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Work Environment, Work Motivation, And Employee Performance: A Qualitative Study At The Yogyakarta Land And Spatial Planning Agency, Indonesia

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Abstract

This study aimed to examine employees' perceptions of the work environment, explore their experiences in responding to work motivation provided by supervisors, analyze the interaction between the work environment and work motivation on employee performance, and identify factors perceived as barriers and supporting elements in improving performance at the Regional Land and Spatial Planning Office of the Special Region of Yogyakarta. This study employed a qualitative approach using a case study design. The research informants consisted of three employees selected purposely based on their roles and work experience. Data were collected through semi-structured interviews, documentation, and field notes and analyzed using data reduction, data display, coding, theme identification, and conclusion drawing. The findings revealed that employees had varying perceptions of the work environment. Several physical aspects, including room temperature, lighting, workspace arrangement, and internet facilities, were perceived as less supportive of work comfort. Meanwhile, the social work environment generally reflected positive cooperation among employees. Work motivation was predominantly driven by intrinsic factors, such as responsibility, professionalism, commitment to public service, and career development expectations, while extrinsic motivation through appreciation and recognition from supervisors was considered insufficient. The interaction between the work environment and work motivation influenced employee performance. Barriers included inadequate facilities, coordination problems, limited appreciation, and disciplinary issues, whereas supporting factors involved intrinsic motivation, harmonious relationships, peer support, and commitment to work. The study concludes that improving employee performance requires enhancing the

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work environment, strengthening work motivation, and ensuring continuous organizational support.

Keywords: employee performance, employee perceptions, public organization, work environment, work motivation.

INTRODUCTION

Employee performance is a primary indicator of an institution's success, particularly in government sectors like the Land and Spatial Planning Office of DIY, which plays a strategic role in land management and spatial planning. However, suboptimal internal factors, specifically the work environment and motivation, often lead to inconsistent employee performance, thereby slowing public services and diminishing public trust. Therefore, addressing these foundational factors is crucial for optimizing organizational productivity and maintaining high-quality public service delivery.

A supportive physical and psychological work environment significantly enhances employee focus and morale. Herni et al. (2025) emphasize that a well-managed work environment is a significant determinant of employee performance, as physical discomfort can lead to fatigue, stress, and reduced effectiveness. Furthermore, the social atmosphere, including open communication and supportive leadership, profoundly impacts work motivation. Kohnen et al. (2024) note that leadership actively involving employees fosters a healthy, collaborative environment, thereby increasing organizational loyalty and overall performance quality.

Concurrently, work motivation encompassing both intrinsic desires for achievement and extrinsic incentives drives employees to work optimally. Gultom & Marpaung (2022) state that motivation is closely tied to work outcomes in both quality and quantity, whereas its absence reduces work to mere routine. Maryani et al. (2021) identify that low motivation correlates with tardiness and low initiative, while consistent appreciation boosts commitment. Aeni & Kuswanto (2021) further assert that proper motivation shapes work attitudes and responsibility, meaning weak motivation degrades work quality despite adequate employee competence. Fulfilling psychological needs such as autonomy, competence, and relatedness is also vital for fostering high-performing, committed employees (Vo et al., 2022a).

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The work environment and motivation mutually reinforce each other, jointly influencing job satisfaction and performance (Basalamah & As'ad, 2021). Evidence from various sectors supports this: Herni et al. (2025) found these variables explain 62.2% of performance variation in the private sector, while Tegegne et al. (2024) and Yulianti et al. (2025) highlight that inadequate facilities and low motivation similarly hinder productivity in health and small business sectors. While previous quantitative studies (e.g., Herni et al., 2025; Tegegne et al., 2024) have established the statistical correlation between work environment, motivation, and performance, there remains a scarcity of qualitative insights into how public sector employees in developing contexts actively navigate and cope with suboptimal physical conditions. Specifically, the mechanism by which intrinsic motivation compensates for a lack of extrinsic supervisory support remains underexplored. This study fills this gap by understanding and actionable solutions for improving public service quality by systematically optimizing the work environment and employee motivation at the Land and Spatial Planning Office of DIY.

OBJECTIVE

This study aims to provide theoretical and practical contributions to enhancing employee performance at the Land and Spatial Planning Office of DIY by deeply examining the influence of the work environment and work motivation. Specifically, the research objectives are fourfold: first, to describe employee perceptions of the prevailing work environment conditions; second, to analyze the factors determining work motivation levels; third, to evaluate the role of the work environment and motivation in fostering employee spirit and productivity based on their direct experiences; and fourth, to identify the supporting and inhibiting factors in improving performance through work environment enhancements and reward systems.

LITERATURE REVIEW

Employee Performance

Performance management is a continuous, planned process linking individual goals to organizational strategy through target setting, monitoring, and feedback (Aguinis, 2023). Accurate measurement employs diverse methods such as KPIs, OKRs, and 360-degree assessments to evaluate both outcomes and supporting behaviors, providing a transparent basis for development decisions (Vuong & Nguyen, 2022). Beyond short-term results, sustainable HRM integrates social, environmental, and economic dimensions to balance productivity with employee well-being through fair training, work flexibility, and

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continuous development (Liang & Li, 2025). However, excessive work pressure and uncertainty can severely degrade performance, morale, and commitment (Chen et al., 2022). Closely linked, mental health directly affects cognitive functioning, concentration, and decision-making; organizations investing in well-being programs and emotionally supportive leadership achieve more stable performance (Chen et al., 2022). Thus, effective performance management must transcend numerical targets to foster psychologically healthy, sustainable work systems.

Work Environment

The work environment encompasses both physical conditions (layout, lighting, cleanliness) and social factors (interpersonal interactions, leadership style, organizational culture) that critically determine employee well-being and productivity (Robbins & Judge, 2019). A psychosocially healthy workplace characterized by positive leader-staff interactions, open communication, and mutual respect directly enhances emotional well-being, reduces absenteeism, burnout, and turnover, whereas toxic environments featuring bullying or role ambiguity diminish job satisfaction (Donley, 2021). Furthermore, work environment and stress levels jointly influence job satisfaction and performance, with job satisfaction mediating this relationship; a supportive, harmonious environment reduces psychological pressure and fosters organizational belonging (Rachman, 2021). Therefore, effective environmental management is a critical managerial responsibility for optimizing both physical and mental employee balance.

Work Motivation

Work motivation is the energizing force directing behavior toward organizational goals (Latham, 2012), significantly influenced by autonomy, strong social relationships, and inclusive workplace cultures (Vo et al., 2022). Research confirms motivation as the most influential factor on employee performance, surpassing leadership style, as even capable employees underperform without sufficient internal drive (Hidayat et al., 2025). Both intrinsic motivation (personal fulfillment, desire to contribute) and extrinsic motivation (salary, recognition, incentives) are essential for driving optimal performance (Layek & Koodamara, 2024). Employee motivation is fundamentally shaped by their perception of workplace conditions; comfortable, fair, and supportive environments naturally boost motivation, while oppressive or non-transparent settings diminish it (Dewa, 2021). However, high motivation does not guarantee job satisfaction excessive performance pressure without adequate organizational support or work-life balance can paradoxically

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reduce satisfaction and trigger burnout (Hajiali et al., 2022). Thus, organizations must balance motivational drivers with humane work systems to sustain both performance and well-being.

METHODOLOGY

This study employs a qualitative approach to deeply understand how employees construct meaning regarding work motivation and environment in relation to their performance, uncovering complex social realities beyond statistical numbers (Creswell & Creswell, 2023; Bryman & Bell, 2019). The unit of analysis comprises three employees of the Land and Spatial Planning Office of the Special Region of Yogyakarta, purposively selected and pseudonymized as M (data processor), H (technical policy reviewer), and A (technical policy analyst) based on their direct involvement in organizational tasks. Rather than seeking statistical generalization, this selection ensures in-depth insights into their subjective experiences and perceptions. Primary data were collected through in-depth interviews, participatory observations, and document reviews within naturalistic settings to maintain ecological validity and avoid external manipulation. This flexible design allows the researcher to act as the primary instrument, capturing authentic narratives and nonverbal dynamics while exploring how work conditions shape employee spirit and responsibility.

Data were analyzed using inductive thematic analysis (Creswell & Creswell, 2023), involving systematic transcription, open coding, and categorization into subthemes and main themes without forcing theoretical frameworks. NVivo 12 software was utilized to efficiently organize, visualize, and trace data connections, supported by analytic memos to capture researcher reflections. To ensure trustworthiness, validity was established through source and method triangulation, thick description, and member checking, confirming that interpretations accurately reflect the informants' intended meanings (Bryman & Bell, 2019). Reliability was maintained via consistent interview guides, systematic documentation, cross-check coding with peers, and supervisor discussions to ensure inter-observer consistency and objectivity. By combining manual procedures with technological assistance and maintaining a strict audit trail, this study guarantees a deep, structured, and highly rigorous analytical process that accurately interprets the hidden meanings behind the employees' work experiences.

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RESULTS AND DISCUSSION

Data Description

This study involved three key informants from the Land Office and Spatial Planning Agency of the Yogyakarta Special Region, selected for their direct involvement and in-depth understanding of the agency's work dynamics. Informant M is a Data Processor with 5 years of tenure. Informant H is a Technical Policy Analyst with 4.5 years of experience. Informant A is also a Technical Policy Analyst with 5 years of tenure. These informants were chosen because they possess comprehensive insights into the physical and social work environments, supervisory attention, and the daily friction and motivations that influence employee performance within the institution.

Data collection was conducted through in-depth, semi-structured interviews directly at the agency's office. The interview with Informant M was held on June 13, 2025, at 09:00 AM, followed by Informant H on the same day at 02:00 PM. Informant A was interviewed on June 17, 2025, at 08:00 AM. The sessions were conducted in a conducive environment, allowing the informants to provide open and comprehensive explanations. All interviews were documented and transcribed verbatim to ensure data validity and facilitate rigorous thematic analysis.

Preliminary interviews highlighted significant physical constraints, such as poor air conditioning, inadequate lighting, and internet disruptions, alongside generally positive but occasionally fragmented social dynamics. Supervisory attention to employee complaints was deemed suboptimal. Furthermore, work motivation was found to be predominantly intrinsic, driven by personal responsibility and career aspirations, but heavily hindered by a lack of external appreciation, which ultimately impacts the optimization of daily performance.

Data Coding

The analysis began with iterative open coding of the verbatim transcripts. The researcher read the transcripts repeatedly to identify keywords, concepts, and categories related to work environment conditions, motivation, and performance. This process generated core categories such as physical/social environment conditions, intrinsic/extrinsic motivation, and performance barriers/supports. These categories were then systematically grouped into main themes aligned with the research problem formulation, ensuring that the final themes accurately reflected the lived experiences and perceptions of the informants.

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Theme Identification

Based on the coding process, four main themes were identified regarding the influence of the work environment and motivation on employee performance.

Theme 1: Employee Perceptions of Work Environment Conditions

The first theme explores how employees perceive their daily physical and social work environments. The informants held notably diverse views. Informant M stated: *"To be honest regarding the physical conditions, it is actually lacking. The main problem, which you yourself also know, relates to several rooms where the room temperature is not cool enough. So, the rooms are stuffy and hot. Therefore, if it is daytime, we more often work in the interns' room because it is cooler."* Informant H explained: *"Clearly it is uncomfortable, therefore my division submitted a request to move to a room that is brighter and more spacious because my division is the division with the highest number of employees."* Conversely, Informant A stated: *"Yes, I personally still feel quite comfortable. For me, as long as I can still adjust myself, it does not disturb the comfort in working."* These findings indicate that environmental perception is highly subjective. While M and H focus on the objective physical deficits (temperature, space, lighting), A relies on psychological adaptation. This divergence suggests that the physical environment acts as a stressor primarily for those who lack the coping mechanisms to adapt, directly impacting their baseline comfort and focus.

Theme 2: Employee Experiences with Supervisory Work Motivation

The second theme highlights a critical gap in external motivation. Informants reported that motivation from leadership is suboptimal, forcing a reliance on internal drive. Informant M stated: *"If I consider work as a responsibility that must be completed immediately on time and what drives me to keep working, of course I hope for career development for what I have given to this agency."* Informant H explained: *"Here, if there is performance that exceeds the target, it is considered a normal thing that is already appropriate, without needing to be given praise from colleagues or superiors."* Informant A stated: *"My drive is professionalism as an employee. I feel the greatest satisfaction when I am able to provide the best public service, especially the position I hold relates directly to the community."* This reveals a compensatory mechanism because extrinsic motivation (appreciation, praise, guidance) is virtually absent, employees are forced to rely entirely on intrinsic factors (responsibility, professionalism, public service ethos).

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While this sustains basic productivity, the lack of external validation creates a risk of long-term burnout and feelings of being undervalued.

Theme 3: Interaction Between Environment, Motivation, and Performance

The third theme examines how the environment and motivation interact to dictate performance outcomes. Informants noted that environmental constraints directly impact their output. Informant M stated: *"Maybe from the various obstacles that pile up it makes work not optimal."* Informant H explained: *"In reality it is still not optimal."* However, Informant A maintained a different stance: *"Thank God, so far I feel my work performance is optimal. The targets are also achieved well. Because going back to it, I can respond to the existing obstacles and focus on personal responsibility."* This demonstrates a clear bifurcation in performance outcomes. For M and H, the accumulation of environmental friction degrades performance. For A, strong internal motivation acts as a buffer, allowing them to maintain optimal performance despite the same environmental constraints. This demonstrates that strong internal motivation acts as a psychological buffer, allowing employees to maintain optimal performance despite environmental constraints.

Theme 4: Hindering and Supporting Factors for Performance

The final theme identifies specific operational barriers and enablers. Informants pointed to both systemic and individual hindrances. Informant M stated: *"In my opinion, the obstacle in completing tasks is the slow coordination between employees so that the data verification process is long. The physical environmental conditions, and also the social ones that are not good, as a result, the level of employee attendance decreases."* Informant H explained: *"But indeed some individuals often leave the office without permission or extend their break times, so if there is a team task, it certainly becomes an obstacle."* Informant A stated: *"In our unit, the problem of late completion of tasks is almost non-existent. As for the delay of tasks, it is usually purely due to external factors such as waiting for verification from outside agencies, not internal negligence."* These quotes highlight that hindrances are a mix of poor physical environments, weak inter-employee coordination, and individual indiscipline. Conversely, supporting factors include strong internal motivation, solid teamwork within specific units, and a desire for a conducive environment. Performance is thus dictated by the interplay between individual discipline, unit cohesion, and organizational support.

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Thematic Analysis

The thematic analysis reveals a complex dynamic within the Land Office and Spatial Planning Agency. The physical and social work environments present notable challenges, characterized by inadequate facilities and fragmented supervisory support. However, the most critical finding is the agency's reliance on a "compensatory motivation" model. Because extrinsic motivation such as appreciation, clear guidance, and responsive leadership is critically low, employees are forced to rely heavily on intrinsic motivation (professionalism, personal responsibility, and career aspirations) to sustain their performance. This dynamic creates a divergent impact on performance. Employees with high intrinsic motivation and strong adaptive capacities (like Informant A) are able to buffer the negative effects of a poor work environment, maintaining optimal output. Conversely, employees who rely more on external validation or lack adaptive coping mechanisms (like Informants M and H) experience performance degradation when faced with environmental friction and a lack of leadership support. Furthermore, the hindering factors identified such as slow coordination, poor physical conditions, and individual indiscipline point to systemic inefficiencies that intrinsic motivation alone cannot entirely overcome. Ultimately, while intrinsic motivation keeps the agency functioning, optimizing employee performance and preventing long-term burnout requires structural interventions: improving physical facilities, fostering a more supportive and appreciative leadership style, and enforcing better disciplinary and coordination standards.

Data Coding Summary

Table 1. Condensed Data Coding Matrix

Initial Code	Category	Themes
Hot room temp; Inadequate lighting	Physical Environment	Perception of Work Environment
Inadequate internet; Poor AC	Work Facilities	Perception of Work Environment
Good work communication	Social Environment	Perception of Work Environment
Low supervisory support; Slow response	Leadership	Perception of Work Environment
Personal responsibility; Career hopes	Intrinsic Motivation	Experience of Work Motivation

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Initial Code	Category	Themes
No appreciation; Feeling undervalued	Extrinsic Motivation	Experience of Work Motivation
Slow coordination; Low discipline	Hindering Factors	Performance Hindering Factors
Supportive leadership; Good teamwork	Supporting Factors	Performance Supporting Factors

Source: Researcher's Analysis (2026)

Employee Perceptions of Work Environment Conditions

Research findings indicate that employee perceptions of work environment conditions at the Land Office and Spatial Planning Agency of Yogyakarta Special Region reveal that the work environment remains a critical organizational aspect requiring attention. Robbins & Judge (2019) explain that the work environment encompasses physical and social conditions affecting employee comfort, behavior, and work effectiveness. A conducive environment creates supportive conditions enabling optimal task execution, whereas inadequate environments cause discomfort, reduce work enthusiasm, and hinder task completion. Findings show diverse employee perceptions. Some employees assess that existing conditions do not fully support work comfort, while others consider them tolerable. This variation indicates that individual experiences and adaptive capabilities influence how employees interpret their work environment, consistent with Rachman (2021) who found that work environment significantly affects job satisfaction and organizational behavior.

The physical work environment remains a primary concern. Issues include uncomfortable room temperatures due to suboptimal air conditioning, uneven lighting, spatial limitations, and frequently disrupted internet networks. Robbins & Judge (2019) emphasize that physical workplace conditions constitute a crucial element influencing work behavior effectiveness. Rachman (2021) similarly states that quality physical environments enhance job satisfaction and support performance achievement. Adequate facilities enable focused, comfortable, and productive work, whereas inadequate conditions disrupt concentration and reduce task effectiveness. The findings demonstrate that facility limitations force employees to make adjustments to complete their work effectively, highlighting that infrastructure quality contributes significantly to work comfort.

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The social work environment also influences employee perceptions. Robbins & Judge (2019) explain that social environment relates to inter-employee relationships, communication, and supervisor-subordinate interactions. Findings indicate that working relationships generally function well through cooperation and mutual assistance, reflecting social support that helps employees handle daily work demands. Donley (2021) explains that healthy social environments enhance psychological well-being, security, and organizational attachment. However, social relationships outside work contexts remain unintegrated due to tendencies toward forming specific groups. Supervisory attention to employee needs and complaints is also perceived as suboptimal by some informants. This situation indicates that social relationship quality requires strengthening through more open and responsive communication.

Harmonious social relationships create comfortable work atmospheres and enhance organizational cooperation, demonstrating that a social work environment significantly contributes to forming positive employee perceptions. These findings strengthen previous theories and research indicating that work environment influences employee comfort, satisfaction, and work behavior. Robbins & Judge (2019) affirm that conducive environments encourage more effective work through adequate physical and social support. Rachman (2021) also found that good work environments positively affect job satisfaction and performance. The organization must ensure all employees receive adequate facilities without inter-unit disparities. Attention to social relationship quality requires enhancement to create harmonious and collaborative atmospheres. Leaders should build more open communication so employee complaints can be appropriately addressed. Regular work environment evaluations should serve as the basis for organizational policy formulation. These efforts are expected to enhance comfort, work enthusiasm, and productivity, indicating that employee perceptions of the work environment form an important foundation for formulating performance improvement strategies.

Employee Experiences in Responding to Work Motivation from Supervisors

Research findings indicate that employee experiences in responding to work motivation show motivation as a crucial factor affecting employee enthusiasm, behavior, and commitment. Latham (2012) explains that work motivation is a psychological process determining individual direction, intensity, and persistence in achieving specific work goals. Organizational motivation can take the form of support, attention, feedback, work recognition, and opportunities for self-development. Motivation is important because it

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enhances employee work involvement. Motivated employees tend to show higher organizational commitment and strive to deliver their best work. Low motivation causes employees to work merely to fulfill obligations without drive for optimal results.

Findings show that employee experiences of work motivation are influenced by how they interpret support from the organizational environment, consistent with Latham (2012) that motivation is a crucial determinant in achieving individual and organizational work goals. Findings indicate that employee work motivation stems more from intrinsic than extrinsic factors. Employees view responsibility toward work as the primary reason for maintaining optimal performance. Professionalism in task execution and desire to provide the best public service become strong motivation sources. Expectations for position promotion and career development also drive employees to maintain performance quality. This condition shows employees possess internal awareness to complete work according to their responsibilities. Latham (2012) explains that individuals with clear work goals demonstrate greater effort and persistence in achieving established targets. Intrinsic motivation enables employees to remain productive despite facing various workplace limitations. Achievement-oriented employees tend to maintain dedication in completing tasks optimally, indicating that internal drive becomes important in maintaining work quality.

These findings show that intrinsic motivation plays a major role in shaping employee work enthusiasm. Extrinsic motivation received by employees remains suboptimal. Employees assess that work appreciation has not been given consistently and has not fully become part of organizational culture. Recognition of work achievement is often perceived as receiving inadequate attention from supervisors. This condition causes some employees to feel their contributions have not received appropriate recognition. Latham (2012) explains that positive feedback and achievement recognition can enhance individual confidence in their work capabilities. Vo et al. (2022) state that needs for social connectedness and recognition from the work environment play roles in shaping employee motivation. Employees who feel valued tend to show higher work involvement and positive work behavior. Lack of appreciation can cause feelings of being undervalued, affecting work enthusiasm. Layek and Koodamara (2024) also found that extrinsic motivation contributes to increased employee work engagement.

These findings indicate that organizations need to strengthen reward and appreciation systems to enhance employee work motivation. The discussion shows that employee experiences in responding to work motivation reflect relationships between intrinsic and extrinsic motivation in shaping work behavior. Intrinsic motivation proves to

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be the primary source driving employees to perform tasks professionally despite suboptimal external support. This condition shows employees can build work drive from within themselves. Extrinsic motivation from organizations remains necessary to strengthen work enthusiasm, enhance feelings of being valued, and build organizational attachment. Robbins & Judge (2019) explain that work motivation becomes more effective when organizations align employee needs with support through positive work environments. Hidayat et al. (2025) also found that work motivation significantly influences performance improvement by enhancing commitment and productivity. Organizations need to create work cultures providing development opportunities while appreciating every contribution. Simple rewards, constructive feedback, and attention to employee needs can strengthen work motivation. These efforts are expected to create employees who work not merely from obligation but with enthusiasm to contribute their best, strengthening the theoretical foundation that work motivation is an important factor affecting employee behavior and performance.

Influence of Interaction Between Work Environment and Work Motivation on Employee Performance

Research findings indicate that work environment and work motivation are interrelated factors influencing employee performance at the Land Office and Spatial Planning Agency of Yogyakarta Special Region. Employee performance is determined not only by individual task execution capabilities but also by work environment support and motivational drive. Aguinis (2023) explains that performance results from processes influenced by various factors such as individual characteristics, organizational support, and work conditions supporting goal achievement. Good performance reflects employee capabilities in executing responsibilities according to organizational targets. Comfortable environments enable focused and effective work. Adequate motivation encourages employees to maintain effort and show work commitment.

The interaction between these factors determines the extent to which employees can maintain productivity and work quality. Unsupportive environments can reduce work enthusiasm if not balanced with strong internal motivation. Conversely, high motivation helps employees adapt to various workplace limitations, showing that work environment and motivation cannot be separated in forming employee performance. Findings show that employees working in suboptimal environments tend to face obstacles in achieving their best performance. Uncomfortable workspaces, facility limitations, and various

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technical constraints require greater effort to complete work. This situation potentially affects concentration, accuracy, and work effectiveness.

Robbins & Judge (2019) explain that work environment conditions can influence individual behavior in organizations, including how employees execute their work. Rachman (2021) also found that work environment quality has positive relationships with job satisfaction and performance. Conducive environments enable comfortable work with minimal task-hindering disruptions. Conversely, inadequate environments can generate complaints, increase work pressure, and reduce work effectiveness. This condition shows organizations have responsibility to provide supportive work environments. Adequate facility availability constitutes one form of organizational support in enhancing employee productivity, indicating that work environment quality becomes an important factor affecting performance levels. Work motivation also plays important roles in determining performance quality. Employees with responsibility, professionalism, and achievement orientation tend to strive to complete work well despite facing various environmental limitations. Latham (2012) explains that motivation is a psychological process determining individual direction, intensity, and persistence in achieving specific goals.

High motivation encourages individuals to maintain effort and show work commitment. Hidayat et al. (2025) found that work motivation significantly influences performance improvement by enhancing persistence, commitment, and productivity. Strong motivation enables employees to remain productive despite not always obtaining optimal external support. This condition shows that work motivation can become internal strength in facing various work challenges. Highly motivated employees tend to be more resilient in facing work pressure and task-completion oriented. Work motivation also helps employees maintain service quality to the public despite resource limitations, showing that work motivation contributes significantly to supporting optimal employee performance. The discussion shows that interaction between work environment and work motivation produces mutually reinforcing influences on employee performance. Conducive environments provide space for employees to maximize their motivation through productive work behavior.

High motivation also helps employees overcome various environmental limitations to achieve organizational targets. Aguinis (2023) explains that employee performance results from integrating individual ability, motivation, and organizational support. This indicates that employees working in supportive environments meeting psychological needs tend to show better performance levels. Robbins & Judge (2019) also affirm that organizational success is influenced by capabilities in creating healthy work environments

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and systems that encourage employee motivation. Organizations need to attend to both aspects simultaneously for sustainable performance improvement. Environmental improvement without motivation strengthening may not produce significant work behavior changes. Motivation strengthening without adequate environmental support can also reduce employee effort effectiveness. These findings strengthen the theoretical foundation that work environment and work motivation are interacting factors in forming and enhancing employee performance.

Factors Perceived as Hindering or Supporting Performance Improvement

Research findings reveal various factors perceived by employees as hindering or supporting performance improvement at the Land Office and Spatial Planning Agency of Yogyakarta Special Region. These factors originate from work environment conditions, work motivation, and support obtained during work execution. Aguinis (2023) explains that performance results from processes influenced by various factors such as individual characteristics, motivation, and organizational support. This condition shows that performance achievement is determined not only by employee task completion capabilities but also by supportive work situations. Employee perceptions of these factors are important to understand because they provide pictures of actual conditions affecting work execution effectiveness. Employees working in supportive environments with good motivation tend to show higher productivity. Conversely, various obstacles emerging in task execution can hinder optimal performance achievement. Organizations need to understand these factors as the basis for formulating more effective human resource management policies, indicating that employee performance improvement requires attention to various interrelated factors within organizational environments.

Hindering factors perceived by employees mainly relate to work environment conditions and daily work execution. Work facility limitations, such as suboptimal air conditioning, uneven lighting, and internet network disruptions, become obstacles affecting work comfort. Ineffective inter-employee coordination also causes slower task completion processes. Robbins & Judge (2019) explain that organizational environment conditions can influence individual work behavior and task execution quality. Rachman (2021) found that inadequate work environments potentially cause job dissatisfaction impacting employee performance decline. Discipline problems conducted by some employees are also perceived as hindering factors because they can disrupt team work effectiveness. These obstacles show that organizations need to evaluate various obstacles faced by employees in task execution. Improvement efforts toward work

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facilities, coordination systems, and work execution supervision are expected to enhance employee work efficiency and quality. This condition shows that organizations play important roles in minimizing various obstacles emerging in work environments, indicating that less conducive work environments can become one cause of suboptimal employee performance.

Supporting factors perceived by employees in improving performance include internal motivation, harmonious working relationships, and responsibility toward work. Employees with task commitment tend to strive to deliver their best work despite facing various limitations. Professionalism in working and desire to provide quality public service become motivation sources driving employees to maintain productivity. Latham (2012) explains that individuals with clear work goals demonstrate greater effort and persistence in achieving established targets. Strong motivation enables employees to remain focused on their responsibilities despite facing various work pressures. Vo et al. (2022) found that intrinsic motivation and social support in work environments influence employee work involvement. Good inter-employee working relationships also provide emotional and instrumental support in facing workloads. Such social support can enhance self-confidence and strengthen employee capabilities in completing tasks. These supporting factors show that resources owned by individuals and work environments can help maintain employee performance stability. The existence of supporting factors becomes important in creating productive and competitive employees.

The discussion shows that hindering and supporting factors in improving performance interact in shaping employee work experiences. The existence of supporting factors can help employees overcome various obstacles emerging during work execution. Intrinsic motivation, coworker support, and task commitment become psychological resources helping employees maintain performance. Aguinis (2023) explains that performance results from integrating individual ability, motivation, and organizational support available in work environments. Hidayat et al. (2025) found that work motivation significantly influences performance improvement by enhancing commitment and productivity. Organizations need to attend to employee needs through adequate work facility provision, effective communication, and support that strengthens employee work enthusiasm. Work environment quality improvement also needs to be conducted so employees can work comfortably and focused in completing their tasks. These steps are expected to reduce various hindering factors while strengthening existing supporting factors. Attention to these factors will help organizations enhance productivity and service quality provided to the public. These findings strengthen the theoretical foundation that

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employee performance is influenced by interactions between work environment, work motivation, and organizational support, so performance improvement efforts need to be conducted comprehensively and sustainably.

CONCLUSION

This study reveals that for the interviewed employees, physical and social work environments significantly influence employee performance at the Land and Spatial Planning Office of DIY. Physical constraints such as uncomfortable temperatures, inadequate lighting, poor internet connectivity, and suboptimal spatial layouts hinder optimal performance, though employees with strong intrinsic motivation (e.g., professionalism, career aspirations) can adapt and maintain productivity. Conversely, a lack of extrinsic recognition and appreciation from superiors creates motivational disparities, demonstrating that high intrinsic motivation can buffer the negative effects of a suboptimal work environment. Key performance barriers include facility limitations, slow coordination, and indiscipline, whereas harmonious relationships, peer support, and intrinsic responsibility act as primary enablers. Theoretically, this research enriches public sector human resource management literature by qualitatively elucidating how environmental and motivational factors interact to shape employee behavior. Practically, it provides a foundational evaluation for the agency to improve physical facilities, establish fair and consistent reward systems, and foster a supportive, collaborative organizational culture that addresses employees' physical, social, and psychological needs.

To optimize performance, management is recommended to upgrade physical work facilities and implement effective motivational strategies, including consistent non-material recognition, competency development opportunities, and transparent reward systems. Furthermore, establishing routine, participative communication forums and adopting a supportive, communicative leadership style will enhance coordination, constructive feedback, and overall work harmony. Regarding future research, the current qualitative, single-agency design limits statistical generalizability. Subsequent studies should employ quantitative or mixed-methods approaches across multiple government units to rigorously test the relationships between work environment, motivation, and performance. Additionally, future research should expand the variable scope to include organizational culture, leadership styles, job satisfaction, workload, and organizational commitment, thereby providing a more comprehensive, evidence-based framework for public sector human resource management policies.

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