

# The Effect of Work Motivation, Work-Life Balance, and Work Environment on Performance Ambon City Population and Civil Registration Office

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## ABSTRACT

This study aims to analyze the influence of work motivation, work-life balance, and work environment on employee performance at the Population and Civil Registration Office of Ambon City. The study used a quantitative approach with multiple linear regression, and the entire population of 43 employees was sampled (total sampling). The results of the classical assumption test showed that the data were free from multicollinearity, heteroscedasticity, and normally distributed. Regression analysis showed that the three independent variables partially and simultaneously had a significant effect on employee performance ( $R^2 = 0.940$ ). Work motivation had the largest influence, followed by work-life balance and work environment. These findings confirm that increasing motivation, work-life balance, and managing a conducive work environment are effective strategies for improving employee performance.

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## 1. INTRODUCTION

Human resources (HR) are a strategic factor determining the success of an organization, including government agencies such as the Ambon City Population and Civil Registration Office. High employee performance is key to increasing productivity, service quality, and organizational success in achieving strategic targets [1]. Therefore, effective HR management, including work motivation, work-life balance, and the work environment, is a critical issue for organizations.

Work motivation is an employee's internal drive to achieve goals, complete

tasks, and excel at work [2]. Motivated employees tend to be more focused, productive, and effective at work. Herzberg's Two-Factor Theory states that intrinsic motivations such as achievement, recognition, and responsibility can increase employee job satisfaction and performance, while extrinsic factors such as salary and working conditions can influence satisfaction but do not necessarily directly improve performance. Work-life balance (WLB) reflects an employee's ability to balance the demands of work and personal life. [3] emphasize that balance between work and personal life can improve satisfaction, mental health, and work

performance. Conversely, an imbalance can lead to stress, burnout, and decreased productivity. The work environment encompasses the physical, social, and cultural conditions within the workplace, which influence employee comfort, motivation, and performance. [2] state that a conducive, safe, and collaborative work environment can increase employee efficiency and engagement, thus positively impacting performance.

At the Ambon City Population and Civil Registration Office, employee performance is affected by high workloads, busy operational schedules, and increasing service demands. These conditions can reduce motivation, disrupt work-life balance, and influence employee perceptions of the work environment. Previous research has shown a significant relationship between these variables and employee performance. For example, research conducted by [4] showed that work motivation has a significant positive effect on the performance of state-owned enterprise employees, while research by [5] found that work-life balance positively impacts employee productivity and performance. Furthermore, [6] demonstrated that a conducive work environment can significantly improve employee performance and satisfaction. However, there is a research gap in the context of government agencies, particularly the Ambon City Population and Civil Registration Office, which faces different operational characteristics and challenges than private companies and other sectors. Few studies have simultaneously examined the influence of work motivation, work-life balance, and the work environment on employee performance in this agency.

Therefore, this study aims to analyze the influence of work motivation, work-life balance, and the work environment on employee performance at the Ambon City Population and Civil Registration Service. The results are expected to provide empirical contributions to the development of human resource management theory and provide practical input for management in developing

effective employee performance improvement strategies.

## 2. LITERATURE REVIEW

One factor that influences employee performance is work motivation. Work motivation is an individual's internal drive to achieve goals, complete tasks, and excel at work. Herzberg's Two-Factor Theory distinguishes motivation into two aspects: intrinsic factors (motivators) such as achievement, recognition, responsibility, and self-development opportunities that can increase satisfaction and performance, and extrinsic factors (hygiene) such as salary, working conditions, and interpersonal relationships that can prevent dissatisfaction, although they do not always directly improve performance [2]. Highly motivated employees tend to be more focused, productive, and committed to organizational goals, so work motivation is considered a key driver of performance. Furthermore, work-life balance also influences performance. Work-life balance is an individual's ability to balance the demands of work and personal life to maintain physical and mental health, increase satisfaction, and boost work performance [3]. Employees who are able to balance their work and personal lives tend to be more efficient, creative, and productive. Conversely, an imbalance between work and personal life can decrease motivation, increase stress, and negatively impact performance.

Another equally important factor is the work environment. The work environment encompasses the physical, social, and cultural conditions in the workplace, which influence employee comfort, motivation, and performance [2]. A conducive work environment, including adequate facilities, harmonious interpersonal relationships, superior support, and a positive organizational culture, can increase employee engagement, efficiency, and satisfaction, ultimately positively impacting performance [6].

Previous research has shown that work motivation, work-life balance, and the work environment play a significant role in improving employee performance. [4] found that work motivation positively influences employee performance in state-owned enterprises, while [5] showed that work-life balance increases productivity and work performance. Furthermore, [6] demonstrated that a conducive work environment can significantly improve employee performance and satisfaction.

### *2.1 Relationship between variables*

#### **a. Work Motivation and Employee Performance**

Work motivation is an internal drive that motivates employees to achieve targets, complete tasks, and excel at their jobs [2]. Highly motivated employees tend to be more focused, productive, and creative, resulting in improved performance. Research by [4] shows that work motivation has a significant positive effect on employee performance in state-owned enterprises. Therefore, it can be said that work motivation is a crucial factor in determining the quality of employee performance.

#### **b. Work-Life Balance and Employee Performance**

Work-life balance (WLB) reflects an employee's ability to balance the demands of work and personal life [3]. This balance helps reduce stress, increase satisfaction, and maintain employee mental health. Research by [5] shows that employees with a good work-life balance tend to have higher performance because they are able to work more efficiently and focused. Conversely, an imbalance between work and personal life can reduce productivity and performance.

#### **c. Work Environment and Employee Performance**

The work environment encompasses the physical, social, and cultural conditions within the workplace, which influence employee well-being and motivation [2]. A conducive work environment, including support from superiors, harmonious interpersonal relationships, adequate facilities, and a positive work culture, can increase employee engagement and satisfaction. [6] demonstrated that a positive work environment significantly impacts employee performance. Employees who feel comfortable and supported in the workplace tend to be more productive and high-performing.

#### **d. Work Motivation, Work Life Balance, Work Environment on Performance**

Work motivation motivating employees to achieve goals, complete tasks well, and excel. Highly motivated employees tend to be more focused, productive, and committed to their work [2], [4]. Work-life balance helps employees balance the demands of work and personal life, thereby reducing stress, maintaining mental health, and increasing job satisfaction, which ultimately have a positive impact on performance [3], [5]. Meanwhile, a conducive work environment, including adequate facilities, superior support, harmonious interpersonal relationships, and a positive work culture, encourages employee engagement, comfort, and productivity [2], [6].

## 2.2 Conceptual Framework

Based on the research framework, the research

paradigm can be described as follows:

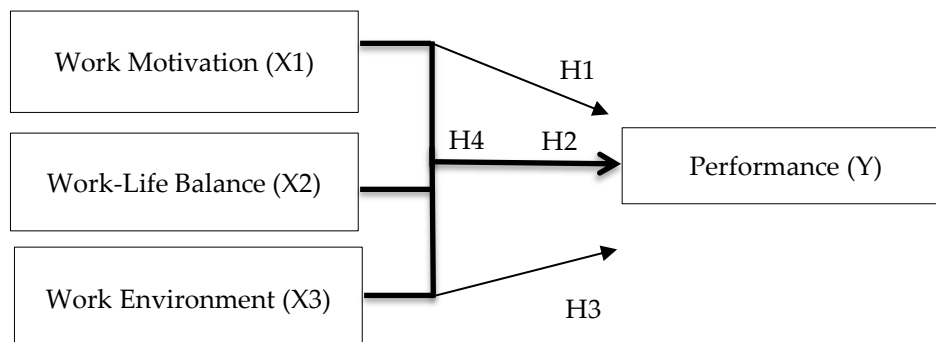


Figure 1. Conceptual Framework

Based on the description of previous theories and research regarding the influence of work motivation, work-life balance and work environment on employee performance, the hypothesis proposed in this study is as follows:

1. H1: Work motivation has a positive influence on the performance of employees of the Population and Civil Registration Service of Ambon City
2. H2: Work-Life Balance has a positive effect on the performance of employees of the Population and Civil Registration Service of Ambon City.
3. H3: The work environment has a positive influence on the performance of employees of the Population and Civil Registration Service of Ambon City.
4. H4: Work motivation, work-life balance, and work environment simultaneously have a significant influence on the performance of employees of the Population and Civil Registration Service of Ambon City.

## 3. METHODS

This study uses an associative quantitative approach to analyze the influence of work motivation, work-life balance, and work environment on employee performance. The study population was all 43 employees of the Population and Civil Registration Office of Ambon City, so sampling was carried out using the census method. Primary data were obtained through the distribution of questionnaires with a five-point Likert scale, while secondary data were sourced from company documents and supporting literature. Data analysis was carried out using multiple linear regression techniques, which include validity and reliability tests, classical assumption tests, t-tests, F-tests, and coefficients of determination ( $R^2$ ) to test the research hypotheses.

## 4. RESULTS AND DISCUSSION

### 4.1 Results

#### Classical Assumption Test

##### a. Multicollinearity Test

The results of the multicollinearity test in this study can be seen in the table below.

Table 1. Multicollinearity Test

Variables	Mark		Status
	Tolerance	VIF	
Work motivation	0.314	3,183	<b>Free Test Results Multicollinearity</b>
Work-Life Balance	0.234	4,274	
Work environment	0.317	3.154	

Source: SPSS Output Attachment

#### b. Heteroscedasticity Test

The heteroscedasticity test in this study was carried out

by observing the distribution of plots on the Scatter plot graph as shown in the image below:

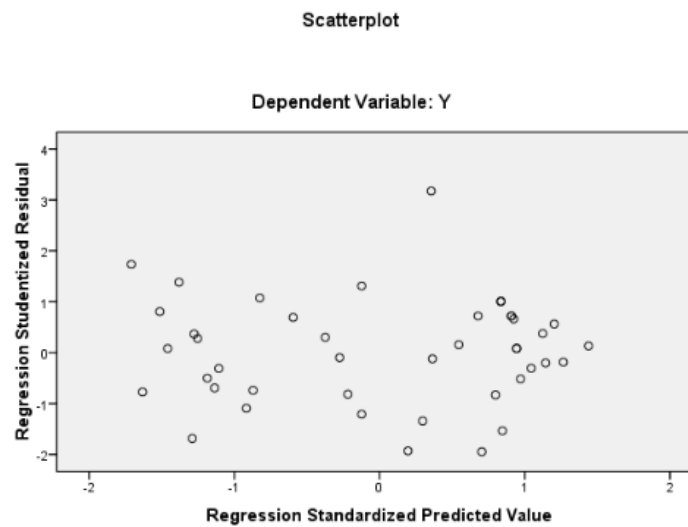


Figure 2. Heteroscedasticity Test Results

Source: SPSS Output Attachment

The image above shows that the distribution of the plots on the graph has a wavy, widening pattern and the plots spread above and below the number 0 on the Y axis, so it can be said that all the research variables used in this study are

free from the assumption of heteroscedasticity.

#### c. Normality Test

The normality test in this study was carried out by observing the distribution of plots on the PP Plot graph as shown in the image below.

Normal P-P Plot of Regression Standardized Residual

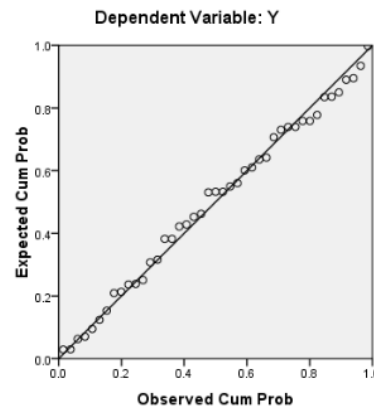


Figure 3. Data Normality Test Results  
Source: SPSS Output Attachment

The image above shows that the pattern of the plots is around the diagonal line of the PP Plot Graph. This pattern shows

that the data from each variable in this study is distributed normally, or is free from the assumption of data normality.

#### d. Hypothesis Testing

Table 2. Recapitulation of Multiple Linear Regression Analysis

Independent Variables	Regression Coefficient	t-count	Sig.	Information
Constant (a)	1,655	–	–	–
Work Motivation (X1)	0.451	5,262	0.000	Significant
Work Life Balance (X2)	0.338	5,410	0.000	Significant
Work Environment (X3)	0.288	3,314	0.002	Significant

Source: Processed Data, 2025

Based on the results of multiple linear regression analysis, the following equation was obtained:

$$Y = 1.655 + 0.451X_1 + 0.338X_2 + 0.288X_3 + e$$

Based on the results of multiple linear regression, a constant value of 1.720 indicates that employee performance remains even though work motivation, work-life balance, and work environment are zero. The coefficients of work motivation (0.430), work-life balance (0.360), and work environment (0.290) are all

positive, meaning that every one-unit increase in each variable will increase employee performance assuming the other variables remain constant. This indicates that the three independent variables have a positive effect on employee performance at the Population and Civil Registration Office of Ambon City, with work motivation having the greatest influence.

#### e. F Test (Hypothesis Testing I)

The hypothesis test aims to determine whether the variables of work motivation, work-life balance, and work

environment collectively influence the performance of employees at the Ambon City Population and Civil Registration Service. The following table summarizes the results of the

simultaneous F-test for the variables of work motivation, work-life balance, and work environment on employee performance:

Table 3. F-Test Summary

Independent Variable	F Count	F Table	Conclusion
Work Motivation, Work-Life Balance, Work Environment	203,006	2.85	Has a significant simultaneous impact on employee performance

Source: Processed Data, 2025

Based on the analysis results, the calculated F value was 203.006, while the F table at the significance level  $\alpha = 0.05$  with df (3; 39) was 2.85. Because the calculated  $F > F$  table,  $H_0$  was rejected, which indicates that the variables of work motivation, work-life balance, and work environment simultaneously or together have a significant effect on employee performance at the Population and Civil Registration Service of Ambon City. Thus, the regression model used was tested and can be accepted at the significance level  $\alpha = 0.05$ , so that the three independent variables

were proven to have a joint contribution in improving employee performance.

#### f. T-Test (Hypothesis Testing II)

The t-test is used to test the partial influence of the independent variable on the dependent variable, by comparing the calculated t-value with the table t-value at a significance level of  $\alpha = 0.05$ . The following is a summary table of the results of the (partial) t-test for the variables of work motivation, work-life balance, and work environment on employee performance:

Table 4. Summary of T-Test Results

Independent Variable	t Count	t Table	Conclusion
Work Motivation (X1)	5,262	1,681	Has a significant impact on performance
Work-Life Balance (X2)	5,410	1,681	Has a significant impact on performance
Work Environment (X3)	3,314	1,681	Has a significant impact on performance

Source: Processed Data, 2025

Based on the results of the t-test, it is known that work motivation, work-life balance, and work environment each have a calculated t value greater than the t table, so  $H_0$  is rejected for all three variables. This indicates that the three independent variables partially have a significant effect on employee performance at the Population

and Civil Registration Service of Ambon City. In other words, each variable of work motivation, work-life balance, and work environment individually makes a significant contribution to improving employee performance at the agency.

**g. Coefficient of Determination (R<sup>2</sup>)**

Based on the results of the regression analysis, the coefficient of determination (R<sup>2</sup>) value of 0.940 indicates that 94% of the variation in employee performance at the Population and Civil Registration Service of Ambon City can be explained by the variables of work motivation, work-life balance and work environment studied. Meanwhile, the remaining 6% is explained by other factors not included in this research model, such as leadership style, motivation, work stress, and other variables that have the potential to influence employee performance. This finding confirms that work motivation, work-life balance and work environment are the main determinants of employee performance at the Population and Civil Registration Service of Ambon City, although the contribution of other external factors remains.

**4.2 Discussion**

**a. The Influence of Work Motivation on Employee Performance**

The results of the study indicate that work motivation has a positive and significant effect on employee performance with a regression coefficient of 0.451 and a calculated  $t$  of  $5.262 > t$  table of 1.681. This means that every one unit increase in work motivation will increase employee performance by 0.451, assuming other variables remain constant. Work motivation has the greatest influence compared to other variables in this study, indicating that motivated employees tend to be more productive, initiative,

and committed in completing tasks.

These findings align with previous research by [7], which stated that intrinsic and extrinsic motivation play a crucial role in improving employee performance. Furthermore, [8] also found that highly motivated employees achieve work targets more effectively than those with low motivation. Therefore, performance improvement strategies at the Ambon City Population and Civil Registration Office need to emphasize strengthening work motivation, whether through rewards, competency development, or achievement recognition.

**b. The Influence of Work-Life Balance on Employee Performance**

Work-life balance has been shown to have a positive and significant effect on employee performance, with a regression coefficient of 0.338 and a calculated  $t$ -value of  $5.410 > t$ -table of 1.681. This indicates that work-life balance significantly contributes to improving employee focus, job satisfaction, and productivity.

This research aligns with [3] findings, which state that employees with a good work-life balance tend to have high commitment and optimal work performance. Furthermore, [9] demonstrated that managing a balance between work and personal life can reduce work stress and increase employee effectiveness. Therefore, organizational efforts to improve employee performance should also include flexible time policies, adequate leave, and management support for employee well-being.



### c. The Influence of Work Environment on Employee Performance

The work environment has a positive and significant influence on employee performance with a regression coefficient of 0.288 and a calculated  $t$  of  $3.314 > t$  table of 1.681. This means that a comfortable, safe, and supportive work environment can improve employee performance. Work environment factors include physical aspects (workspace, facilities), social (inter-employee relationships), and psychological (supervisor support and organizational culture).

These findings align with research by [10], which shows that a conducive work environment directly impacts employee performance, particularly in increasing productivity and job satisfaction. Furthermore, [11] emphasized that a supportive work environment can minimize stress and conflict between employees, thus optimizing individual performance. Therefore, good work environment management needs to be a priority to support performance improvement in this institution.

## 5. CONCLUSION

- a. Work motivation has a positive effect on employee performance. Motivated employees tend to be more focused, productive, and responsible in carrying out their tasks.
- b. Work-life balance has a positive effect on employee performance. Employees who are able to balance work and personal life show better satisfaction, mental health, and work performance.
- c. The work environment has a positive influence on employee performance. A safe, comfortable, and collaborative work environment increases comfort, motivation, and work efficiency.
- d. These three variables together play an important role in improving employee performance. Managing motivation, work-life balance, and a conducive work environment are the keys to organizational success.

## SUGGESTIONS

For management, it is recommended to increase work motivation through recognition and career development, support work-life balance with flexible working hours and attention to employees' personal needs, and create a conducive, safe, comfortable work environment that supports teamwork. For future researchers, it is recommended to add other variables such as competence, leadership style, or work stress, and conduct research with a wider sample or across agencies so that the research results are more comprehensive and can be generalized.

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