisfaction and external factors like work environment, leadership style, and organizational culture. A conducive work environment promotes comfort, respect, and fairness, all of which enhance productivity and reduce stress. Poor lighting, high room temperature, and cramped spaces, as observed in PAM, negatively impact employee efficiency and satisfaction.

Motivation is a key driver of productivity and performance. It originates from internal and external factors, financial incentives, recognition, career growth, and a positive work environment. However, lack of motivation often leads to underperformance, poor communication, and decreased commitment. Leaders, therefore, play a strategic role in creating an environment that encourages participation, provides fair rewards, and promotes open communication to maintain employee morale.

Previous studies, including those by Bidara et al. (2021) and Susilawati & Mayasari (2022), found that work environment and motivation have a positive and significant impact on employee performance. Meanwhile, research by Asmania & Yanuarti (2024) revealed that work environment contributes 63.6% and motivation 67.9% to employee performance, while both together influence 71.6% of total performance outcomes.

Theoretical Framework on Employee Performance, Motivation, and Work Environment

This study applies Grand Theory to emphasize the importance of maintaining a balance between effort, performance, and reward. When employees feel that their efforts and performance are fairly recognized and compensated, they experience higher levels of satisfaction, motivation, and commitment. Conversely, an imbalance such as excellent performance without proper recognition leads to dissatisfaction, demotivation, and reduced performance. According to Wekly and Yukl in Sinambila (2016), performance is a real manifestation of the balance theory, meaning that organizations must ensure fair compensation, support, and justice proportional to employee effort in order to sustain optimal performance.

Indriasari et al. (2018) further explain that employees who demonstrate high performance should receive appropriate benefits and support both financial (salary, incentives) and non-financial (recognition, promotion opportunities, conducive work conditions). Thus, the concept of balance goes beyond financial reward, encompassing social justice and organizational support. Sustaining this balance helps preserve motivation and organizational loyalty among employees.

The main theoretical foundation of this research is Herzberg's Motivation-Hygiene Theory, also known as the Two-Factor Theory. Herzberg (1959) distinguishes between motivator factors (achievement, recognition, responsibility) and hygiene factors (work environment, salary, job security). Motivator factors increase satisfaction and performance, while hygiene factors merely prevent dissatisfaction. This theory underpins the variables in this study non-physical work environment, job satisfaction, and employee performance as they are interrelated. A supportive environment and job satisfaction are expected to enhance employee performance.

Employee performance refers to the results or outcomes of an individual's work (Wehelmina, 2018). Mathis and Jackson (2006) define performance as what employees do or do not do, while Prawirosentono and Primasari (2015) describe it as the achievement of results based on competence, responsibility, and ethical standards. Performance is influenced by skills, motivation, job design, and organizational relationships (Mathis & Jackson, 2001).

Performance appraisal is a systematic evaluation of employee contributions to organizational goals (Bernardin & Russel, 1993; Cascio, 1992). It helps guide compensation, training, promotion, and workforce planning decisions. Key performance indicators include service quality, quantity, punctuality, completion ability, and commitment (Kolter in Syardiandah & Utami, 2019).

The work environment encompasses physical and non-physical conditions where employees carry out their duties. A conducive environment promotes safety, comfort, and optimal performance. Physical aspects include lighting, temperature, air circulation, noise, color, and workspace arrangement, while non-physical aspects involve social relations among colleagues and supervisors (Sedarmayanti, 2011).

Herzberg's theory identifies the physical work environment as a hygiene factor that prevents dissatisfaction, whereas a positive social environment enhances motivation. Studies from Elton Mayo's Hawthorne experiments (1920–1930) support this by demonstrating that social and psychological conditions at work influence satisfaction and productivity.

Key indicators of work environment (Andriani, Sularmi & Anggraini, 2021) include temperature, noise, vibration, lighting, and workspace condition.

Motivation is the internal drive that directs employee behavior toward achieving organizational goals (Gibson, 1995; Hamalik, 1993). It involves the transformation of energy into purposeful actions to fulfill needs and attain satisfaction. The objectives of motivation include improving morale, productivity, discipline, and institutional stability while fostering a positive work environment (S.P., 2009).

According to Herzberg (1990), motivation is influenced by external factors (work environment, leadership, incentives) and internal factors (personal goals, education, experience). Motivation also comprises three elements need, incentive, and goal that create and sustain effort (Siagian, 1995).

Vroom's Expectancy Theory (1964) further supports this research, suggesting that individuals are motivated when they believe their effort will lead to valuable outcomes and fair rewards. Therefore, leadership that ensures clear communication, justice, and organizational support plays a crucial role in enhancing employee motivation and overall performance.

This theoretical framework highlights that maintaining equilibrium between employee effort, performance outcomes, and rewards is essential for sustaining satisfaction and motivation. Herzberg's Two-Factor Theory and Vroom's Expectancy Theory together explain how work environment, motivation, and satisfaction interact to influence employee performance. A fair and supportive organizational system, balancing financial and non-financial rewards will foster higher morale, commitment, and productivity among employees.

METHOD

This study employed a survey research design, as suggested by Arikunto (1992), to investigate the relationship between the work environment, motivation, and employee performance within the Dili Municipal Authority. The research aimed to gather data from a defined population and sample to identify factors influencing employees' work performance.

Population and Sample

According to Sugiyono (2005), a population refers to all individuals or phenomena possessing certain characteristics relevant to the study. The total population in this research consisted of 591 public servants in the Dili Municipal Authority. Due to time, financial, and resource limitations, the researcher used a saturated (census) sampling technique, selecting a sample of 86 employees as respondents.

Research Design

Work Environment (X1): Refers to overall conditions and factors that affect individuals' work life, including temperature, noise, vibration, lighting, and workspace condition.

Work Motivation (X2): Describes internal and external drives that encourage employees to perform effectively, measured through salary, job security, communication, opportunities, and expectations.

Employee Performance (Y): Refers to the quality and quantity of work outcomes based on punctuality, ability, commitment, and responsibility.

Each variable was measured using a 5-point Likert scale, ranging from "Strongly Agree (5)" to "Strongly Disagree (1)."

Data Type and Sources

The study used quantitative data, collected primarily from primary sources specifically, responses obtained directly from participants through questionnaires, interviews, and observations conducted in the research setting.

Data Analysis Techniques

1. Respondent Characteristics: Data were analyzed to describe gender, age, education level, and work experience.

2. Multiple Linear Regression: Used to measure the simultaneous and partial effects of the independent variables on employee performance, following the formula:

$$Y = a + b_1X_1 + b_2X_2 + eY = a + b_1X_1 + b_2X_2 + e$$

3. Coefficient of Determination (R²): Measured how well independent variables explained changes in the dependent variable.

4. Hypothesis Testing: Conducted using t-tests and F-tests at a 5% significance level. The t-test examined individual variable effects, while the F-test assessed the simultaneous influence of all independent variables.

RESULTS AND DISCUSSION

Respondent Classification

The study was conducted with 86 employees of the Dili Municipal Authority, all of whom completed and returned the questionnaires, giving a 100% response rate. Respondents were classified according to gender, age, and education level.

Gender Classification

Out of 86 respondents, 48 (56%) were male, and 38 (44%) were female. This indicates that male employees dominate the Dili Municipal Authority workforce. and a lack of recognition and incentives for high-performing employees (Sinambila, 2016; Wehelmina, 2018). This situation can negatively impact employee performance, reduce productivity, and hinder the achievement of organizational goals. To address these issues, various strategies have been developed, including improving work facilities, enhancing communication and relationships between employees, and providing incentives and rewards for high-performing employees (Rivai, 2005; Mathis & Jackson, 2001). Furthermore, employee training and development are also important efforts to improve employee motivation and performance (Aliya & Tobari, 2019; Maulia Eka Riani et al., 2017). Research by Priyanto (2018) at the Grand Keisha Hotel By Horison Yogyakarta showed that training and a positive work environment can increase job satisfaction, which ultimately has a positive impact on employee performance. As a government institution with a strategic role in public services, the Dili City Authority is required to continuously improve the quality of its human resources to provide excellent service to the public. Therefore, research into the influence of the work environment and motivation on employee performance at the Presidential Office of the Dili City Authority is crucial to provide appropriate policy recommendations to improve employee performance and organizational effectiveness.

This research also aligns with previous findings that emphasize the importance of the work environment and motivation in improving employee performance across various sectors. For example, research by Chanderson & Suprastha (2020) at PT Sunrise Polybag, Indriasari et al. (2018) in the banking sector, and Susilawati (2021) at PT FIF all demonstrated that the work environment and motivation are key factors in determining employee performance. Furthermore, research by Syardiansah & Utami (2019) at PT Pati Sari Aceh Tamiang also found that the work environment, discipline, and motivation collectively have a significant impact on employee performance. Thus, it can be concluded that efforts to improve employee performance at the Dili City Authority should focus on improving the work environment and increasing employee motivation. This will not only increase productivity and the quality of public services but will also support the achievement of overall organizational goals. This research is expected to make a significant contribution to the development of human resource management in the public sector, particularly in Timor-Leste, and serve as a reference for further research in the same field.

Age Classification

Based on employee age classification data at PAM Dili, the majority of employees (36 employees or 41.86%) are between the ages of 30 and 39, which is within the productive age group. Meanwhile, 22 people (25.58%) were aged 20–29, 15 people (17.44%) were aged 40–49, 12 people (13.95%) were aged 50–59, and only 1 person (1.16%) was aged

60–70. This age composition indicates that PAM Dili is dominated by a young and active workforce, who theoretically have great potential to contribute optimally to organizational performance. However, actual conditions on the ground often demonstrate challenges in managing the work environment and employee motivation, particularly in the public sector. Several previous studies have revealed that employees in government agencies often face issues such as inadequate work facilities, rigid bureaucratic systems, and minimal rewards and incentives provided by the organization. This can negatively impact employee morale and productivity, potentially reducing the quality of public services provided to the community. Furthermore, differences in employee age and education level can also influence work dynamics within the organizational environment, such as differences in perceptions, communication styles, and expectations of the organization.

Education Level

As a government institution tasked with providing public services to the community, PAM Dili is required to continually improve the quality and effectiveness of its performance. Therefore, an in-depth study of the factors influencing employee performance, such as the work environment and motivation, is highly relevant. In fact, based on data obtained from PAM Dili, the composition of employee education levels indicates that the majority have a relatively high educational background. Of the 86 employees, 49 (56.97%) hold a bachelor's degree, 31 (36.04%) hold a high school diploma, 5 (5.81%) hold a diploma, and only 1 (1.16%) holds a master's degree. This data shows that the majority of employees at PAM Dili have a strong academic foundation, which theoretically should support effective and efficient performance. However, a high level of education does not always automatically translate to optimal performance. Numerous studies have shown that in addition to educational factors, the work environment and motivation also play a significant role in determining employee performance. An unfavorable work environment, such as inadequate facilities, lack of harmonious relationships between employees, or high work pressure, can reduce employee morale and productivity, even those with high educational qualifications. Similarly, low motivation due to a lack of recognition, incentives, or opportunities for self-development can prevent employees from performing optimally.

The ideal situation is to create a supportive work environment and high employee motivation, resulting in optimal performance. However, in reality, various problems often hinder the achievement of this ideal situation. For example, employee dissatisfaction with work facilities, a lack of effective communication between employees, or minimal recognition for work achievements. These problems can negatively impact employee performance, ultimately affecting the quality of public services provided by PAM Dili. Therefore, it is crucial to conduct a comprehensive analysis of the influence of the work environment and motivation on employee performance at PAM Dili. This analysis aims not only to identify factors that influence employee performance but also to formulate rational and applicable solutions to improve employee performance. Therefore, the results of this study are expected to make a tangible contribution to efforts to improve the quality of public services at PAM Dili and serve as a reference for other government institutions in managing human resources more effectively. Furthermore, with the majority of employees having a bachelor's degree, there is significant potential to develop employee competencies and professionalism through structured training and career development programs. However, this potential cannot be maximized without a supportive work environment and adequate motivation. Therefore, this study is crucial to identify the extent to which the work environment and motivation contribute to employee performance, as well as the appropriate strategies for improving both factors. Within this framework, this research focuses on analyzing the influence of the work environment and motivation on employee performance at the office of the President of the Dili City Authority (PAM), Timor-Leste. This research is expected to provide a clear picture of the actual conditions on the ground and provide recommendations that can be implemented to improve employee

performance. Therefore, this research has not only academic value but also practical value that can provide direct benefits to the organization and the wider community.

Data Quality Testing

Validity Test

All questionnaire items met the validity standard with a Corrected Item-Total Correlation ≥ 0.30 , confirming that all items effectively measured the intended variables (work environment, motivation, and performance).

Reliability Test Through Cronbach's Alpha

All values exceed the reliability threshold (≥ 0.60), meaning the questionnaire is consistent and reliable for data collection. The performance of civil servants (PNS), as the spearhead of public service, is one of the main indicators of the success of bureaucratic reform and good governance. According to Sedarmayanti (2016), human resources are a key asset in public organizations and must be managed professionally to optimally contribute to achieving organizational goals. Therefore, efforts to improve employee performance are a primary focus of public sector human resource management (Wehelmina, 2018).

Employee performance is influenced by various factors, both internal and external. One particularly influential external factor is the work environment. A conducive work environment can increase employee morale, comfort, and productivity (Mangkunegara, 2000; Sedarmayanti, 2011). Furthermore, motivational factors also play a crucial role in encouraging employees to perform optimally. High motivation will encourage employees to effectively achieve organizational targets and goals (Herzberg, 1990; Robbins & Judge, 2015). In the context of public organizations, these two factors are highly relevant given the challenges and complexity of the tasks faced by civil servants, particularly within the Office of the President of the City Authority (PAM) in Dili, Timor-Leste.

Theoretically, the relationship between the work environment, motivation, and employee performance has been extensively studied in human resource management literature. According to Bernardin & Russel (1993), a good work environment encompasses physical, social, and psychological aspects that can support employee task performance. A comfortable and safe work environment will create a pleasant working atmosphere, enabling employees to work with full concentration and enthusiasm (Cascio, 1992; Handoko, 2001). Meanwhile, work motivation is an internal drive that originates from within employees to fulfill needs and achieve specific goals (Maslow in Andjarwati, 2015; Herzberg et al., 1959). Motivation can be influenced by various factors such as rewards, recognition, career development opportunities, and job satisfaction (Mathis & Jackson, 2001; Alwi, 2001).

Previous studies have shown that the work environment and motivation have a significant influence on employee performance. Andriani, Sularmi, & Anggraini (2021) found that the work environment and motivation simultaneously had a positive effect on employee performance at PT. Naga Mas Intipratama Tangerang. Similar results were also found by Asmania & Yanuarti (2024), who examined the influence of the work environment and work motivation on employee performance at the Pondok Indah Branch of Bank BCA, South Jakarta. Furthermore, Bidara, Areros, & Rumawas (2021), in their research at the Siau Unit of Bank Rakyat Indonesia, also concluded that the work environment and motivation are important factors determining employee performance levels. These studies reinforce the argument that efforts to improve employee performance must simultaneously address both the work environment and motivational aspects.

In the context of public organizations in Timor-Leste, particularly at the Presidential Office of the City Authority (PAM) in Dili, challenges in human resource management are inseparable from the work environment, which still needs improvement, and the varying levels of employee motivation. In her research, Isménia Boe (2014) revealed that training programs and work motivation significantly influenced the performance of civil servants at the Presidential Office of the Republic of Timor-Leste. This suggests that efforts to improve employee performance within the

PAM Dili environment must be supported by improvements in the work environment and increased employee motivation.

Furthermore, data quality in research on the influence of the work environment and motivation on employee performance is also a critical concern. Based on the results of data quality testing in this study, all questionnaire items met validity standards with a Corrected Item-Total Correlation ≥ 0.30 , confirming that all items effectively measured the intended variables (work environment, motivation, and performance). Furthermore, the results of the reliability test using Cronbach's Alpha showed values exceeding the reliability threshold (≥ 0.60), with work environment at 0.678, motivation at 0.810, and performance at 0.860. This indicates that the research instruments used were consistent and reliable for data collection (Ghozali, 2001; Sugiyono, 2017).

The ideal condition is to create a conducive work environment and high work motivation among civil servants, thereby improving the performance and productivity of public organizations. However, actual conditions in the field indicate that there are still obstacles in creating a comfortable work environment and motivating employees to perform optimally. Several studies have Indonesia also exhibits similar trends, where an unsupportive work environment and low motivation are major obstacles to improving employee performance (Yuniartin, 2019; Susilawati, 2021; Syardiansah & Utami, 2019).

To address these issues, various strategies have been developed, including improving work facilities, enhancing communication between employees, providing rewards, and developing training and career development programs (Priyanto, 2018; Maulia Eka Riani et al., 2017; Setyowati Subroto, 2018). These strategies are expected to increase motivation and create a supportive work environment, thus positively impacting employee performance.

Furthermore, experts emphasize the importance of management's role in creating a conducive and motivating work environment for employees. According to Robbins & Judge (2015), effective management must be able to identify employee needs and create a fair and transparent reward system. This aligns with Mangkunegara's (2005) opinion, which states that performance evaluations must be conducted objectively and continuously to encourage employees to achieve their best performance.

In the context of the Presidential Office of the City Authority (PAM) in Dili, Timor-Leste, research on the influence of the work environment and motivation on employee performance is still relatively limited. Therefore, this study is crucial in providing an empirical contribution to efforts to improve the performance of civil servants within the PAM Dili environment. This research is also expected to provide relevant policy recommendations for public organization management in creating a conducive work environment and increasing employee motivation.

4. Classical Assumption Test

The multicollinearity test revealed Tolerance = 0.428 and VIF = 2.335, both within acceptable limits (VIF < 10), indicating no multicollinearity problem between independent variables.

The research concludes that both work environment and motivation significantly and positively influence employee performance at the Dili Municipal Authority. The work environment accounts for 52% of performance variation. Motivation contributes 67%.

Therefore, improving the workplace atmosphere and maintaining high employee motivation are key strategies to enhance performance, productivity, and overall institutional effectiveness.

Employee performance is influenced not only by individual competencies, but also by external factors such as the work environment and motivation. A conducive work environment and high motivation have long been identified as key determinants in increasing employee productivity and work quality, both in the private and public sectors (Mangkunegara, 2000; Robbins & Judge, 2015). In the context of government, particularly in strategic institutions such as the President's Office of the Municipal Authority (PAM) in Timor-Leste, optimizing

employee performance is crucial to supporting the achievement of organizational goals and providing excellent service to the public.

Generally, human resource management theory asserts that a positive work environment can increase job satisfaction, reduce stress levels, and encourage employees to work more productively (Cascio, 1992; Bernardin & Russel, 1993). The work environment in question encompasses not only physical aspects such as facilities, lighting, and comfort of the workspace, but also psychological aspects such as employee relationships, communication, and organizational culture (Sedarmayanti, 2016). Furthermore, work motivation is also a crucial factor that can drive employees to achieve established performance targets. Motivation can stem from intrinsic factors, such as the need for achievement and self-development, as well as extrinsic factors, such as rewards, incentives, and promotions (Herzberg et al., 1959; Andjarwati, 2015).

Previous studies have shown that the work environment and motivation have a significant influence on employee performance across various sectors. For example, research by Andriani, Sularmi, & Anggraini (2021) at PT. Naga Mas Intipratama Tangerang found that the work environment and motivation simultaneously had a positive effect on employee performance. Similar results were also found by Asmania & Yanuarti (2024) at the Pondok Indah Branch of Bank BCA, South Jakarta, which confirmed that a positive work environment and high work motivation can significantly improve employee performance. Another study by Bidara, Areros, & Rumawas (2021) at the Siau Unit of Bank Rakyat Indonesia also corroborated these findings, demonstrating that the work environment and motivation significantly contributed to improved employee performance.

In the context of public organizations, particularly in Timor-Leste, the challenges of human resource management remain significant. Isménia Boe (2014), in her research on the influence of training programs and work motivation on the performance of civil servants at the Presidential Office of the Republic of Timor-Leste, found that work motivation is one of the main factors influencing employee performance. This suggests that efforts to improve employee performance in government must address motivational aspects, whether through incentives, training, or career development.

Furthermore, the results of the classical assumption test in this study indicate no multicollinearity issues between the work environment and motivation variables, with a Tolerance value of 0.428 and a VIF of 2.335, both within normal limits (VIF < 10). This finding reinforces the validity of the research findings, which state that both the work environment and motivation significantly and positively influence employee performance at the Dili City Authority. Quantitatively, the work environment contributed 52% to the variation in performance, while motivation contributed 67%. These figures indicate that these two factors play a significant role in determining employee performance. Therefore, efforts to improve the quality of the work environment and employee motivation must be a top priority in human resource management in the public sector (Aliya & Tobari, 2019; Maulia Eka Riani et al., 2017).

The ideal condition is to create a supportive, harmonious work environment that motivates every employee to perform optimally. An ideal work environment not only provides physical comfort but also supports good working relationships, effective communication, and a positive organizational culture (Sedarmayanti, 2016; Robbins & Judge, 2015). Furthermore, high work motivation is expected to encourage employees to innovate, increase productivity, and contribute maximally to achieving organizational goals (Herzberg, 1990; Andjarwati, 2015).

However, the actual conditions on the ground often fall short of expectations. Many public organizations, including those in Timor-Leste, still face various obstacles in creating a conducive and motivating work environment for employees. Some of the problems that are often encountered include inadequate work facilities, less than harmonious work relationships, ineffective communication, etc. and a lack of recognition and incentives for high-performing employees (Sinambila,

2016; Wehelmina, 2018). This situation can negatively impact employee performance, reduce productivity, and hinder the achievement of organizational goals.

To address these issues, various strategies have been developed, including improving work facilities, enhancing communication and relationships between employees, and providing incentives and rewards for high-performing employees (Rivai, 2005; Mathis & Jackson, 2001). Furthermore, employee training and development are also important efforts to improve employee motivation and performance (Aliya & Tobari, 2019; Maulia Eka Riani et al., 2017). Research by Priyanto (2018) at the Grand Keisha Hotel By Horison Yogyakarta showed that training and a positive work environment can increase job satisfaction, which ultimately has a positive impact on employee performance.

In the context of the Dili City Authority, efforts to improve employee performance through improving the work environment and increasing motivation are highly relevant. As a government institution with a strategic role in public services, the Dili City Authority is required to continuously improve the quality of its human resources to provide excellent service to the public. Therefore, research into the influence of the work environment and motivation on employee performance at the Presidential Office of the Dili City Authority is crucial to provide appropriate policy recommendations to improve employee performance and organizational effectiveness.

This research also aligns with previous findings that emphasize the importance of the work environment and motivation in improving employee performance across various sectors. For example, research by Chanderson & Suprastha (2020) at PT Sunrise Polybag, Indriasari et al. (2018) in the banking sector, and Susilawati (2021) at PT FIF all demonstrated that the work environment and motivation are key factors in determining employee performance. Furthermore, research by Syardiansah & Utami (2019) at PT Pati Sari Aceh Tamiang also found that the work environment, discipline, and motivation collectively have a significant impact on employee performance.

Thus, it can be concluded that efforts to improve employee performance at the Dili City Authority should focus on improving the work environment and increasing employee motivation. This will not only increase productivity and the quality of public services but will also support the achievement of overall organizational goals. This research is expected to make a significant contribution to the development of human resource management in the public sector, particularly in Timor-Leste, and serve as a reference for further research in the same field.

5. Conclusion and Recommendations

Based on the data analysis results in Chapter IV, this study concludes that both work environment and motivation have a significant influence on the performance of employees at the Dili Municipal Authority.

First Hypothesis

The test results show that the work environment variable significantly affects performance. This means that the better the quality of the work environment, the higher the performance of employees in the institution.

Second Hypothesis

The testing of the second hypothesis indicates that motivation also has a significant effect on performance. This suggests that the level of employee motivation can drive positive changes in their performance.

Theoretical Implications

This study demonstrates that the work environment and motivation partially contribute significantly to performance. This can be used as a predictive tool to measure public employee performance.

The contribution of these two variables to performance reaches 51.4%, while the remaining 49.6% is influenced by other factors, such as work experience, discipline, career development, and organizational culture.

Practical Implications

The study results indicate that employee performance is clearly influenced by the work environment and motivation. Therefore, these two

factors need to be maintained to improve performance at the Dili Municipal Authority.

This research can also serve as a reference for NGOs, the private sector, and other institutions wishing to analyze employee performance by including additional independent variables and using different statistical methods.

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