

Relationship between Work Motivation and Performance of Civil Servants at the Pinrang Regency Health Office

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ABSTRACT

Introduction: Work motivation is an important factor affecting the performance of civil servants (PNS), especially in the public service sector such as the Pinrang District Health Office. **Method:** This study aimed to analyze the relationship between work motivation and civil servant performance, using a quantitative approach and cross-sectional design. A total of 93 civil servants were taken by total sampling, and data were collected through a Likert scale questionnaire and analyzed using the *Chi-square* test. **Results:** The results showed a significant relationship between aspects of salary ($p = 0.003$), working conditions ($p = 0.026$), work safety ($p = 0.001$), and solidarity ($p = 0.014$) with employee performance, while welfare showed no significant relationship ($p = 0.127$). Although 59.1% of employees are classified as performing well, there are still 40.9% who are underperforming, indicating the importance of increasing work motivation as a performance improvement strategy. **Conclusion:** This finding underscores the need for attention to employees' basic needs, both physiological and social, to support the achievement of optimal health service targets.

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INTRODUCTION

The performance of human resources, especially health workers, is the key to the success of public service organizations such as the Health Office. Every organization seeks to improve employee performance to achieve predetermined goals (Mulia & Saputra, 2021). Based on information from the *World Health Organization* (WHO), Indonesia is among the five countries with the lowest level of motivation of health workers, along with Vietnam,

Argentina, Nigeria and India. This is due to the lack of attention to workforce welfare. A survey by the Indonesian Ministry of Health also shows that the low motivation of health workers is due to the lack of incentives and support from related agencies (Muliana, 2021).

Work motivation is an internal drive that encourages individuals to complete their work seriously. Highly motivated individuals tend to show better performance because they have a positive attitude towards their work (Romauly & Tarigan, 2019). In contrast, low motivation is often associated with negative workplace behaviors, such as frequent absences, lack of discipline, or low loyalty. Decreased performance can be caused by dissatisfaction with salary, a mismatch between abilities and tasks, or concerns about job position (Sasmita et al., 2019).

Previous research shows that salary factors and work environment conditions play an important role in improving motivation and performance. For example, a decent salary can improve employee discipline and morale (Elvina & Darmayanti, 2022), while a comfortable work environment can increase productivity and a harmonious work atmosphere (Richard et al., 2020).

At the Pinrang Regency Health Office, the problem of low motivation of civil servants (PNS) has an impact on the achievement of organizational targets. The 2024 Performance Report shows that several important indicators have not reached targets, such as puskesmas development (87%), medical equipment procurement (81%), HIV services (79%), and mental health (50.53%) (secondary data from the Health Office, 2025).

Observations also noted a decline in work discipline, such as late attendance, delaying tasks, and using working hours for personal interests. Some employees were seen to lack proactivity, delaying the completion of documents, or leaving the office without permission, which caused delays in work. This indicates weak internal motivation and lack of supervision.

These performance issues certainly have an impact on public health services. Therefore, analyzing work motivation and its relationship with employee performance is very important to improve productivity and services in the health sector. However, until now there has been no research that specifically examines the relationship between work motivation and the performance of civil servants within the Pinrang Regency Health Office. Based on the background that has been described, the problem formulations in this study are: Is there a relationship between work motivation-which includes aspects of salary, working conditions, work safety, welfare, and solidarity-with the performance of civil servants at the Pinrang District Health Office?

LITERATURE REVIEW

Employee Performance

Performance is a reflection of the level of achievement in the implementation of a program of activities and policies aimed at realizing the targets, goals, vision, and mission of the organization formulated through strategic planning in an organization. Performance can be recognized and measured if individuals or groups of employees already have benchmarks or standards of success set by the organization (Rijal & Darlin, 2021).

The low level of employee performance in a company can be seen from the amount of salary and benefits provided by the company, proportional to the amount of work responsibilities carried out. In addition, the level of attendance at work which is influenced by the lack of employee discipline and the ineffective use of time in carrying out work also shows the low level of employee performance (Fachmi, et al., 2023).

Moehariono (2012) in (Lestari et al., 2019) suggests that employee performance indicators include:

1. Effectiveness, which measures the extent of conformity achieved in meeting the desired goals. Effectiveness can be interpreted as a comparison between input and output in various activities, so that the achievement of certain goals can be met by considering the quality and quantity of work results and the predetermined time limit.
2. Efficiency, which measures the extent to which the process produces outputs at the lowest possible cost. Efficiency means performing activities by minimizing waste or loss of resources in the execution or production of something.
3. Quality, which includes adherence to procedures, discipline, and dedication, as well as the degree to which the results of the activity approach perfection, both in terms of conforming to the ideal way of performing the activity and in meeting the expected objectives.
4. Timeliness, which indicates the degree to which the activity is completed within the allotted time, in terms of coordination with the output and maximizing the time available for other activities.
5. Safety is an indicator that assesses the overall health of the organization and the condition of the work environment of employees from a health point of view. Safety is defined as a condition in which work is carried out in a healthy and safe atmosphere, both for workers, companies, as well as for state civil apparatus and the surrounding environment.

Work Motivation

Motivation comes from the Latin word *movere*, which means encouragement or energy that creates a person's work spirit to want to work together, contribute effectively, and be integrated with all efforts to achieve satisfaction. Motivation can be interpreted as a drive that energizes individuals to create enthusiasm for work, so that they are willing to collaborate. This encourages them to work effectively and integrated with all their efforts to achieve satisfaction (Arifin & Nurcaya, 2019).

Motivation can be defined as a psychological state and human mental attitude that provides energy, encourages activities, and directs or channels behavior towards achieving needs that provide satisfaction or reduce imbalance. Motivation as a psychological process in a person is influenced by internal and external factors that come from employees (Fachmi, et al., 2023).

1. Internal factors that can affect the provision of motivation in a person include the desire to be able to live, the desire to be able to have, the desire to obtain an award, the desire to obtain recognition, and the desire for power.
2. External factors are work environment conditions, adequate compensation, good supervision, job security, status and responsibility, and flexible regulations.

Work motivation is the driving force that encourages individuals to carry out tasks with enthusiasm in order to achieve predetermined goals. This is the drive that comes from within an employee to carry out work with full responsibility and has a strong desire to achieve the expected goals in an organization. The high work motivation of employees in carrying out their duties will have a positive effect on their performance. Work motivation can be understood as a process in which individual needs encourage them to carry out a series of activities aimed at achieving certain goals. To meet these needs, work motivation is the result of an internal or external process that triggers an attitude of enthusiasm and perseverance in carrying out work (Asiva, 2019).

Thus, it can be concluded that work motivation is an encouragement within a person to carry out their work with enthusiasm and responsibility. Factors that influence work motivation consist of external factors and internal factors. External factors include superior leadership style, work environment, competence, organizational development

demands, and career development. Meanwhile, internal factors include work ability, work enthusiasm, responsibility, a sense of togetherness in group life, as well as achievement and work productivity (Sari, 2021).

Physiological Needs

Physiological needs are basic needs that humans have, which are related to physical things such as food, drink, shelter, and health. In the organizational world, these needs can be interpreted as sufficient salary and a comfortable work environment, which are the main basis in Maslow's theory of needs. Fulfilling these needs is considered very important because it directly affects employee performance.

a) Salary

Salary is a type of compensation that is given to employees on a regular basis in return for the work they have done. Salaries can contribute to improved performance, and can motivate employees to work with more enthusiasm. Therefore, attention to fair and rational salary arrangements is very important. Salary is a reward given to employees and has a clear guarantee. This means that the salary will still be paid even if the employee is not present at the workplace (Sari, 2021).

b) Working Conditions

Working conditions are an important element that directly affects the satisfaction of organizational members and their performance. Each individual worker has unique working conditions, which in turn will trigger different adaptations and situations. In the work environment, they collaborate with colleagues who have diverse expectations, which generally also have different priorities. To create an optimal work environment, support is needed from effective communication, motivation, and participation from subordinates in the decision-making process for the benefit of the organization (Darmawan et al., 2021).

Job Security Needs

Job security refers to a situation in which the work environment is organized in such a way as to protect employees from various threats that could jeopardize their health, safety, or well-being. It includes preventive measures and control systems designed to minimize the likelihood of work-related accidents, injuries, and illnesses, and ensure that employees can work in safe, comfortable, and healthy conditions.

a) Occupational Safety

Occupational safety is a program or tool designed to achieve an optimal level of occupational health, with the aim of improving the welfare of workers. Companies strive to improve employee welfare by considering various factors, such as the number of workers, type of production activity, size of work area, and challenges in supervision.

Occupational safety aims to protect the workforce by paying attention to various aspects of safety, health, maintenance of morale in the work environment, and treatment in accordance with human dignity and religious values. This goal is expected so that workers can carry out their duties safely, so as to increase work output and productivity (Styawati & Soedarmadi, 2021).

b) Welfare

Welfare is generally understood as a condition of well-being, which includes the fulfillment of various life needs, especially basic ones such as food, clothing, shelter, education, and health services. The well-being of an individual or family is measured mainly through the level of income or average wealth and annual productivity. Based on this concept, individuals or families with low incomes reflect low levels of welfare, and this continues so that three categories of families or communities can be

distinguished based on income levels, namely: low income group, middle income group, and high income group (Ummah, 2019).

Social Needs

Social needs, which include solidarity in the work environment, are fundamental human needs to build relationships, interact, and feel accepted in a social group. In an organizational context, these needs relate to constructive interpersonal interactions between employees, including mutual support, collaboration, and togetherness.

a) Solidarity

Solidarity is a form of caring that arises collectively among group members. It reflects relationships between individuals and groups based on shared morals, collectivity, and beliefs, reinforced by shared emotional experiences. In this context, solidarity emphasizes the importance of interactions between individuals and groups, which are based on attachment in social life, and supported by moral values and beliefs that exist in society (Yanti, 2023).

METHOD

This study uses a quantitative approach with a cross-sectional design, namely data collection is carried out at one specific time to determine the relationship between the independent and dependent variables. This study aims to analyze the relationship between work motivation, which includes physiological needs (salary and working conditions), job security needs (job safety and welfare), and social needs (solidarity), with the performance of civil servants (PNS) at the Pinrang Regency Health Office. The research location was carried out at the Pinrang Regency Health Office, South Sulawesi, with the implementation time ranging from January to March 2025.

The population in this study were all civil servants working in the Pinrang District Health Office, with a total of 93 people. Because the population is relatively small, the sampling technique used is total sampling, where all members of the population are used as research samples so that the data obtained is more representative.

Data collection was carried out through two sources, namely primary data and secondary data. Primary data was obtained by distributing closed questionnaires to all respondents. The questionnaire was prepared based on predetermined indicators and used a 5-point Likert scale, which ranged from "strongly disagree" (1) to "strongly agree" (5). The number of items in the questionnaire consisted of 10 statements for each variable, namely: salary, working conditions, work safety, welfare, solidarity, and employee performance. Secondary data were obtained from official documents of the Pinrang District Health Office, such as the annual performance report for 2024 and other relevant literature sources.

To ensure the accuracy of the measuring instruments used, the questionnaire was tested for validity and reliability. The validity test was conducted using the Pearson Product Moment correlation method, in which items were declared valid if the *calculated r* value was greater than the *r table*. Meanwhile, the reliability test was carried out using Cronbach's Alpha, and the results showed that all variables had a value of more than 0.70, so they were declared reliable and suitable for use in research.

After the data was collected, processing was done using SPSS software. Data analysis was divided into two stages, namely univariate and bivariate analysis. Univariate analysis was used to describe the frequency distribution and percentage of each research variable. Meanwhile, bivariate analysis was conducted to examine the relationship between work motivation and employee performance using the Chi-square (χ^2) test, with a significance level set at 0.05.

This research has also gone through appropriate ethical procedures. Researchers obtained official permission from the Pinrang District Health Office, and before filling out the questionnaire, all respondents were given an explanation regarding the purpose of the study and asked to fill out an informed consent sheet. The researcher guarantees that the identity and personal data of respondents will be kept confidential and only used for academic purposes.

RESULTS AND DISCUSSION

In this study, quantitative data were obtained through research instruments, namely questionnaires and interviews with respondents. The number of respondents who were used as research samples based on inclusion and exclusion criteria totaled 93 people. The characteristics of respondents used in this study are classified by gender, age, and latest education.

Table 1. Characteristics of Respondents of Civil Servants (N= 93)

Characteristics	Categories	Frequency (n)	Percentage (%)
Age	30 - 39 years old	18	19.4
	40 - 49 years old	62	66.7
	50 - 59 years old	13	14.0
Gender	Male	25	26.9
	Female	68	73.1
Last Education	S1	71	76.3
	S2	22	23.7

Table 2. Results of Bivariate Analysis of Employee Performance Variables, Salary, Working Conditions, Safety, Welfare and Solidarity

Variable	Employee Performance				Total		P-value
	Less		Good		N	%	
	n	%	n	%			
Salary							
Less	18	47.4	20	52.6	38	100	0.003
Good	10	18.2	45	81.8	55	100	
Working Condition							
Less	21	53.3	17	44.7	38	100	0.026
Good	18	32.7	37	67.3	55	100	
Occupational Safety							
Less	23	60.5	15	39.5	38	100	0.001
Good	15	27.3	40	72.7	55	100	
Wellbeing							
Less	22	57.9	16	42.1	38	100	0.127
Good	24	43.6	31	56.4	55	100	
Solidarity							
Less	22	57.9	16	42.1	38	100	0.014
Good	18	32.7	37	67.3	55	100	

Based on Table 1, the majority of respondents in this study were female, as many as 68 people or 73.1% of the total respondents. In terms of age group, most respondents are in the age range of 40-49 years, as many as 62 people or 66.7%, which indicates that most respondents are in the middle productive age. In terms of the latest education, most respondents have a Bachelor's degree (S1) educational background, as many as 71 people or 76.3%. This finding reflects that respondents are dominated by female employees,

productive age, and have relatively high education, which are important characteristics in the context of employee performance analysis.

Relationship between Salary Variable and Employee Performance

The results showed a significant relationship between the salary variable and the performance of civil servants at the Pinrang District Health Office. Of the 28 respondents who rated salary in the poor category, 47.4% had poor performance and 52.6% had good performance. Meanwhile, of the 65 respondents who rated salary in the good category, 18.2% had poor performance and 81.8% had good performance. The chi-square test resulted in a p value = 0.003, which is below the significance level of 0.05, so it can be concluded that there is a significant relationship between salary and employee performance.

The results of this study are in line with research Aprinawati (2021) obtained a significance value of $0.00 < 0.05$ indicating that compensation has a positive and significant effect on job satisfaction of nurses in several private hospitals in Medan city. One of the factors that influence job satisfaction is the provision of compensation to employees, which can motivate and increase job satisfaction. Compensation provided to employees has a significant impact on the level of job satisfaction, motivation, and work results (Aprinawati & Harmen, 2021).

The results showed that salary has a significant impact on the performance of health workers. The need for salary contributes greatly to improving employee performance, which means that there is a match between income and workload. Rewards in the form of salaries received by health workers greatly affect performance, because salary is considered the main benchmark in carrying out work. Someone tends to leave their job if the salary received is not proportional to the workload faced. Therefore, the higher the salary of a health worker, the better the performance that can be given.

This finding is in line with Frederick Herzberg's two-factor theory, which states that salary falls under hygiene factors—that is, factors that do not directly motivate, but if not met can lead to job dissatisfaction. Herzberg emphasized that while salary is not the primary driver of motivation, its existence is essential to prevent dissatisfaction and create a stable basis for improved performance.

In addition, in Maslow's hierarchy of needs, salary plays a role in fulfilling physiological needs (such as food and shelter) as well as security needs, such as certainty of life and financial stability. If these basic needs are met, employees will be more motivated to achieve higher needs, including achievement and self-actualization, which are reflected in optimal work performance. Thus, it can be concluded that the better the employee's perception of the salary received, the higher the resulting motivation and performance. Therefore, a fair and proportional compensation policy is one of the keys to improving the overall performance of health workers.

Relationship between Working Conditions and Employee Performance

The results showed that there was a significant relationship between working conditions and the performance of civil servants at the Pinrang District Health Office. Of the 39 respondents who rated working conditions in the poor category, 53.3% had poor performance and 44.7% had good performance. Meanwhile, of the 54 respondents who rated working conditions in the good category, 32.7% had poor performance and 67.3% had good performance. Based on the chi-square test, the p value = 0.026 was obtained, which is smaller than the significance level of 0.05, so it can be concluded that there is a significant relationship between working conditions and employee performance.

The results of this study are in line with research by Sinaga (2021) obtained a significant value of $0.046 < \alpha (0.05)$ which shows that working conditions have a positive and significant effect on employee performance at PT Kereta Api Divre 1 North Sumatra, so that the hypothesis is accepted. Working conditions are one of the important elements that affect employee performance. A comfortable and safe work environment, as well as adequate facilities, can increase employee morale and motivation, which in turn has a positive impact on their productivity. At PT Kereta Api Divre 1 North Sumatra, the current workplace conditions are less than ideal, with irregular arrangement and storage of work tools (Sinaga & Sihombing, 2021).

From this study it was found that the condition of the work environment is the main motivation for a person to work effectively. Working conditions will greatly affect their productivity, the impact that arises if employees have high productivity and work motivation is, can produce good performance and achievements for the health center, thus providing optimal progress and development in achieving the goals of the health center. A good work environment will provide more encouragement for health workers.

This finding is in line with Herzberg's Two-Factor Theory, which states that motivational factors and *hygiene* factors strongly influence employee job satisfaction and motivation. In this case, the work environment is included in the hygiene factor, which if not fulfilled can lead to job dissatisfaction. Conversely, when the work environment is rated positively, employees will be more motivated to perform better. In addition, this theory also states that aspects such as physical working conditions, interpersonal relationships, and organizational policies greatly influence employees' perceptions of their work comfort and morale (Herzberg, 1959). Thus, it can be concluded that a good working environment not only acts as a fulfillment of basic needs, but also an important stimulus in improving performance, especially for employees in the public service sector such as health.

Relationship between Work Safety and Employee Performance

The results showed that out of a total of 38 respondents of Pinrang District Health Office civil servants who rated work safety in the poor category, 60.5% had poor performance and 39.5% had good performance. Meanwhile, of the 55 respondents who rated work safety in the good category, 27.3% had poor performance and 72.7% had good performance. The results of the analysis using the chi-square test showed a p value = 0.001. With a significance $\alpha < 0.05$, H_0 is rejected and H_a is accepted. This shows that there is a significant relationship between work safety and the performance of civil servants at the Pinrang District Health Office.

The results of this study are in line with the research of Anggara (2024) based on the results of research work security can affect employee performance. Some aspects related to the fulfillment of security, safety, and welfare needs can motivate employees to improve their performance. Based on the results of the study, the condition of job security at the Saibi Samukop Health Center is considered adequate, although there are still some shortcomings, such as the unavailability of air conditioners or fans in each room, as well as the less than optimal room arrangement, which causes discomfort for employees (Anggara, 2024).

According to Abraham Maslow (1943), the need for job security in performance is a need for the second health. A person has the hope of achieving a healthy life that is considered worthy. This need is related to a feeling of security, tranquility, and assurance of a person in his position, position, authority, and responsibilities as an employee. Employees can work with enthusiasm and high productivity if they feel official certainty about their position and authority. Job security for employees (health workers) is a very

important aspect that must be considered by employers or organizations. Safe working conditions will make employees feel comfortable while working, so that it has an impact on increasing employee productivity (Anggara, 2024).

Relationship between Welfare and Employee Performance

The results showed that out of a total of 46 respondents of civil servants of the Pinrang District Health Office who rated welfare in the poor category, 57.9% had poor performance and 42.1% had good performance. Meanwhile, of the 47 respondents who rated welfare in the good category, 43.6% had poor performance and 56.4% had good performance. The results of the analysis using the chi-square test showed a p value = 0.127. With a significance $\alpha < 0.05$, H_0 is accepted and H_a is rejected. This shows that there is no significant relationship between welfare and performance of civil servants at the Pinrang District Health Office.

The results of this study are in line with the research of Sarwani et al (2021) based on the results of the analysis obtained that the variable of providing welfare has a significant effect on employee performance at the technical implementation unit of the Puskesmas in the South Tangerang area. The welfare aspect is also important so that performance can be achieved properly. Many employees are of the view that employee performance will increase if employees are motivated by compensation. In reality, it is not only wages that can make an employee stay in one health center but many other factors that influence, among others, the provision of welfare (Sarwani et al., 2021).

Employee welfare includes the fulfillment of basic and additional needs, both material (such as health benefits and assistance) and non-material (such as appreciation and security). In practice, however, if welfare is not seen as a pressing need or if employees are satisfied with other aspects of their jobs, then the impact of welfare on performance may not be significant.

These results are in line with Herzberg's Two-Factor Theory, which distinguishes between motivators (intrinsic factors that drive performance, such as achievement, recognition, and responsibility) and hygiene factors (extrinsic factors such as pay, working conditions, and welfare). According to Herzberg, hygiene factors do not necessarily increase motivation, but their absence can lead to dissatisfaction. This means that if welfare is considered sufficient by employees, then its increase does not necessarily have a direct impact on improving performance. Conversely, if welfare is severely lacking, then it becomes a source of dissatisfaction that has a negative impact on work performance.

Relationship between Solidarity and Employee Performance

The results showed that out of a total of 40 respondents of the Pinrang District Health Office civil servants who rated solidarity in the poor category, 57.9% had poor performance and 42.1% had good performance. Meanwhile, of the 53 respondents who rated solidarity in the good category, 32.7% had poor performance and 67.3% had good performance. The results of the analysis using the chi-square test showed a p value = 0.014. With a significance level of $\alpha < 0.05$, H_0 is rejected and H_a is accepted. This shows that there is a significant relationship between solidarity and the performance of civil servants at the Pinrang Regency Health Office.

This research is in line with research conducted by Wang et al(2023) which shows that solidarity between coworkers has a significant influence on the performance of health workers, especially nurses. In his research, it was found that colleague solidarity has a positive relationship directly to work performance ($\beta = 0.26$; $p < 0.01$) and also through the mediating effects of positive emotions and decreased intention to leave work. The study

explained that nurses who have high solidarity with their coworkers tend to feel more emotionally supported, have higher morale, and are able to create a more harmonious and productive work environment. In addition, strong solidarity also reduces nurses' intention to leave their jobs, which in turn has an impact on improving performance (Wang et al., 2023).

The most important factor of social needs is the sense of solidarity between employees, which is helping each other when there are colleagues who face difficulties in completing their tasks, and being able to collaborate and communicate well during work. Solidarity in the work environment refers to positive social relationships between employees, superiors, or teams based on moral values and norms held, as well as emotional experiences.

This is in line with interpersonal relationship theory in organizations, which emphasizes that positive social interactions in the workplace can increase job satisfaction, loyalty to the institution, and individual performance. Solidarity is also an important factor in maintaining work stability and building a healthy organizational culture.

CONCLUSION

The results of this study indicate that the level of performance of civil servants at the Pinrang District Health Office is closely related to their perceptions of the working conditions experienced on a daily basis. Employees who perceive their work environment to be supportive, safe, and providing a sense of community show more optimal performance levels than those who face unsupportive work situations. Assessments of compensation received, comfort in carrying out tasks, and interpersonal relationships in the work environment appear to influence employee morale and productivity. In this context, attention to practical aspects that are in direct contact with employees' daily lives, such as the orderliness of work facilities and harmonious social interactions, is important in efforts to create a conducive work environment. Beyond administrative and structural considerations, these findings indicate that work experience clearly plays an important role in shaping individual performance in the public service sector.

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