

Analysis of the Effect of Work Motivation and Work Environment on Employee Performance at Andi Djemma Masamba Regional Public Hospital

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Employee performance is a key factor in improving the quality of hospital services, especially in the Emergency Department (ER) which has a high workload and pressure. This study aims to analyze the influence of work motivation and work environment on the performance of ER employees at Andi Djemma Masamba Regional Hospital, as well as to examine the role of individual factors such as income, length of service, and employment status. The study used an analytical observational method with a quantitative descriptive correlational approach through an explanatory survey. The population and sample were all 50 ER employees at Andi Djemma Masamba Regional Hospital using a total sampling technique. Data were collected using a Likert scale questionnaire and analyzed using validity and reliability tests, univariate and bivariate analysis, and multiple linear regression. The results showed that work motivation had a significant partial effect on employee performance, where the higher the work motivation, the higher the employee performance. The work environment also had a significant partial effect on employee performance, indicating that a conducive work environment can improve performance. Simultaneously, work motivation and work environment had a very strong and significant effect on employee performance, with most of the performance variation being explained by these two variables. Furthermore, income factors have a very strong and significant influence on employee performance, while length of service has a significant influence on performance, while employment status has a weak and insignificant influence on employee performance. The conclusion of this study confirms that increasing work motivation and improving the work environment are important strategies for improving the performance of emergency department employees. The results are expected to serve as a basis for the management of Andi Djemma Masamba Regional Hospital in formulating human resource management policies to continuously improve employee performance and the quality of healthcare services.

Keywords: Work Motivation, Work Environment, Employee Performance, Emergency Department, Hospital

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1. Introduction

Hospitals play a strategic role in improving public health, and their success is largely determined by the quality of their human resources. Optimal employee performance directly impacts service quality, patient satisfaction, and the hospital's image and competitiveness. Human resources are the backbone of an organization, as successful goal achievement depends heavily on employee skills, discipline, experience, and motivation. Hasibuan (2022) emphasizes that human resource management is the science and art of effectively and efficiently managing relationships and the roles of the workforce to achieve organizational, employee, and community goals. Therefore, managing work motivation is a crucial aspect that must be considered.

Employee performance is influenced by various internal and external factors, including work motivation and the work environment. Work motivation relates to internal and external drives that encourage employees

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to perform optimally through need fulfillment, recognition, and opportunities for self-development. Early (in Astria, 2021) states that unmotivated employees tend to withdraw from work, while motivated employees strive to deliver their best performance. Furthermore, the work environment, encompassing physical and non-physical aspects such as comfort, safety, facilities, work relationships, and leadership support, plays a crucial role in creating a work atmosphere that supports productivity. A conducive work environment boosts morale and performance, while an unsupportive environment negatively impacts employee performance.

The Hawthorne study, cited by Henry Simamora, showed that attention, social interaction, and working conditions significantly influence employee productivity. Elton Mayo and Fritz Roethlisberger also found that employee feelings, emotions, and sentiments are strongly influenced by group relationships, leadership style, and management support. In the context of Andi Djemma Masamba Regional Hospital, as a public service institution, the demands for fast, safe, and high-quality service increasingly emphasize the importance of employee performance management, particularly in the Emergency Department (ER), which faces a high physical, mental, and emotional workload.

Various previous studies support the importance of work motivation and the work environment on hospital employee performance. Hasibuan (2021) found that work motivation significantly influences employee performance in government hospitals, while Nursalam and Efendi (2022) showed that both the physical and non-physical work environment significantly influence nurse performance. Putri and Widodo (2021) emphasized that high workloads in the ER can reduce performance if not balanced with adequate motivation and work environment support. Sari, Handayani, and Prasetyo (2021) also stated that work motivation and the work environment simultaneously have a significant impact on employee performance, but have not specifically focused on critical units such as the ER.

Based on these conditions, there are still limited studies specifically examining the influence of work motivation and the work environment in regional hospitals characterized by high workloads in the ER. Therefore, this study is important to fill this research gap and provide a contextual empirical overview of the influence of work motivation and the work environment on employee performance at Andi Djemma Masamba Regional Hospital. It also serves as a basis for hospital management in formulating human resource management policies to improve employee performance and the quality of healthcare services sustainably.

This study generally aims to analyze the influence of work motivation and the work environment on employee performance at Andi Djemma Masamba Regional Hospital. Specifically, this study aims to: (1) Analyze the influence of work motivation on employee performance at Andi Djemma Masamba Regional Hospital. (2) To analyze the influence of the work environment on employee performance at Andi Djemma Masamba Regional Hospital. (3) To test how much influence motivation and the work environment have simultaneously on employee performance at Andi Djemma Masamba Regional Hospital. (4) To identify what factors influence employee work motivation and the work environment on employee performance at Andi Djemma Masamba Regional Hospital.

Research Hypothesis

H0: Work motivation does not significantly influence employee performance at Andi Djemma Masamba Regional Hospital.

H1: Work motivation significantly influences employee performance at Andi Djemma Masamba Regional Hospital.

H0: Motivation and work environment do not significantly influence employee performance at Andi Djemma Masamba Regional Hospital.

H1: Work environment significantly influences employee performance at Andi Djemma Masamba Regional Hospital.

H0: Motivation and work environment simultaneously do not significantly influence employee performance at Andi Djemma Masamba Regional Hospital.

H1: Motivation and work environment simultaneously significantly influence employee performance at Andi Djemma Masamba Regional Hospital.

H0: There is no significant influence between work motivation and work environment factors on employee performance at Andi Djemma Masamba Regional Hospital.

H1: There is no significant influence between work motivation and work environment factors on employee performance at Andi Djemma Masamba Regional Hospital.

2. Method

This study used an observational analytical method with a quantitative correlational descriptive approach through an explanatory survey to examine the influence of work motivation and the work environment on employee performance at Andi Djemma Masamba Regional Hospital. The population and sample size were all 50 emergency department employees, using a total sampling technique, conducted over a one-month period in November 2025. The independent variables included work motivation and the work environment, while the dependent variable was employee performance. Data were collected through direct observation and a Likert-scale questionnaire, with primary and secondary data sources derived from hospital documents.

Data analysis began with a questionnaire validity and reliability test using product-moment correlation and Cronbach's Alpha in SPSS. This was followed by classical assumption tests using the Shapiro-Wilk normality test (Supangat, 2000), multicollinearity (Diksa et al., 2020), and homogeneity (Supangat, 2000). Statistical analysis included univariate analysis, bivariate analysis using Spearman's Rank, and multivariate analysis using multiple linear regression according to Ferdinand (2000) to examine the influence of motivation and the work environment on performance. This study applies the principles of research ethics which include informed consent, confidentiality and anonymity, voluntary participation, respondent welfare, respect for respondent decisions, and the use of data for scientific purposes honestly and responsibly according to academic principles (Sugiono, 2014; Burhan, 2024).

3. Results and Discussion

Research Results

Description of Respondent Characteristics

This study involved 50 emergency department (ER) healthcare workers at Andi Djemma Masamba Regional Hospital, with diverse characteristics. Based on gender, the majority of respondents were female (30 respondents) (60%), while 20 were male (40%), indicating that the ER is predominantly female. In terms of age, the majority of respondents were in the 20–30 age group (34 respondents) (68%), followed by 11 respondents (31–40), 22% (41–50), and 3% (6%) over 50. This situation illustrates that the ER workforce is predominantly of productive age, although there are still some more senior personnel.

Based on their highest level of education, all respondents (100%) had a higher education, either a diploma, bachelor's degree, or professional degree, reflecting the demands of professional competence in the Emergency Department, which has a high level of risk and complexity of services. In terms of employment status, the majority of respondents (42) were permanent employees, while 8 (16%) were contract employees, consistent with the general hospital staffing composition. In terms of income, the majority of

respondents (47) earned between 3 and 5 million rupiah, and only 3 (6%) earned between 6 and 9 million rupiah. This indicates that Andi Djemma Masamba Regional Hospital has implemented wage standards in accordance with the North Luwu Regency Minimum Wage (UMK), with additional compensation for some employees.

Based on length of service, the majority of respondents (35) had worked for more than two years, while 15 (30%) had worked for less than two years. This indicates that the majority of emergency department healthcare workers have sufficient work experience, a good understanding of the emergency care process, and relatively high levels of adaptability, loyalty, and commitment, which have the potential to support improved performance and service quality at Andi Djemma Masamba Regional Hospital.

Research Instrument Testing

Validity Testing

Table 1. Instrument Validity Test Results

	Variable	r count	Sig.	Conclusion
X1	Decent wages	0.651	<0,001	Valid
	Good workplace	0.704	<0,001	Valid
	Job security	0.704	<0,001	Valid
	Recognition for achievement	0.704	<0,001	Valid
	Fair treatment	0.704	<0,001	Valid
X2	Work environment	0.651	<0,001	Valid
	Relationships with coworkers	0.704	<0,001	Valid
	Work facilities	0.704	<0,001	Valid
	Noise and odors	0.704	<0,001	Valid
Y	Quantity	0.651	<0,001	Valid
	Quality	0.704	<0,001	Valid
	Punctuality	0.704	<0,001	Valid
	Independence	0.704	<0,001	Valid
	Work commitment	0.704	<0,001	Valid

Source: Primary Data, 2025

This study began with a questionnaire validity test conducted on 30 respondents with the same criteria as the research sample. The validity test aimed to determine the validity of the questionnaire used in the study in measuring and obtaining research data. Validity tests were conducted using SPSS IMB 31. The work motivation questionnaire consisted of 5 indicators with a total of 15 statements, the work environment questionnaire consisted of 4 indicators with 12 statements, and the employee performance questionnaire consisted of 5 indicators with 15 statements. The research instrument was considered valid if the calculated r value was greater than the table r value (Budiarto, 2022). This study used a 5% significance level with a $dk = n - 2$ calculation, resulting in an r value of 0.30 (see the appendix). All questionnaires were found to be valid because the calculated r value was greater than 0.30. The work motivation, work environment, and employee performance questionnaires were tested for validity per indicator item. The validity test results indicated that the questionnaire could be used as a research instrument.

Reliability Test

Table 2. Questionnaire Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.977	42

The research continued with a questionnaire reliability test conducted on the same 30 respondents in the validity test. The reliability test aims to determine the level of consistency of the questionnaire used in the study, so that the questionnaire can be relied upon, even though the study was conducted repeatedly with the same questionnaire at different times. The reliability test was conducted after the statement items in the questionnaire were declared valid. Similar to the validity test, the reliability test was conducted using the SPSS IMB 31 program on the work motivation questionnaire consisting of 5 indicators with a total of 15 statements, the work environment consisting of 4 indicators with 12 statements, and employee performance 5 indicators with 15 statements. In this study, a significance level of 5% was used with the calculation $dk = n - 2$. The questionnaire is said to be reliable if the Cronbach's alpha value obtained is greater than the alpha coefficient, which is 0.6. The alpha coefficient can be directly processed with the SPSS IMB 30 program. From the research results, it can be seen that the alpha value is $0.977 > 0.6$ so that the questionnaire is said to be reliable.

Descriptive Analysis of Research Variables

Work Motivation Questionnaire Results

Table 3. Descriptive Analysis of Work Motivation Variables

Motivation questionnaire indicators	N	Minimum	Maximum	Mean	
A living wage	1	50	4	5	4.46
	2	50	3	5	4.12
	3	50	3	5	4.08
Good workplace	4	50	4	5	4.46
	5	50	3	5	4.12
	6	50	3	5	4.08
Job security	7	50	4	5	4.46
Recognition for achievement	8	50	3	5	4.12
	9	50	3	5	4.08
	10	50	4	5	4.46
Fair treatment	11	50	3	5	4.12
	12	50	3	5	4.08
Total	13	50	4	5	4.46
Job security	14	50	3	5	4.12
	15	50	3	5	4.08
Recognition for achievement	Valid N (listwise)	50			

Source: Primary Data, 2025

Table 3 shows the average, maximum, and minimum values for the work motivation variable using five indicators (decent wages, good workplace, job security, recognition for achievement, and fair treatment). The decent wage indicator consists of three statements with a minimum score of 3 and a maximum score of 5. The good workplace indicator consists of three statements with a minimum score of 3 and a maximum score of 5. Job security consists of three statements with a minimum score of 3 and a maximum score of 5. The recognition for achievement indicator consists of three statements with a minimum score of 3 and a maximum score of 5. The fair treatment indicator consists of three statements with a minimum score of 3 and a maximum score of 5.

Table 4. Likert Scale Score Categories (1-5)

Mean	Category
1.00 – 1.80	Very Low
1.81 – 2.60	Low

Mean	Category
2.61 – 3.40	Currently
3.41 – 4.20	Tall
4.21 – 5.00	Very high

Based on Table 4, the average value of the work motivation variable, with five indicators, ranges from 4.08 to 4.46. This indicates that respondents' work motivation is in the high and very high categories.

Work Environment Questionnaire Results

Table 5. Descriptive Analysis of the Work Environment

Work Environment Questionnaire Indicators	N	Minimum	Maximum	Mean	
Work Environment	1	50	4	5	4.46
	2	50	3	5	4.12
	3	50	3	5	4.08
Relationships with Coworkers	4	50	4	5	4.46
	5	50	3	5	4.12
	6	50	3	5	4.08
Work Facilities	7	50	4	5	4.46
	8	50	3	5	4.12
	9	50	3	5	4.08
Noise and Unpleasant Odors	10	50	4	5	4.46
	11	50	3	5	4.12
	12	50	3	5	4.08
Valid N (listwise)	50				

Source: Primary Data, 2025

Table 5 shows the average, maximum, and minimum values for the work environment variable, which includes four indicators (work atmosphere, relationships with coworkers, work facilities, noise, and unpleasant odors). The work atmosphere indicator consists of three statements with a minimum score of 3 and a maximum score of 5. The relationship with coworkers indicator consists of three statements with a minimum score of 3 and a maximum score of 5. The work facilities indicator consists of three statements with a minimum score of 3 and a maximum score of 5. The noise and odor indicator consists of three statements with a minimum score of 3 and a maximum score of 5.

Table 5 shows that the average value of the work environment variable, which includes four indicators, ranges from 4.08 to 4.46. This indicates that respondents' work environment is in the high and very high categories.

Employee Performance Questionnaire Results

Table 6. Descriptive Analysis of Employee Performance

Variabel Kinerja Kayawan	N	Minimum	Maximum	Mean	
Quantity	1	50	4	5	4.46
	2	50	3	5	4.12
	3	50	3	5	4.08
Quality	4	50	4	5	4.46
	5	50	3	5	4.12
	6	50	3	5	4.08

Variabel Kinerja Kayawan		N	Minimum	Maximum	Mean
Punctuality	7	50	4	5	4.46
	8	50	3	5	4.12
	9	50	3	5	4.08
Independence	10	50	4	5	4.46
	11	50	3	5	4.12
	12	50	3	5	4.08
Work Commitment	13	50	4	5	4.46
	14	50	3	5	4.12
	15	50	3	5	4.08
	Valid N (listwise)	50			

Source: Primary Data, 2025

Table 6 shows the average, maximum, and minimum scores for the Employee Performance variable, using five indicators (quantity, quality, punctuality, independence, and work commitment). The Quantity indicator consists of three statements with a minimum score of 3 and a maximum score of 5. The Quality indicator consists of three statements with a minimum score of 3 and a maximum score of 5. The Punctuality indicator consists of three statements with a minimum score of 3 and a maximum score of 5. The Independence indicator consists of three statements with a minimum score of 3 and a maximum score of 5. The Work Commitment indicator consists of three statements with a minimum score of 3 and a maximum score of 5.

Table 4.10 shows that the average score for the Employee Performance variable, using five indicators, ranges from 4.08 to 4.46. This indicates that the respondents' work environment is in the high and very high categories.

Classical Assumption Test

1. Normality Test

Table 7. Questionnaire Normality Test Results

Variables	Statistic	df	Sig.
Motivation	.987	50	.007
Environment	.932	50	.006
Performance	.932	50	.006

Source: Primary Data, 2025

Based on Table 7, the results of the Shapiro-Wilk normality test with a sample of 50 respondents, significant values were obtained for all variables. Work motivation had a sig. $0.07 > 0.05$, work environment had a sig. $0.06 > 0.05$, and employee performance had a sig. $0.06 > 0.05$, thus concluding that the residual data were normally distributed. Furthermore, Figure 4.1 (histogram) shows a distribution pattern resembling a normal curve, and Figure 4.2 (Normal P-P Plot) shows the residual points spread around the diagonal line. Therefore, it can be concluded that the assumption of normality is met and the regression model is suitable for use.

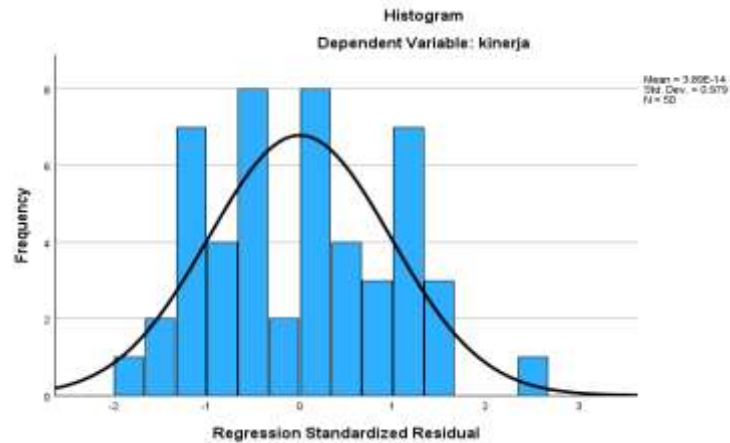


Figure 1. Histogram Graph of Regression Residuals

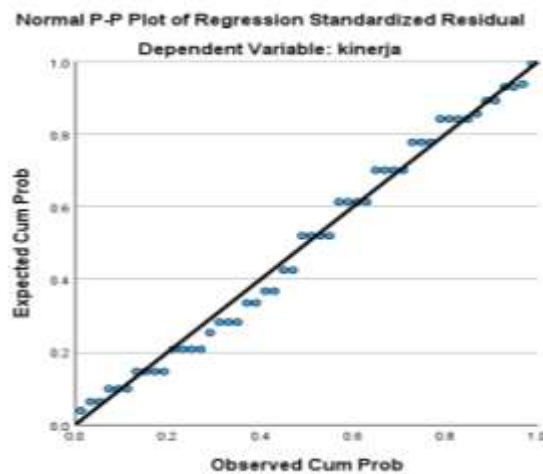


Figure 2. Normal P-P Plot

Multicollinearity Test

Table 8. Multicollinearity Test Results

Variables	Tolerance	VIF
Work Motivation	0.415	2.412
Work Environment	0.415	2.412

Source: Primary Data, 2025

Table 8 shows the results of the multicollinearity test for the independent variables work motivation and work environment. The multicollinearity test results show a tolerance value greater than 0.10 and a VIF less than 10. Therefore, it can be concluded that there is no multicollinearity between the work motivation and work environment variables, allowing the questionnaire to proceed to regression testing.

Homogeneity Test

Table 9. Results of the Homogeneity Test

Homogeneity of Variances	
Variable Results	Sig.
Motivation, work environment and employee performance	0.132

Source: Primary Data, 2025

Based on Table 9, the results of the homogeneity test conducted using Levene's Test obtained a significance value of $0.123 > 0.05$, indicating that the data variance was homogeneous. After all

questionnaire data was declared homogeneous, correlation and multiple linear regression tests were conducted.

Bivariate Analysis

The Effect of Employee Status on Performance

Table 10. The Effect of Employee Status on Employee Performance

Employee Status	Performance				Total		p-value
	Not Good		Good		n	%	
	n	%	n	%			
Permanent Employee	19	38.0%	23	46.0%	42	84.0%	0.145
Honorary Employee	0	0.0%	8	16.0%	8	16.0%	
Total	19	38.0%	31	62.0%	50	100.0%	

Source: Primary Data, 2025

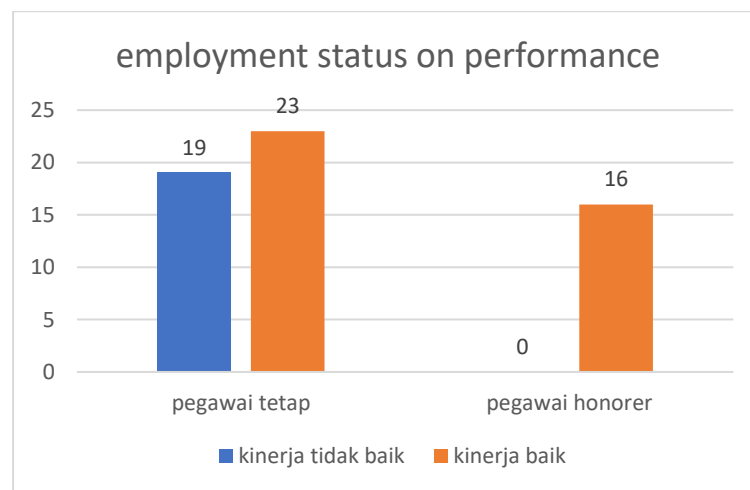


Table 10 shows that of the 50 respondents, 42 (84%) had permanent employment status, consisting of 19 respondents (32%) with poor performance and 23 respondents (46%) with good performance. Meanwhile, 8 (16%) had contract employment status, all of whom had good performance. The p-value is 0.145 > 0.05, indicating no significant relationship between employment status and employee performance.

The Effect of Length of Service on Employee Performance

Table 11. The Effect of Length of Service on Employee Performance

Length of Service	Performance				Total		p-value
	Not Good		Good		n	%	
	n	%	n	%			
> 2 years	17	34.0%	18	36.0%	35	70.0%	0.041
< 2 years	2	4.0%	13	26.0%	15	30.0%	
Total	19	38.0%	31	62.0%	50	100%	

Source: Primary Data, 2025

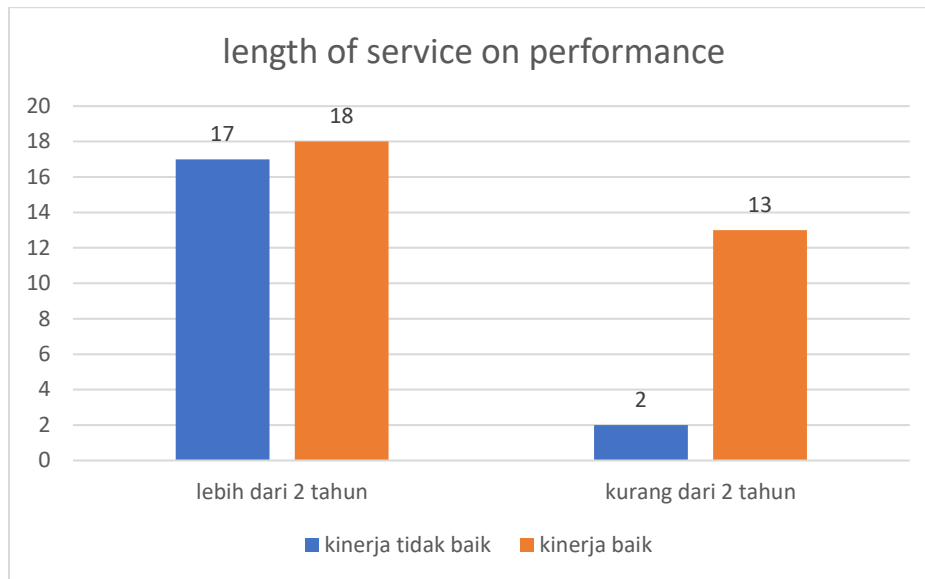


Table 11 shows that of the 50 respondents, 35 (70%) had worked for more than two years, consisting of 17 respondents (34%) with poor performance and 18 respondents (36%) with good performance. Meanwhile, 15 (30%) had worked for less than two years, consisting of two respondents (4%) with poor performance and 13 respondents (26%) with good performance. The p-value is $0.04 < 0.05$, indicating a significant relationship between length of service and employee performance.

The Effect of Income on Employee Performance

Table 12. The Effect of Income on Employee Performance

Income	Performance				Total		p-value
	Not Good		Good		n	%	
	n	%	n	%	n	%	0.018
High	0	0.0%	3	6.0%	3	6.0%	
6 – 9 million	16	32.0%	31	62.0%	47	94.0%	
Medium	16	32.0%	34	68.0%	50	100.0%	

Source: Primary Data, 2025

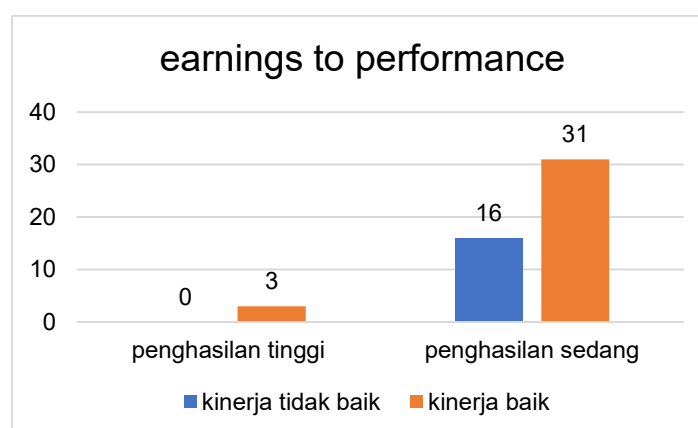


Table 12 shows that of the 50 respondents, 3 (6%) had high incomes (6-9 million rupiah), all of whom performed well. Meanwhile, 47 (94%) had moderate incomes (3-5 million rupiah), 16 (32%) had poor performance, and 31 (62%) had good performance. The p-value is $0.018 < 0.05$, indicating that respondent income influences respondent performance.

Analysis of the Most Influential Factors

Table 13. Power of the Somers'd Test

d Value	Relationship Strength
0,00 – 0,19	Very weak
0,20 – 0,39	Weak
0,40 – 0,59	Moderate
0,60 – 0,79	Strong
0,80 – 1,00	Very strong

Income

Table 14. Somers'd Test Results for Employee Income and Performance

Value	Approx Sig	Very Strong Relationship	Description
0.018	0.822	Very Strong Relationship	Significant

The Somers'd analysis of income and employee performance yielded a significance value of 0.018 (<0.05), indicating a significant relationship between income and employee performance. The correlation coefficient was 0.822, within the range of 0.800–1.000, indicating a very strong correlation. Therefore, higher employee income leads to higher employee performance. This finding aligns with research conducted by Puspita in 2020 using the chi-square test, which yielded a p-value of 0.000 ($p <0.05$), indicating a relationship between employee income and employee performance (Puspitas 2020).

Employee Status

Table 15. Somers'd Test Results: Employee Status and Employee Performance

Value	Approx Sig	Relationship Closeness	Description
0.104	0.540	Moderate	Not Significant

A Somers'd analysis of employment status and employee performance yielded a significance value of 0.104 > 0.05 , indicating no significant relationship between employment status and employee performance. The correlation coefficient was 0.540, within the range of 0.40–0.59, indicating a moderate influence. This indicates that employment status is unrelated to employee performance. The results of this study align with those of Wahyudi et al. (2020) using 174 respondents, which showed no relationship between employment status and employee performance ($p = 0.061 > 0.05$) (Wahyudi et al., 2020). This contrasts with research conducted by Kartikasari in 2021, which obtained a correlation analysis with a p-value of 0.023, indicating a significant relationship between employment status and employee performance (Kartikasari, 2021).

a) Length of Service

Table 16. Somers'd Test Results for Length of Service and Employee Performance

Value	Approx Sig	Relationship Closeness	Description
0.041	0.587	Moderate	Significant

The Somers'd analysis of the relationship between length of service and employee performance yielded a significance value of 0.041 < 0.05 , indicating no significant relationship between length of service and employee performance. The correlation coefficient was 0.587, within the range of 0.40–0.59, indicating a moderate influence. This indicates that longer employee tenure leads to improved employee performance. The results of this study are similar to those of Hairunisa in 2021, which used 74 subjects and showed a significant relationship between length of service and employee performance ($p = 0.000 < 0.05$) (Wahyudi et al., 2021).

Correlation Test

Table 17. Spearman Correlation Test

Data	Koef.Korelasi	Sig.	Description
X1 → Y The relationship between work motivation and employee performance	0.737	0.000	Significant
X2 → Y The relationship between the work environment and employee performance	1.000	0.000	Significant

Source: Primary Data, 2025

The Spearman test using 50 research respondents revealed a significance value of 0.000 for X1-Y and 0.000 for X2-Y. The Spearman correlation value is between $-1 < \rho < 1$. Therefore, the correlation value for X1-Y is $-1 < 0.000 < 1$, and the correlation value for X2-Y is $-1 < 0.000 < 1$. This indicates a positive relationship between work motivation and employee performance and a positive relationship between the work environment and employee performance.

Table 18. Correlation Coefficient Strength Interval (Dahlan, 2020)

Interval Koefisien Korelasi	Relationship Level
0,00 – 0,199	Very weak
0,20 – 0,399	Weak
0,40 – 0,599	Moderate
0,60 – 0,799	Strong
0,80 – 1,000	Very strong

The correlation coefficient value in this study for X1-Y data is 0.737, indicating a strong relationship between work motivation and employee performance. For X2-Y, it is 1.000, indicating a very strong relationship between the work environment and employee performance.

Multivariate Analysis

a) Model Summary

Table 19. Coefficient Values

Model	R	R Square	Adjusted R Square
X1, X2 - Y	0.966	0.933	0.931

Source: Primary Data, 2025

Table 19 shows the R value, R square value, and Adjusted R square. The R value indicates the strength, direction, and relationship between variable X and variable Y. The closer the r value is to 1, the stronger the relationship. In this study, the r value was 0.966, indicating a very strong relationship. The coefficient value table also shows the R square value (R^2 / Coefficient of Determination), which indicates how much variable X can explain variable Y. The R square value is multiplied by 100 for ease of interpretation. The research results obtained an R^2 value of 0.933, meaning that 93% of employee performance can be explained by employee motivation and the work environment, while the remaining 7% comes from variables outside the model. The table shows an adjusted R square value of 0.931, indicating that motivation and the work environment simultaneously influence employee performance by 93%.

Table 19. Interpretation of R values

Nilai R	Interpretation
0,00 – 0,19	Very weak
0,20 – 0,39	Weak

Nilai R	Interpretation
0,40 – 0,59	Moderate
0,60 – 0,79	Strong
0,80 – 1,00	Very strong

a) F-Test (Simultaneous)

Table 20. F-Test Results

	Sig.
X1, X2 → Y1	<.001 ^b

Source: Primary Data, 2025

Table 20 shows that work motivation and work environment influence employee performance, with a significance value of <0.001, indicating that motivation and work environment simultaneously influence employee performance.

a) T-Test (Partial)

Table 21. T-Test Results

	B	Sig.
Motivation	0.452	0.000
Work Environment	0.545	0.000
Employee Performance	0.168	

Source: Primary Data, 2025

Table 21 shows a B value of 0.168, with work motivation having a significance of 0.00 < 0.05, concluding that work motivation has a significant partial effect on employee performance. The work environment has a significance of 0.000 < 0.05, concluding that the work environment has a partial effect on employee performance. The positive trend indicates that an increase in motivation and the work environment will lead to an increase in employee performance. The results of the study yielded the following multiple linear regression equation:

$$Y = 0.168 + 0.452X_1 + 0.545X_2$$

Key:

Y = Employee Performance

X1 = Work Motivation

X2 = Work Environment

Hypothesis Testing

Table 22. Summary of Hypothesis Testing Results

Hypothesis	Statement	Test Results
H1	Work motivation has a significant influence on employee performance at Andi Djemma Masamba Regional Hospital	Supported (partial)
H2	Work environment has a significant influence on employee performance at Andi Djemma Masamba Regional Hospital	Supported (partial)
H3	Motivation and work environment simultaneously have a significant influence on employee performance at Andi Djemma Masamba Regional Hospital	Supported (simultaneous)
H4	There is a significant influence between work motivation and work environment factors on employee performance.	Supported (Income and Length of Service)

Based on the analysis, all research hypotheses (H1-H4) were proven to be supported by all empirical data. First, work motivation has a significant positive effect on the work environment. This result indicates that the better the motivation received by respondents, the higher their performance. Second, the work environment has a significant positive effect on employee performance. This result indicates that the better the respondents' work environment, the higher their performance.

Third, motivation and the work environment simultaneously have a significant effect on employee performance. This result indicates that work motivation and the work environment simultaneously have a positive effect on performance. This indicates that if motivation and the work environment improve, employee performance will also improve.

Fourth, there is a significant influence between the factors of work motivation and the work environment on employee performance, as supported by data on income and length of service. This indicates that high income will increase employee performance, and longer work hours will also improve employee performance. Thus, it can be concluded that all research hypotheses are supported. Work motivation and the work environment are important factors in employee performance. Decreased work motivation and a deteriorating work environment will lead to decreased employee performance.

Discussion

The Influence of Work Motivation on Employee Performance

Work motivation is an internal and external drive that influences employees to perform their duties optimally, as reflected in fair wages, a good workplace, a sense of security, recognition for achievements, and fair treatment from management. Good work motivation encourages employees to be more disciplined, responsible, and focused on improving performance and service quality. This aligns with Mangkunegara's (2021) opinion, which states that work motivation is directly related to performance because it is the primary factor influencing employee work behavior. Employee performance itself is the result of work measured in terms of quality, quantity, timeliness, responsibility, and ability to work together, reflecting professionalism and contribution to service quality and organizational goals.

The questionnaire results showed that for all work motivation indicators, namely decent wages, a good workplace, job security, recognition for achievements, and fair treatment, the majority of respondents agreed or strongly agreed, with a dominant percentage above 50%, although a small number of respondents were still undecided. This indicates that the work motivation of emergency department employees is in the good category. Bivariate analysis showed a strong positive relationship between work motivation and employee performance, with a significance value of $0.000 < 0.05$ and a correlation coefficient of 0.737, indicating that higher work motivation leads to higher employee performance.

This finding aligns with Robbins and Judge (2022), who stated that motivation influences the direction, intensity, and persistence of work behavior, thus driving optimal performance. This study also supports research by Prasetyo (2000) at a Surakarta regional general hospital and Sari and Putra (2020) in the healthcare sector, which showed that work motivation has a positive and significant effect on employee performance. In the long term, well-managed work motivation will increase employee loyalty and commitment, reduce turnover, and support the stability and sustainability of hospital operations.

The Influence of the Work Environment on Employee Performance

The work environment is the conditions surrounding employees, encompassing physical and non-physical aspects, such as the work atmosphere, relationships with colleagues, and the availability of facilities, which directly influence the performance of daily tasks. In the context of the ER, the work environment is characterized by high work pressure, demands for rapid service, and high work risks. Therefore, dynamic

working conditions and adequate infrastructure are required to ensure employees feel safe, comfortable, and ready to provide fast, accurate, and high-quality service. The performance of ER employees is reflected in their ability to respond to patients, the accuracy of their actions, discipline, responsibility, and teamwork. A non-conducive work environment can reduce concentration and increase work stress, negatively impacting performance (Robbins et al., 2021).

The questionnaire results showed that the majority of respondents agreed or strongly agreed with all work environment indicators, including work atmosphere, relationships with coworkers, work facilities, and noise and odors, with a dominant percentage above 50%, although a small number of respondents remained undecided. This indicates that the ER work environment is generally considered good. Bivariate analysis showed a very strong positive relationship between the work environment and employee performance, with a significance value of $0.000 < 0.05$ and a correlation coefficient of 1.000, indicating that a better work environment leads to higher employee performance.

These findings align with Sari's (2020) research, which states that the work environment has a positive and significant impact on employee performance in the healthcare sector. Putra and Wibowo (2020) also emphasized that non-physical work environments, such as leadership support and teamwork, have a more dominant influence on performance than the physical environment, while Prasetyo (2021) stated that the work environment significantly influences employee performance in high-pressure units such as hospitals. Therefore, hospital management needs to ensure a safe, comfortable, and supportive work environment through a conducive work atmosphere, harmonious working relationships, adequate facilities, and noise and odor control. Improvements in the work environment in the ER will directly impact employee performance, speed of service, accuracy of actions, and patient safety.

The Simultaneous Influence of Work Motivation and the Work Environment on Employee Performance

The work environment and work motivation have been shown to simultaneously influence employee performance because they complement each other in encouraging optimal work behavior. A safe work environment, adequate facilities, and strong teamwork strengthen employee motivation, while strong motivation through recognition, a sense of security, and fair treatment foster discipline and responsibility in work, particularly in emergency department services, which demand speed and accuracy.

The results of the performance questionnaire showed that for all indicators—quantity, quality, punctuality, independence, and commitment—the majority of respondents agreed or strongly agreed. For the quantity, quality, punctuality, independence, and commitment indicators, the majority of respondents agreed or strongly agreed, with a dominant percentage exceeding 50%, although a small minority remained undecided. This indicates that the overall performance of emergency department employees is in the good category.

The results of the multiple linear regression analysis showed a correlation (r) of 0.966, indicating a very strong relationship between work motivation and the work environment and employee performance. The R-square value of 0.933 and the adjusted R-square of 0.931 indicate that 93% of the variation in employee performance can be explained by work motivation and the work environment simultaneously, while 7% is influenced by factors outside the model. The regression equation $Y = 0.168 + 0.452X_1 + 0.545X_2$ indicates that work motivation has a positive effect on performance, with every 1% increase in motivation resulting in a 45% increase in performance, and the work environment has a greater influence, with a 54% increase in performance for every 1% increase.

These findings align with Mangkunegara's (2000) finding that the work environment and work motivation jointly influence employee performance. These findings also support research by Prasetyo (2021) and Putra

(2021), which found that the work environment and work motivation simultaneously significantly influence hospital employee performance, particularly in high-pressure units such as the emergency department. Overall, the results of this study support the implementation of the principle of continuous quality improvement (CQI) in hospital management, where improving motivation and the work environment are crucial factors in meeting quality standards, occupational safety, and continuously improving the quality of patient care.

The Influence of Work Motivation and Work Environment Factors on Employee Performance

Income, length of service, and employment status are individual factors that can influence employee performance because they are related to motivation, experience, and job security. The results show that income significantly influences performance, with a significance value of $0.018 < 0.05$ and a correlation coefficient of 0.822, indicating a very strong relationship. This finding aligns with research by Puspita (2020), which found a significant relationship between income and performance. However, it differs from research by Rivai (2020), who argued that performance is more influenced by intrinsic factors such as commitment and professional responsibility than by financial factors.

Employee status shows a significance value of $0.018 < 0.05$. $0.104 > 0.05$ with a correlation coefficient of 0.540, indicating a moderate but insignificant relationship, indicating that employment status does not directly impact employee performance. This result aligns with Wahyudi et al. (2020) who stated that employment status had no effect on performance, but contradicts Kartikasari (2021) who found a significant relationship between the two. Length of service significantly impacted performance, with a significance value of $0.041 < 0.05$ and a correlation coefficient of 0.587, indicating a moderate relationship. The longer the tenure, the higher the employee's performance. This aligns with Hairunisa's (2021) research, which found a significant relationship between length of service and performance.

In addition to these individual factors, the study also confirmed that work motivation and the work environment significantly influence the performance of emergency department employees. This finding has important implications for hospital management, as the emergency department is a high-stress and high-risk unit. Increasing motivation and a conducive work environment can encourage an increase in the quantity and quality of work, timeliness of service, as well as employee independence and commitment, so that it can be used as a basis for hospital management in formulating policies to improve the quality of emergency room services.

4. Conclusion

This study concluded that the Moringa leaf *simplicia* used met the quality standards based on the Indonesian Herbal Pharmacopoeia. This was proven through characterization results showing a water content of 6.66%, a water-soluble extract content of 32.57%, an ethanol-soluble extract content of 19.35%, and a total ash content of 8.22%. In addition, phytochemical screening results confirmed the presence of active compounds in the form of alkaloids, flavonoids, triterpenoids, steroids, and tannins, although the preparation did not contain saponins. The extraction process using the maceration method using 96% ethanol succeeded in obtaining a yield of thick extract of 24.42%. The resulting microencapsulated preparation formulation showed organoleptically stable physical quality during storage. Based on the results of the stability test using the cycling test method for six cycles, no significant changes were found in the color or hard texture of all the formulas tested. The success of this formulation is supported by the interaction between the sodium alginate polymer and chitosan which is able to form a dense and cohesive microcapsule wall structure to protect the active ingredients. The final evaluation showed that all microencapsulation formulas met the ideal water content requirement, which is below 5%. The formula

with a 0.75% extract concentration had the lowest water content at 0.26%, indicating optimal shelf life due to a lower risk of microbial growth. In the floating test, the preparation was shown to have good mucoadhesive ability on the gastric mucosa of mice for a two-hour interval. The solubility of chitosan in an acidic environment was shown to increase the retention duration of the microcapsules, thus potentially becoming an effective drug delivery system for the periodic release of active substances.

5. Reference

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