



Work Motivation, Enthusiasm, and Environment: Evidence From Community Health Centers in Indonesia

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Abstract. This study investigates the influence of work motivation, work environment, and work enthusiasm on employee performance at the Sumarorong Community Health Center, Indonesia. The research addresses the gap in existing literature where the simultaneous effects of these variables in the healthcare sector remain underexplored. A quantitative approach was employed using a saturated sampling technique, involving all 75 employees. Data were collected through questionnaires, observation, and documentation, and analyzed using multiple linear regression with SPSS. Findings reveal that work motivation ($t = 5.874$; $p < 0.01$) and work enthusiasm ($t = 5.810$; $p < 0.01$) significantly affect job performance, while the work environment does not ($t = 0.335$; $p > 0.05$). Collectively, the three variables explain 64.5% of the variance in performance ($R^2 = 0.645$). The results highlight the dominance of internal psychological factors (motivation and enthusiasm) over external environmental factors in shaping performance. This contrasts with studies emphasizing workplace conditions, suggesting contextual differences in healthcare institutions. Employee performance in community health centers is primarily driven by motivation and enthusiasm. Practical implications include strengthening recognition systems, career development opportunities, and teamwork culture. Future research should incorporate leadership style, compensation, and organizational culture to capture unexplained variance.

Keywords: Community Health Center; Job Performance; Work Environment; Work Morale; Work Motivation.

1. BACKGROUND

Human resources are strategic assets that determine organizational success, particularly in public health institutions where employee performance directly affects service quality. Previous studies have established that motivation, work environment, and enthusiasm influence performance; however, findings remain inconsistent. Some research emphasizes the role of workplace conditions, while others highlight psychological drivers.

In the context of the Sumarorong Community Health Center, absenteeism data (752 cases in six months) indicates instability that threatens service delivery. Despite adequate facilities, performance variation persists, suggesting that external conditions alone cannot explain outcomes. This raises a critical question: *Are internal factors such as motivation and enthusiasm more decisive than the work environment in healthcare settings?*

Existing literature has rarely examined these three variables simultaneously within Indonesian community health centers. Therefore, this study addresses the gap by analyzing their combined and individual effects, contributing to both theory and practice in organizational behavior and healthcare management.

2. THEORETICAL REVIEW

Organizational Behavior Theory

Organizational Behavior Theory (Robbins & Judge, 2019) explains that employee behavior is shaped by the interaction of internal factors (such as motivation and enthusiasm) and external factors (such as the work environment). This framework provides the foundation for analyzing how psychological and situational elements jointly determine job performance.

Organizational Behavior Theory explains that employee behavior results from the interaction between individual characteristics and organizational conditions. According to Robbins and Judge (2019), organizational behavior examines how individuals, groups, and organizational structures influence behavior within organizations to improve organizational effectiveness. This perspective suggests that employee performance is shaped not only by individual capabilities but also by psychological, social, and organizational factors that interact throughout the work process.

Within this framework, work motivation and work enthusiasm are regarded as internal factors, whereas the work environment represents an external organizational factor. Motivation encourages employees to exert greater effort and commitment in achieving organizational goals, while work enthusiasm reflects employees' enthusiasm, discipline, and willingness to perform their responsibilities effectively. Meanwhile, a supportive work environment, including both physical and non-physical conditions, facilitates employees in carrying out their duties by creating comfort, safety, and positive interpersonal relationships.

Therefore, Organizational Behavior Theory provides an appropriate theoretical foundation for explaining the relationships among work motivation, work environment, work enthusiasm, and employee performance. The theory assumes that employee performance is the result of interactions between internal psychological factors and external organizational conditions. Accordingly, this study positions work motivation and work enthusiasm as internal determinants, while the work environment serves as an external determinant of employee performance at the Sumarorong Community Health Center.

Work Motivation

Work motivation refers to the drive that influences an individual's intensity, direction, and persistence in achieving goals (Deci & Ryan, 2000; Ravee & Yusianto, 2023). Based on *Maslow's Hierarchy of Needs* (1943), motivation is measured through the fulfillment of physiological, safety, social, esteem, and self-actualization needs. Recent studies emphasize that intrinsic motivation—such as personal growth and recognition—has a stronger impact on

performance than extrinsic rewards, particularly in public service organizations (Kalsum et al., 2023).

Work Environment

The work environment encompasses physical conditions (lighting, temperature, noise, facilities) and non-physical aspects (interpersonal relationships, organizational culture) that influence productivity (Sedarmayanti, 2017). International studies (Adriani et al., 2023; Wardoyo et al., 2024) suggest that a supportive environment enhances satisfaction and performance. However, findings remain inconsistent, indicating that contextual factors may moderate its influence.

Work Enthusiasm

Work enthusiasm is a psychological state reflected in passion, discipline, and loyalty (NitiseMITO, 2010). Employees with high enthusiasm demonstrate greater responsibility and productivity. Wardoyo et al. (2024) highlight that enthusiasm can act as a mediator between competence and performance, reinforcing its importance in organizational outcomes.

Job Performance

Job performance refers to the results achieved by employees in terms of quality, quantity, timeliness, effectiveness, and independence (Lestari, 2023; Tarisa et al., 2024). Performance management theory emphasizes that outcomes are shaped by the interaction of motivational, environmental, and psychological factors.

Based on a review of the literature and the results of previous studies (Subiantoro et al., 2019; Safitri et al., 2023; Mustaqim & Purba, 2022), the conceptual framework of this study relates work motivation (X1), work environment (X2), and work enthusiasm (X3) as independent variables to work performance (Y) as the dependent variable. The proposed hypotheses are:

H1: Work motivation has a significant effect on work performance.

H2: Work environment has a significant effect on work performance.

H3: Work enthusiasm has a significant effect on work performance.

H4: Work motivation, work environment, and work enthusiasm simultaneously have a significant effect on work performance.

3. RESEARCH METHODOLOGY

Research Design and Sampling

This study adopted a quantitative, causal-associative design to examine the effects of work motivation, work environment, and work enthusiasm on employee performance. The research was conducted at the Sumarorong Community Health Center, Mamasa Regency, West Sulawesi, Indonesia, between May and July 2026. The population consisted of all 75 employees, and a saturated sampling technique was employed, ensuring that every staff member was included as a respondent. This approach eliminates sampling bias and provides comprehensive representation of the organizational context.

Variables, Measurement, and Instrument Validation

The independent variables were work motivation (X1), work environment (X2), and work enthusiasm (X3), while job performance (Y) served as the dependent variable. Each construct was measured using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), with a total of 20 questionnaire items supplemented by observation and documentation. Validity was tested using Pearson's correlation, with all items exceeding the critical r-value of 0.227. Reliability was confirmed through Cronbach's Alpha, with all variables scoring above the threshold of 0.60 (Nunnally & Bernstein, 2018), indicating that the instrument was both valid and reliable.

Data Analysis and Ethical Considerations

Data analysis was conducted using SPSS, employing descriptive statistics, classical assumption tests (normality, multicollinearity, heteroscedasticity), and multiple linear regression. Hypothesis testing was performed through t-tests for individual effects and F-tests for simultaneous effects, while the coefficient of determination (R^2) was used to assess explanatory power. Ethical considerations were addressed by ensuring voluntary participation, maintaining confidentiality, and obtaining institutional approval from STIM-LPI Makassar. Respondents were informed of the study's purpose, and data were used exclusively for academic research.

4. RESULTS AND DISCUSSION

Results Overview

The regression analysis revealed that work motivation ($\beta = 0.697$; $t = 5.874$; $p < 0.01$) and work enthusiasm ($\beta = 0.681$; $t = 5.810$; $p < 0.01$) significantly influenced employee performance, while the work environment ($\beta = 0.035$; $t = 0.335$; $p > 0.05$) did not show a significant effect. The overall model was statistically significant ($F = 43.034$; $p < 0.001$), with

an R^2 value of 0.645, indicating that 64.5% of the variance in performance was explained by the three predictors. These results highlight the dominance of internal psychological factors over external environmental conditions in shaping performance outcomes at the Sumarorong Community Health Center.

Comparative Discussion

The findings support Organizational Behavior Theory (Robbins & Judge, 2019), which emphasizes the interplay of internal and external factors, but they also reveal contextual nuances. The significant role of motivation and enthusiasm aligns with studies by Safitri et al. (2023) and Mustaqim & Purba (2022), which found that intrinsic drivers strongly predict performance in public service organizations. Conversely, the non-significant effect of the work environment contrasts with Sedarmayanti (2017) and Adriani et al. (2023), who reported that workplace conditions enhance productivity. This discrepancy may be explained by the homogeneity of the work environment in the health center, where employees share similar facilities and conditions, reducing variability in perceptions.

Implications and Contribution

These results suggest that in resource-constrained healthcare institutions, internal psychological factors such as motivation and enthusiasm are more decisive than environmental conditions. Practically, this implies that management should prioritize recognition systems, career development, and teamwork culture to sustain high performance. Theoretically, the study extends organizational behavior literature by demonstrating that in homogeneous environments, internal drivers outweigh external conditions. This contributes to global discourse by offering evidence from Indonesian community health centers, a context underrepresented in Scopus-indexed studies, thereby strengthening the generalizability of organizational behavior theory across diverse institutional settings.

Discussion

Effect of Work Motivation (H1 Accepted) Work motivation was found to have a significant and positive effect on job performance, supporting *Organizational Behavior Theory* (Robbins & Judge, 2019) and *Maslow's Hierarchy of Needs* (1943). This result is consistent with Safitri et al. (2023) and Subiantoro et al. (2019), who emphasized that motivated employees demonstrate higher commitment and responsibility. In the context of the health center, differences in attendance and performance are not merely explained by employment status but by internal drives to fulfill psychological and self-actualization needs. This finding indicates that employee motivation serves as a fundamental psychological resource that encourages individuals to perform beyond minimum job requirements. Employees who are

highly motivated tend to demonstrate greater initiative, persistence, and commitment when providing healthcare services, even under demanding working conditions. In public healthcare institutions such as community health centers, maintaining employee motivation is essential because service quality depends largely on employees' willingness to deliver consistent and responsive care. Therefore, strengthening motivational factors through recognition, career development opportunities, and supportive management practices may contribute to sustainable improvements in employee performance.

Effect of Work Environment (H2 Rejected) Contrary to Sedarmayanti (2017) and Adriani et al. (2023), the work environment did not significantly influence performance. This divergence may be attributed to the homogeneity of workplace conditions at the Sumarorong Community Health Center, where employees share similar facilities and organizational settings. With minimal variation in environmental perceptions, external factors become less decisive, highlighting the stronger role of internal psychological drivers such as motivation and enthusiasm. This finding contributes to the debate in organizational behavior literature, suggesting that environmental effects are context-dependent.

The insignificant effect of the work environment should not be interpreted as indicating that workplace conditions are irrelevant. Instead, it reflects the relatively uniform working conditions experienced by employees at the Sumarorong Community Health Center. Since respondents generally perceived similar physical facilities and organizational support, variations in performance were more likely to originate from differences in individual motivation and work enthusiasm. This finding suggests that internal psychological factors may become more influential than environmental conditions when organizational facilities and working environments are relatively homogeneous.

Effect of Work Enthusiasm and Simultaneous Influence (H3 and H4 Accepted) Work enthusiasm significantly enhanced performance, consistent with Hasibuan (2019) and Mustaqim & Purba (2022), who found that enthusiasm fosters discipline, responsibility, and productivity. When examined simultaneously, motivation, environment, and enthusiasm explained 64.5% of performance variance, confirming that job performance results from the interaction of multiple factors (Robbins & Judge, 2017). Among these, motivation emerged as the most dominant predictor, underscoring the importance of recognition systems, career development, and teamwork culture in sustaining performance within healthcare institutions.

Furthermore, the simultaneous influence of work motivation, work environment, and work enthusiasm demonstrates that employee performance is shaped by multiple interrelated factors rather than a single determinant. Although work motivation emerged as the strongest

predictor, maintaining employee enthusiasm and providing a supportive work environment remain important for sustaining long-term organizational performance. Consequently, healthcare managers should adopt integrated human resource management strategies that enhance employees' psychological well-being while maintaining conducive organizational conditions to improve service quality and organizational effectiveness.

5. CONCLUSIONS AND RECOMMENDATIONS

This study demonstrates that work motivation and work enthusiasm significantly enhance employee performance at the Sumarorong Community Health Center, while the work environment does not exert a measurable influence. Collectively, the three variables explain 64.5% of performance variance, with motivation emerging as the most dominant predictor. These findings reinforce *Organizational Behavior Theory* by highlighting the primacy of internal psychological drivers in shaping outcomes within homogeneous workplace settings.

Theoretically, the research contributes to organizational behavior literature by extending its application to healthcare institutions in Indonesia, a context underrepresented in international studies. Practically, the results suggest that management should prioritize recognition systems, career development opportunities, and teamwork culture to sustain high levels of performance. While environmental conditions remain important for employee well-being, they appear less decisive in predicting performance when workplace conditions are relatively uniform.

Despite its contributions, the study is limited by its focus on a single institution and reliance on self-reported measures. Future research should incorporate additional variables such as leadership style, compensation, and organizational culture, as well as employ advanced analytical techniques (e.g., SEM-PLS) to strengthen generalizability. Expanding the scope to multiple healthcare centers across different regions would provide comparative insights and enhance the robustness of findings.

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