

Analysis of Employees' Perceptions of Work Motivation and the Physical Work Environment in Improving the Performance of Non-Civil Service Employees at the XYZ Village Office

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ABSTRACT

This study aims to analyze work motivation and the physical work environment, as well as their impact on the performance of non-civil servant employees at the XYZ Village Office. This study employs a qualitative method with a descriptive approach. Data were collected through observation, interviews, and documentation. The research informants consisted of 7 non-ASN employees at the XYZ Village Office; the data were then analyzed through the stages of data reduction, data presentation, and drawing conclusions, with data validity tested using source and technique triangulation. The research findings indicate that employee motivation is not yet fully optimized, while the physical work environment is sufficiently supportive of work performance, although there are still some areas that need improvement. Overall, employee performance has been quite good, but there is still room for improvement in terms of initiative and work effectiveness. Work motivation and the physical work environment are interrelated in supporting improvements in employee performance.

INTRODUCTION

Village government officials play a crucial role in the delivery of public services and community development, as they are the ones who interact directly with the community in carrying out administrative tasks, managing government programs, and providing social services. The quality of public services is greatly influenced by the performance of village officials in carrying out their duties and responsibilities. Employee performance is assessed not only by work outcomes but also by timeliness, adherence to procedures, accountability, and employees' contributions to serving the community (Bago et al, 2024; Dewi et al, 2023).

Employee performance is a key indicator of an administrative organization's success. According to Rafsanjani & Abdurahman (2024), employee performance is an individual's ability to complete tasks in accordance with their responsibilities, as reflected in the quality of work output, timeliness, and the achievement of organizational targets. However, improving the performance of village officials remains a challenge due to various factors, including work motivation and working conditions (Nursahi & Susanto, 2024).

This phenomenon was observed at the XYZ Village Office. Based on preliminary observations and interviews with village office staff, a decline in employee productivity, a lack of initiative in completing tasks, and a tendency for employees to perform their duties merely as a formality were identified. This is supported by the 2024 employee performance evaluation data as follows:

Table 1. Employee Performance Evaluation Results for the XYZ Village Office, January–December 2024.

Nilai	Final Grade	Kategori	Jumlah Pegawai	Persentase
4	A	Excellent	7	41,2%
3	B	Good	4	23,5%
2	C	Fair	2	11,8%
<1	D	Poor	4	23,5%
TOTAL			17	100%

Source: Secretary (Sekda) of the XYZ Village Office, 2025

Table 1 shows that of the 17 employees at the XYZ Village Office in 2024, there are still 4 employees (23.5%) in the “poor” performance category and 2 employees (11.8%) in the fair category. This situation indicates that the performance of some employees is not yet optimal and needs to be improved to reach the good or very good categories, in line with the village government's expectations.

One factor that plays a role in improving employee performance is work motivation. Work motivation is a drive originating from within or outside an individual that influences a person's enthusiasm, sense of responsibility, and dedication in carrying out their work. According to (Chandra & Salfarini, 2025), The work motivation of village officials is influenced by intrinsic factors such as a sense of responsibility and the desire to excel, as well as extrinsic factors such as welfare, working conditions, relationships among employees, and attention from leadership. Meanwhile, according to Fauzia & Lestari (2024) Motivation is the drive whether external or internal that encourages each individual to work

with greater enthusiasm. If employee motivation is low, it can lead to poor service quality and subpar organizational performance (**Hernandi & Prabowo, 2024**).

In addition to work motivation, the physical work environment is another factor that can influence employee performance. The physical work environment includes workspace conditions, lighting, air circulation, cleanliness, and the availability of work facilities that support employee comfort. A good physical work environment can improve concentration and productivity, while less-than-ideal working conditions can lead to a decline in employee morale and work effectiveness (**Safitri & Romi, 2025**).

Based on observations at the XYZ Village Office, the physical work environment still faces several challenges, such as service areas that are not equipped with air conditioning, making the room temperature uncomfortable when service activity increases. Additionally, air circulation in some rooms is not optimal because they lack adequate ventilation systems, causing the rooms to feel stuffy when service activity increases. Some parts of the rooms also still require maintenance, such as damp walls, while some work support facilities—such as computers, printers, and the internet connection—occasionally experience technical issues that can slow down service processes and the completion of administrative tasks.

These conditions could potentially affect employees' ability to perform their duties and provide services to the public. According to **Amilia & Mulyana (2025)** The physical work environment is one of the key factors in determining an individual's level of job satisfaction. This is consistent with **Ariyanti et al (2025)** which explains that workspace layout, office cleanliness, lighting, and workplace facilities play a crucial role in supporting the smooth flow of work and improving employee performance.

Numerous studies have been conducted on work motivation, the physical work environment, and employee performance; however, most previous research has focused on civil servants in district- and city-level government agencies or organizations with greater resources. Meanwhile, studies on the perceptions of non-civil servant employees at the village government level remain limited, even though village governments have distinct organizational structures, work facilities, and support systems (**Budiman, 2024**).

Based on the above discussion, it is evident that work motivation and the physical work environment are important factors in improving employee performance, particularly in village government organizations. Therefore, this study was conducted to analyze employees' perceptions of work motivation and the physical work environment in improving the performance of non-civil servant employees at the XYZ Village Office.

THEORETICAL REVIEW

Work Motivation

Work motivation is a crucial factor in government organizations because it serves as a driving force that influences employees' enthusiasm, sense of responsibility, and dedication in carrying out their duties. Employees with high

work motivation tend to demonstrate initiative and commitment and are able to improve their performance in achieving organizational goals, particularly in public service (**Harahap et al, 2025**).

According to **Hasibuan (2017:141)** work motivation is the drive that causes, channels, and supports a person's behavior so that they work diligently to achieve optimal results.

According to Herzberg's theory in **Sedarmayanti. (2018)**, Work motivation is influenced by two factors, namely:

1. Motivator factors (intrinsic) originate from within the employee and include achievement, recognition, and responsibility.
2. Hygiene factors (extrinsic) relate to the work environment, such as employee welfare, work facilities, work relationships, and communication.

Intrinsic factors can increase job satisfaction and the drive to achieve, while extrinsic factors play a role in preventing job dissatisfaction.

In this study, work motivation is analyzed based on Herzberg's two-factor theory, which consists of intrinsic and extrinsic motivation. Intrinsic motivation includes achievement, recognition, and responsibility. Extrinsic motivation, meanwhile, includes employee well-being, work facilities and conditions, as well as work relationships and communication. These six indicators were used to determine employees' perceptions of the factors influencing work motivation in improving the performance of employees at the XYZ Village Office.

Physical Work Environment

The physical work environment refers to the actual conditions surrounding the workplace that can affect employees' comfort, concentration, and productivity as they perform their duties. These conditions include lighting, layout, air circulation, cleanliness, and the availability of work facilities. According to **Sedarmayanti. (2017)**, The physical work environment refers to all physical conditions surrounding the workplace that can affect employees either directly or indirectly.

Nitisemito, (2008) explains that the physical work environment includes everything in a worker's surroundings that can affect the performance of their duties. Accordingly, **Afandi (2018)**, states that the physical work environment includes temperature, humidity, ventilation, lighting, cleanliness, and the availability of work equipment. A good physical work environment can enhance employees' comfort and work effectiveness, while less-than-ideal conditions can reduce performance (**Jamaludin & Santoso, 2024**).

In this study, the physical work environment was analyzed based on the factors identified by **Sedarmayanti. (2018)**, namely:

1. Workplace comfort and facility arrangement, which relate to room conditions, lighting, and the layout of work facilities.
2. Air circulation and office environment cleanliness, which relate to air quality, cleanliness, and workplace comfort.
3. Availability of work support resources, such as computers, printers, internet access, and other administrative facilities.

These three indicators are used to analyze employees' perceptions of the physical work environment at the XYZ Village Office. An adequate physical

work environment is a key factor in improving work effectiveness and the quality of public services, as it creates a comfortable work atmosphere and helps employees perform their duties optimally. (**Ariyanti et al, 2025**).

Employee Performance

Employee performance is one of the key aspects of an organization because it reflects an employee's ability to carry out assigned tasks and responsibilities. Improvements in employee performance can be influenced by various factors, including work motivation and a supportive work environment. According to **Mangkunegara (2017:67)** Performance refers to the quality and quantity of work achieved by employees in carrying out their duties in accordance with their responsibilities.

Marwansyah (2016:228) explains that performance refers to a person's achievements or accomplishments related to the tasks assigned to them, whether in terms of work results or competence in carrying out those tasks. Meanwhile, **Fahmi (2016:176)** states that performance is a reflection of an individual's level of achievement in carrying out activities to meet organizational goals. Based on this view, employee performance can be defined as an employee's ability to produce work in accordance with organizational standards, in terms of quality, quantity, and responsibility.

In this study, employee performance was analyzed based on indicators according to **Sedarmayanti. (2017:292)** namely:

1. Work quality, which relates to accuracy, neatness, and the results of the work.
2. Work quantity, which relates to the amount of work that can be completed.
3. Timeliness, which is the ability to complete work within the target timeframe.
4. Initiative, which is an employee's ability to act proactively in completing work.
5. Work responsibility, which is an employee's willingness to carry out duties in accordance with rules and obligations.

These five indicators are used to analyze employees' perceptions of performance at the XYZ Village Office, particularly in examining how work motivation and the physical work environment can support improvements in service quality and employee work effectiveness.

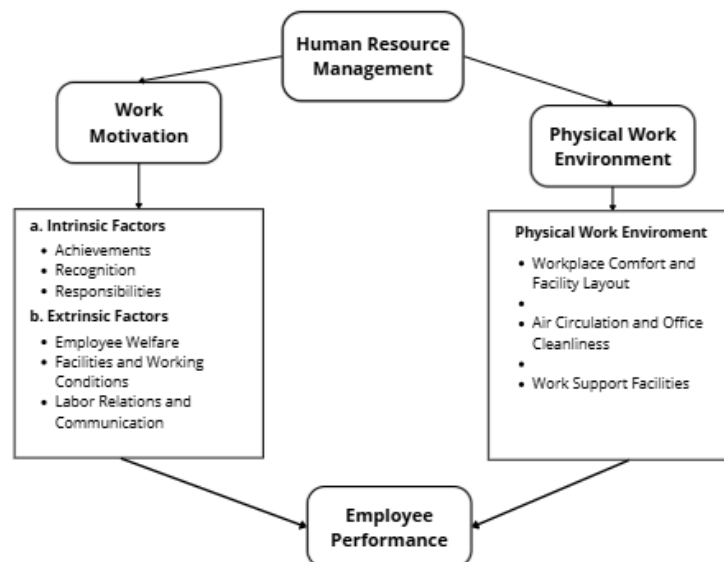


Figure 1. Paradigm for Analyzing Employees' Perceptions of Work Motivation and the Physical Work Environment of Non-ASN Employees at the XYZ Village Office.

METHODOLOGY

This study employed a qualitative method with a descriptive approach to analyze employees' perceptions of work motivation, the physical work environment, and the performance of non-ASN employees at the XYZ Village Office. The research informants were seven key non-ASN employees at the XYZ Village Office.

RESULTS AND DISCUSSION

Data collection techniques included observation, interviews, and documentation. Data analysis was conducted through the stages of data reduction, data presentation, and drawing conclusions. Data validity was tested using source and technique triangulation to ensure that the data obtained corresponded to field conditions.

Work Motivation of Employees at the XYZ Village Office

To determine the informants' responses regarding work motivation, the researcher conducted interviews on the sub-variables of performance, recognition, responsibility, employee welfare, facilities and working conditions, as well as work relationships and communication. The study involved two informants: one Head of the Village Supervisory Agency and one finance staff member. Based on the results of the data analysis conducted by the researcher, the findings for the work motivation variable are as follows:

Table 2. Informants' Responses and Observation Results for the Work Motivation Variable XYZ Village Office

NO	QUESTION	REASON
Interview and Observation Results for the Achievement Sub-Variable		
1	How do you feel about having the motivation to	Based on the interview results, two employees stated that they have a desire to produce good work results. However,

NO	QUESTION	REASON
	achieve better work results?	the motivation to improve work performance is not yet fully evident because the employees do not yet have specific work targets or goals they wish to achieve.
2	What makes you feel satisfied after completing a task?	Based on the interview results, two employees stated that they feel successful when a task is completed well and in accordance with the assigned duties. This indicates that employees are still more focused on completing tasks than on the drive to achieve higher work performance.
Interview Findings and Observations on the "Recognition" Sub-Variable		
1	How does your supervisor show appreciation or recognition for your work?	Based on the interview results, two employees stated that their supervisor shows appreciation for their work through direct words of praise and attention. However, there are no specific forms of recognition for employees who demonstrate better performance, so recognition of work achievements remains limited.
2	Why does this recognition affect your work motivation?	Based on the interview results, two employees stated that appreciation from management can boost work motivation because employees feel that their efforts are valued. However, the limited forms of recognition mean that the incentive to improve work performance has not yet developed to its full potential.
Interview and Observation Results for the Responsibility Sub-Variable (Responsibility)		
1	To what extent do you feel you have personal responsibility for the work assigned by management?	Based on the interview results, two employees stated that the work assigned by management is considered a personal responsibility that must be carried out. Employees understand that these tasks are part of their role as employees. In practice, employees still tend to carry out their work according to the instructions given so that the work can be performed in accordance with regulations.
2	When entrusted with a task, how do you ensure that it becomes your responsibility?	Based on the interview results, two employees stated that the trust placed in them by their supervisors motivates them to perform their jobs well. Employees strive to carry out the tasks assigned to them, but for certain tasks that require further decision-making, they still coordinate with their supervisors before determining the course of action to take.
Results of Interviews and Observations on the Employee Welfare Sub-Variable		
1	What is your view on the welfare benefits you currently receive?	Based on the interview results, two employees stated that the welfare benefits they receive already support their work performance. However, they feel that attention to employee welfare is not yet fully optimal, so they hope for greater attention to employee conditions to boost their motivation at work.
2	To what extent do employee welfare benefits influence your work motivation?	Based on the interview results, two employees stated that welfare benefits influence work motivation because when employees feel cared for, they experience a sense of comfort and motivation to work. Conversely, if welfare aspects are not fully addressed, employees' enthusiasm for making greater contributions may decline.
Interview Findings and Observations on the Sub-Variable Work Facilities and Conditions		
1	Bagaimana fasilitas kerja yang tersedia sudah membantu Anda bekerja dengan nyaman?	Berdasarkan hasil wawancara, 2 pegawai menyatakan bahwa fasilitas kerja yang tersedia sudah membantu dalam menyelesaikan pekerjaan. Meskipun demikian, masih terdapat beberapa kendala seperti kondisi beberapa peralatan kerja yang terkadang mengalami gangguan atau

NO	QUESTION	REASON
2	Bagaimana kondisi ruangan kerja menurut Anda sudah mendukung kenyamanan bekerja?	perlu diperbaiki, sehingga ketika pekerjaan sedang banyak proses penyelesaian tugas menjadi kurang maksimal. Berdasarkan hasil wawancara, 2 pegawai menyatakan bahwa fasilitas kerja yang berfungsi dengan baik dapat memberikan kemudahan dan kenyamanan dalam menyelesaikan pekerjaan. Pada kondisi tertentu, apabila terdapat fasilitas yang mengalami kendala, pegawai perlu menyesuaikan cara kerja agar pekerjaan tetap dapat diselesaikan.
Hasil Wawancara Dan Pengamatanm Sub Variabel Hubungan Kerja dan Komunikasi		
1	How have the available work facilities helped you work comfortably?	Based on the interview results, two employees stated that the available work facilities have helped them complete their work. However, there are still some challenges, such as the condition of certain work equipment, which sometimes malfunctions or needs repair; as a result, when workloads are heavy, task completion becomes less efficient.
2	In your opinion, do the conditions of the workspace support a comfortable work environment?	Based on the interview results, two employees stated that properly functioning work facilities provide convenience and comfort in completing their work. Under certain circumstances, when facilities experience issues, employees need to adjust their work methods to ensure tasks can still be completed.

Source: Interview with Employees of the XYZ Village Office

Based on the results of a study on workplace relationships and communication among employees at the XYZ Village Office, it can be concluded that interpersonal relationships among employees are quite good, as evidenced by their cooperation and mutual assistance in completing tasks. However, there are still challenges in conveying information, so more effective communication is needed to ensure that all employees share a common understanding of their work. This is consistent with Herzberg's theory in **Sedarmayanti (2018)** which explains that interpersonal relationships are among the hygiene factors that can influence employee work motivation.

Overall, the results of the study on work motivation which includes achievement, recognition, responsibility, employee well-being, facilities and working conditions, as well as work relationships and communication indicate that the work motivation of non-ASN employees at the XYZ Village Office is still not fully optimal. This is evident from the fact that some employees still focus on completing tasks without a strong drive to improve their work performance, and there is a lack of appreciation for employee achievements. Additionally, factors related to employee well-being and supporting facilities still need attention to enhance workplace comfort.

Nevertheless, employees have demonstrated a sense of responsibility toward their work and maintain fairly good working relationships. Therefore, efforts to boost work motivation should be undertaken by strengthening incentives for high performance, providing recognition for work results, improving employee welfare, and enhancing supportive work factors so that employee performance can be optimized.

Physical Work Environment at the XYZ Village Office

To determine the informants' responses regarding the physical work environment, the researcher conducted interviews on the sub-variables of workspace comfort; facility layout, air circulation, and office cleanliness; and work support facilities. The study involved 4 informants, consisting of 2 Welfare Section staff members and 2 service staff members. Based on the results of the data analysis conducted by the researcher, the following results were obtained for the Physical Work Environment variable:

Table 3. Informants' Responses and Observation Results for the Physical Work Environment Variable at the XYZ Village Office

NO	QUESTION	REASON (PRIMARY)	OBSERVATION RESULTS (SECONDARY)
Interview and Observation Results			
Sub-Variable: Workplace Comfort and Facility Layout			
1	How comfortable is your current workspace?	Based on the interview results, four employees stated that the available workspace is already suitable for performing their work. However, there are still issues with the physical condition of the room, such as dampness in certain areas, which means employees' comfort while working is not yet optimal.	Observations show that the workspace is already being used for employee activities. However, several conditions were still found that affect work comfort, such as poorly maintained areas, damp walls, and a decrease in comfort when service activities increase.
2	What is your opinion regarding the arrangement of desks, chairs, and other work facilities within the workspace?	Based on the interview results, 4 employees stated that the available desks, chairs, and work facilities are already helping them perform their work. On the other hand, the arrangement of work facilities still needs attention to make the room tidier, ensure more effective use of space, and allow employees to work more comfortably.	Observations show that desks, chairs, computers, and other work facilities are available and being used by employees. On the other hand, the arrangement of these facilities is not yet fully optimal due to space limitations; therefore, the layout of work equipment needs attention to make employee activities more effective.
Results of Interviews and Observations on the Sub-Variables of Air Circulation and Office Cleanliness			
1	What are the conditions of air circulation and room temperature at your workplace?	Based on the interview results, four employees stated that indoor air conditions remain a challenge to workplace comfort. This is evident when office activity increases; the room feels uncomfortable because there are no air-conditioning facilities such as fans or air conditioners.	Observation results show that air circulation in some rooms is not yet optimal. When service activities increase, the room conditions feel less comfortable because supporting facilities such as fans or air conditioners are not yet available.
2	To what extent do the cleanliness of the rooms and the	Based on the interview results, 4 employees stated that the cleanliness of the office	Observations show that the cleanliness of the office environment is reasonably well

NO	QUESTION	REASON (PRIMARY)	OBSERVATION RESULTS (SECONDARY)
	office environment support comfort while working?	environment is already quite good. However, there are still some areas of the office that require attention and maintenance to ensure the work environment remains comfortable.	maintained. However, there are still some areas of the office that require maintenance to ensure the work environment remains comfortable for employees.
Results of Interviews and Observations on the Sub-Variable Work Support Facilities			
1	How available were work facilities such as computers, printers, internet access, and office supplies during your work?	Based on the interview results, four employees stated that work facilities for administrative activities were available. However, these facilities still require attention because their condition and readiness for use do not always support the smooth flow of work.	Observation results show that computers, printers, and administrative supplies were available and used by employees for service and administrative activities. However, work facilities still require attention because some equipment experiences technical issues and cannot be used to its full potential when needed, which can hinder the work completion process.
2	To what extent do these facilities and equipment help you speed up and simplify the completion of your work?	Based on interview results, four employees stated that work facilities help them complete their tasks. However, when facilities cannot be used optimally, employees need to make adjustments to complete their work	Observations show that the use of work facilities helps employees complete documents and provide services. However, when facilities experience issues, employees must wait or find alternatives, making the work process less efficient.

Source: Interview with Employees of the XYZ Village Office

Based on the results of a study on work support facilities at the XYZ Village Office, it can be concluded that work facilities are available and are being used to support employee activities. However, several technical issues were still found with certain facilities that could affect the smooth flow of work, particularly in service delivery and administrative processes. This is consistent with **Sedarmayanti (2017)** which explains that the physical work environment encompasses work facilities that support employee activities, so the availability and condition of work facilities play a role in enhancing work effectiveness.

Overall, the physical work environment at the XYZ Village Office which includes the comfort of workspaces and the layout of facilities, air circulation and office cleanliness, as well as work support facilities is sufficient to support employees in carrying out their duties. Based on the research findings, there are still several aspects that require attention, such as the condition of workspaces, the arrangement of facilities, the maintenance of equipment, and improvements to the comfort of the office environment.

These conditions indicate that the physical work environment has provided support for employees' activities. Optimizing facilities, cleanliness, and the comfort of workspaces remains necessary so that employees can work more effectively and support improved performance.

Performance of Employees at XYZ Village Office

To determine the informants' responses regarding the physical work environment, the researcher conducted interviews on the sub-variables of workspace comfort and facility layout, air circulation and office cleanliness, as well as work support facilities. The interviews were conducted with one employee serving as the Head of the Village Supervisory Agency and one Village Head, both of whom are directly involved in service delivery and the operational activities of the village office. Based on the results of the data analysis conducted by the researcher, the findings for the Physical Work Environment variable are as follows:

Table 4. Informants' Responses and Observation Results for the Performance Variables of the XYZ Village Office

NO	QUESTION	REASON
Interview and Observation Results for the Workload Sub-Variable		
1	How often can the amount of work you receive be completed within the available work time?	Based on the interview results, 2 employees stated that the assigned work can be completed in accordance with their responsibilities. Challenges arise when there are several service and administrative documents that must be processed at the same time, requiring employees to prioritize their tasks to avoid delays in service.
2	How do you manage to ensure that all assigned tasks are completed according to the specified volume and targets?	Based on the interview results, two employees stated that they prioritize tasks based on service needs and which tasks must be completed first. This approach ensures that all administrative and service tasks are completed properly.
Interview Findings and Observations on the Work Quality Sub-Variable		
1	How would you rate the quality of your work so far?	Based on the interview results, two employees stated that the work they have done is in line with the assigned tasks. However, in administrative work, it is still necessary to double-check the documents that have been prepared to ensure there are no data errors before they are submitted to the relevant parties.
2	In your work, to what extent do you strive to maintain neatness, accuracy, and high-quality results?	Based on the interview results, two employees stated that they pay attention to accuracy and neatness in every task. This is done because some administrative tasks require data consistency and proper document preparation to ensure that service outcomes are error-free.
Interview Findings and Observations on the Timeliness Sub-Variable		
1	How are you usually able to complete your work by the specified deadlines?	Based on the interview results, two employees stated that they complete their work by following the order of tasks and adhering to service deadlines. Employees complete tasks in stages so that time-sensitive work can be finished first.
2	If you have ever experienced delays, what factors usually contribute to them?	Based on the interview results, two employees stated that delays can occur when the work process requires re-checking or waiting for the necessary data to be complete. These circumstances cause the completion of certain tasks to take longer than usual.
Interview Findings and Observations on the Initiative Sub-Variable		
1	To what extent do you take the initiative at work	Based on the interview results, two employees stated that they can take action regarding routine tasks that fall under

NO	QUESTION	REASON
	without waiting for instructions from your supervisor?	their responsibility. However, for certain tasks that require further decision-making, employees still need to coordinate first to ensure that their actions align with their authority and applicable regulations.
2	When faced with work obstacles, what do you usually do to find a solution?	Based on the interview results, two employees stated that when faced with work obstacles, they try to find an initial solution based on their own capabilities. However, if the obstacle relates to data, services, or specific decisions, the solution must first be discussed with the appropriate authorities.
Interview Results and Observations on the Sub-Variable of Work Responsibility		
1	How do you take responsibility for completing the tasks assigned to you?	Based on the interview results, two employees stated that they fulfill their work responsibilities by ensuring that assigned tasks do not stop at the initial processing stage. Employees check and follow up on work that still requires completion so that tasks can be finished in accordance with service needs.
2	How do you strive to complete your work in accordance with SOP or office policies?	Based on the interview results, two employees stated that they complete their work by following established work procedures. Challenges may arise when a task requires additional data or coordination with other parties, so employees need to ensure those steps are completed before the task is considered finished.

Source: Interviews with Employees of the XYZ Village Office

Based on the results of interviews and observations, the work responsibilities of employees at the XYZ Village Office are evident in their efforts to complete tasks through to the final stage and ensure that work proceeds in accordance with service requirements. In practice, the completion of tasks is still influenced by the completeness of data and coordination with other parties, thus requiring more effective work management. This is in line with **Mangkunegara (2017)** which explains that employee performance can be assessed based on their execution of assigned tasks and responsibilities.

Overall, employee performance at the XYZ Village Office including work quality, work quantity, initiative, cooperation, and responsibility has been quite good, although there are still some areas that need improvement. This is evident from the fact that some employees still require guidance in completing their work and have not yet fully demonstrated independent initiative.

In addition, the effectiveness of task completion and timeliness still need attention so that tasks can be carried out optimally. Employees have demonstrated cooperation and responsibility in providing services to the community; therefore, improvements in initiative, independent work, and time management are needed to support enhanced employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of a study analyzing work motivation and the physical work environment, as well as their impact on the performance of non-civil servant employees at the XYZ Village Office, the following conclusions can be drawn:

1. Analysis of Work Motivation

Based on the analysis of work motivation—which includes achievement, recognition, responsibility, employee well-being, facilities and working conditions, as well as work relationships and communication—it is evident that employee work motivation is not yet fully optimized. Employees have a sense of responsibility in completing their work, but the aspects of achievement and recognition still need to be improved because the drive to achieve better work results and appreciation for their work have not yet been maximized. In addition, factors such as employee well-being, work facilities, and communication also need to be addressed to support increased employee motivation.

2. Analysis of the Physical Work Environment

Based on the results of the analysis of the physical work environment—which includes workspace comfort and facility layout, air circulation and office cleanliness, as well as work support facilities—it is evident that the physical work environment is already sufficiently supportive of employee activities. However, there are still several aspects that need improvement, such as workspace conditions, facility layout, maintenance of equipment, and enhancing the comfort of the work environment so that employees can perform their duties more effectively.

3. Employee Performance Analysis

Based on the results of the employee performance analysis—which covers work quality, work quantity, timeliness, initiative, and responsibility—it is evident that the performance of non-ASN employees at the XYZ Village Office has been quite good. Employees are able to carry out their duties and maintain service to the community; however, improvements are still needed in the areas of initiative, independence in work, and the effectiveness of task completion to optimize performance.

4. Analysis of the Impact of Work Motivation and the Physical Work Environment on Employee Performance

Based on the analysis results, work motivation and the physical work environment are correlated with the performance of non-ASN employees at the XYZ Village Office. Work motivation supported by a drive to achieve, appreciation, and a sense of responsibility, as well as a comfortable physical work environment with adequate facilities, can help employees perform their jobs more effectively. Therefore, enhancing work motivation and improving the physical work environment are necessary to support improved employee performance.

Recommendations

Based on the results of the study conducted on the analysis of work motivation and the physical work environment, as well as their impact on the performance of non-civil servant employees at the XYZ Village Office, the researcher offers the following recommendations:

1. Recommendations for the XYZ Village Office

The XYZ Village Office is encouraged to boost employee motivation by recognizing their work achievements, paying attention to their well-being, and supporting their initiative and independence on the job. In addition, work facilities should be evaluated periodically, particularly those experiencing issues, to ensure they do not hinder the performance of duties. Improvements to the work environment should also be prioritized through the reorganization of facilities, enhancing workplace comfort, maintaining office cleanliness, and properly maintaining support facilities. Communication and coordination among staff members should be continuously improved to ensure that work-related information is conveyed more clearly and supports work effectiveness. Management is also encouraged to conduct periodic evaluations of work performance to improve the quality, timeliness, and results of employees' work.

2. Suggestions for Future Research

This study is expected to serve as a reference for future research on work motivation, the physical work environment, and employee performance. Future studies are encouraged to use different research subjects, a larger sample size, and the latest theories and references in order to yield more in-depth research findings.

FURTHER STUDY

Further research could examine the relationship between work motivation, the physical work environment, and employee performance by involving a larger and more diverse sample of non-civil service employees across different village offices or government institutions. Future studies may also incorporate other relevant factors, such as leadership style, job satisfaction, organizational culture, workload, compensation, and employee engagement. Comparative and longitudinal research is recommended to provide deeper insights into how changes in work motivation and workplace conditions influence employee performance over time and to develop more effective strategies for improving the productivity and quality of public services.

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