

Leadership, Governance, and Organizational Environment as Determinants of Employee Motivation and Performance in a Public Sector Institution

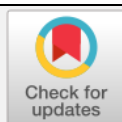
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ABSTRACT

This study examines the influence of leadership style, organizational environment, and good governance on employee motivation and performance at the Southeast Sulawesi Provincial Plantation and Horticulture Office. Using a quantitative approach and Partial Least Squares (PLS) analysis, data were collected from employees within the same institution. The results reveal that leadership, governance, and a conducive organizational environment significantly enhance employee motivation. However, the direct impact of the organizational environment on performance appears limited, suggesting that employees may not prioritize environmental factors when evaluating their performance. The study highlights that effective leadership and strong governance structures play a crucial role in fostering motivation, leading to improved performance. These findings emphasize integrating governance and leadership strategies to support sustainable institutional success.

Keywords: Employee Performance; Good Governance; Leadership Style; Organizational Environment; Work Motivation

1. Introduction

Organizations emerge from individual innovation, while structured collaboration facilitates the achievement of shared goals. Hasibuan defines an organization as a formal system of two or more individuals working toward a common objective (Hasibuan, 2017). Broadly, organizations fall into two categories: social organizations (such as public institutions), which focus on delivering public services, and corporate entities, which emphasize profit generation through economic activities. In the public sector, service provision must adhere to the principles of good governance. Therefore, implementing these principles requires effective and efficient public administration (Handayani & Nur, 2019). As a framework of well-structured administrative procedures, good governance enhances a society's capacity to achieve equitable and sustainable national development (Supriyatno, 2009).

Good governance, particularly within regional autonomy, is based on five core principles. First, it enables the public sector to adapt to rapid social changes. Second, it fosters a flexible and competitive national system, particularly in response to globalization and economic liberalization. Third, it strengthens institutional efficiency in facing external challenges. Fourth, it signals a shift from rule-based governance to a more adaptive model. Fifth, it necessitates bureaucratic reform oriented toward transparency, flexibility, and decentralization (Pradnyawati et al., 2024). These principles are essential in addressing the challenges of public sector management and advancing citizen-centered governance under decentralization. Moreover, the implementation of governance continues to depend on community participation, supporting the view of the World Bank and UNDP that governance is the foundation of public sector development (Darmansyah et al., 2024).

The ability of an organization to plan, coordinate, direct, and control its activities depends heavily on leadership. According to Dimock and Kunig, leadership forms the backbone of management and administration (Supriyatno, 2009). Mukhlisah conceptualizes leadership as the capacity to influence others, including from a gendered perspective (Mukhlisah, 2014). The overall work environment of an organization is largely shaped by its leadership style, which also affects its adaptability to internal and external change. In public institutions, the organizational environment is the structural basis that aligns governance practices with institutional objectives. The tangible and intangible aspects of the work environment significantly influence employee performance (Manzoor, 2023).

Therefore, effective human resource management is essential to maximizing employee potential and achieving institutional goals. Since human resources are valuable assets, organizations must continuously invest in their development to enhance institutional effectiveness and individual career growth (Tabita et al., 2021). Motivation, training, and leadership are the primary determinants of employee performance. Leadership plays a central role in fostering employee commitment (Sutanto et al., 2022). Bureaucracies must operate effectively to fulfill their strategic role in ensuring national competitiveness. Various ministries and agencies operate under distinct visions and missions, such as the Indonesian Ministry of Religious Affairs. Institutional development requires full human capital optimization (Sandroto et al., 2024).

Employee performance reflects individual characteristics and behavioral contributions to organizational success (Supriyatno, 2009). According to Hasibuan, performance is shaped by knowledge, experience, commitment, and time management in completing assigned tasks. Motivation arises from both intrinsic and extrinsic factors (Hasibuan, 2017). Internally, it is driven by achievement, recognition, affiliation, and survival needs. Externally, it is shaped by job security, supervision, compensation, and working conditions (Lubis et al., 2023). Given that

individual achievements directly affect overall institutional effectiveness, leadership is critical for enhancing performance in government institutions (Supriyatno, 2009).

Collaborative governance must be reinforced to improve public sector efficiency (Umar et al., 2022). For instance, the Southeast Sulawesi Provincial Plantation and Horticulture Office strongly emphasizes good governance to achieve its strategic goals. This governance model supports inclusive public participation in promoting sustainable and equitable development. Therefore, a supportive organizational climate is essential to sustaining government operations over time (Sukhani & Hanif, 2023).

An organization's leadership approach greatly influences its responsiveness to internal and external dynamics. While leadership may not always directly execute organizational processes, it plays a pivotal role in shaping workplace culture and employee behavior (Maryunani, 2023). Leaders are tasked with motivating staff to enhance work quality and efficiency, while the workplace's social and physical aspects affect overall productivity (Waworuntu et al., 2022). Motivation, in turn, drives employees to pursue organizational goals within a framework of good governance. Clear rules and job responsibilities form the foundation for effective motivation. A variety of external (political, economic, social, cultural), organizational (vision, mission, remuneration), and internal (skills, creativity, competence) factors also influence performance (Wijayanto & Riani, 2021).

The interplay between these external, organizational, and internal factors determines employee behavior and performance and influences institutional effectiveness. Optimal performance requires the integration of good governance, motivation, a supportive organizational environment, and strong leadership. These components reflect an organization's capacity to implement its programs and policies in alignment with its strategic mission and vision.

This study addresses how leadership style, organizational environment, and understanding of good governance influence employee motivation and performance. It offers a new perspective by incorporating sociological considerations into the analysis. While previous studies have examined these variables primarily from managerial or administrative viewpoints, this study explores the influence of social factors on employees' ethical perceptions. Doing so aims to bridge an existing research gap and expand understanding of employee performance within a broader societal framework.

2. Theoretical Background

A complex interplay of institutional structures, leadership practices, organizational climate, and individual motivation shapes employee performance in public sector organizations. Understanding these dynamics requires drawing on theories of leadership, organizational behavior, governance, and empirical findings from public administration and human resource management.

2.1. Leadership Style and Employee Outcomes

Leadership has long been recognized as a central determinant of employee behavior and organizational effectiveness. The theory of transformational leadership, as developed by Bass and Riggio, posits that leaders who inspire, intellectually stimulate, and offer individualized support are more likely to foster high levels of motivation and performance among subordinates (Bass & Riggio, 2005). Such leaders cultivate a sense of purpose and alignment between individual and organizational goals. Podsakoff et al. further demonstrated that

transformational leadership significantly correlates with increased job satisfaction, organizational commitment, and discretionary effort (Podsakoff et al., 1990).

Given the bureaucratic nature of institutional systems, effective leadership is critical in public organizations. Wright and Pandey argue that leadership that promotes clarity, participation, and intrinsic motivation is more effective in enhancing employee engagement (Wright & Pandey, 2010). Supportive and communicative leaders also create work environments that facilitate trust and psychological safety, contributing to employee performance.

- **H1:** Leadership style positively and significantly influences employee work motivation.
- **H2:** Leadership style positively and significantly affects employee performance.

2.2. Organizational Environment and Employee Outcomes

The organizational environment encompasses the physical and psychological conditions under which employees operate. According to Schneider et al., organizational climate, the shared perceptions of policies, practices, and procedures, profoundly affects employees' affective states and behavior (Schneider et al., 2013). A supportive environment that provides adequate resources, recognition, and opportunities for development tends to boost motivation and reduce burnout.

The Job Demands–Resources (JD-R) model, proposed by Bakker and Demerouti, provides a robust framework for understanding how environmental conditions affect work outcomes (Bakker & Demerouti, 2007). This model suggests that while job demands may lead to strain, job resources such as autonomy, feedback, and a positive social climate enhance motivation and facilitate performance. In the context of public administration, where resource constraints are common, a well-managed organizational environment can buffer the negative effects of work stress and support productivity.

- **H3:** Organizational environment positively and significantly influences employee motivation.
- **H4:** Organizational environment positively and significantly influences employee performance.

2.3. Good Governance and Employee Outcomes

Good governance refers to institutional practices that promote transparency, accountability, participation, and effectiveness. In the public sector, governance frameworks set the tone for implementing policies and distributing responsibilities. Kaufmann and Kraay assert that effective governance enhances trust in public institutions and creates a stable environment for employees to perform their duties (Kaufmann & Kraay, 2007). Andrews and Van de Walle highlight that good governance increases clarity in role expectations and reduces organizational ambiguity, enhancing employee motivation and job satisfaction (Andrews & Van de Walle, 2013).

Governance also provides the normative structure within which leadership operates. Fair and transparent systems encourage ethical conduct and align individual behavior with organizational values. In environments characterized by participatory decision-making and institutional accountability, employees are more likely to be motivated and to exert greater effort in their tasks (Fernandez et al., 2017).

- **H5:** Good governance positively and significantly influences employee work motivation.
- **H6:** Good governance positively and significantly affects employee performance.

2.4. Work Motivation and Employee Performance

Motivation is a psychological state that drives individuals to act toward achieving personal and organizational goals. Self-Determination Theory (Gagné & Deci, 2005; Miller et al., 1988) distinguishes between intrinsic motivation, driven by interest and satisfaction, and extrinsic motivation, which is shaped by rewards and recognition. Numerous studies affirm that motivated employees are more committed, resilient, and productive (Judge et al., 2001; Lubis et al., 2023). In the public sector, where financial incentives may be limited, motivational drivers such as meaningful work, public service motivation, and institutional support are particularly influential.

Motivation also mediates organizational factors (such as leadership, governance, and environment) and performance outcomes. When employees feel psychologically engaged, they are more likely to display creativity, initiative, and persistence, all contributing to enhanced performance.

- **H7:** Work motivation positively and significantly influences employee performance.

3. Research Methodology

This study employs a quantitative explanatory approach to examine the influence of leadership style, organizational environment, and good governance on employee work motivation and performance at the Southeast Sulawesi Provincial Plantation and Horticulture Office. The objective is to test the formulated hypotheses and evaluate the structural relationships among variables using empirical data.

This study involved 95 employees from the institution, representing the entire population. Given the relatively small organizational size, a census sampling technique (total sampling) was adopted to ensure full representation and eliminate sampling bias.

Primary data were collected through a structured questionnaire distributed directly to all respondents. The instrument consisted of closed-ended questions to measure five core constructs: leadership style, organizational environment, good governance, work motivation, and employee performance. All items were measured using a five-point Likert scale, ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree").

The data analysis was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique via the SmartPLS software. PLS-SEM was chosen due to its suitability for small sample sizes and ability to test complex models with multiple variables. The analysis proceeded in two stages:

1) Evaluation of the Measurement Model (Outer Model)

This included assessments of convergent validity (via outer loadings and Average Variance Extracted), discriminant validity (using the Fornell-Larcker criterion and cross-loadings), and construct reliability (based on composite reliability values above 0.70).

2) Evaluation of the Structural Model (Inner Model)

Path coefficients, t-statistics, and R-squared (R^2) values were used to test the direct effects between latent variables. Predictive relevance (Q^2) was also calculated to assess the model's explanatory power.

Descriptive statistics were used to summarize the demographic characteristics of respondents and provide an overview of the distribution of responses across variables.

4. Results

4.1. Evaluation of the Measurement Model (Outer Model)

The measurement model, or outer model, was evaluated to assess the validity and reliability of the latent constructs in this study. The analysis focused on three main criteria: convergent validity, discriminant validity, and composite reliability.

Convergent validity was examined by evaluating the outer loading of each indicator on its respective latent construct using Partial Least Squares (PLS) analysis. An outer loading value above 0.70 is considered ideal, although values between 0.50 and 0.60 may be acceptable under specific conditions if accompanied by satisfactory reliability and AVE (Average Variance Extracted). The majority of outer loading values exceeded 0.70, supporting the convergent validity of the measurement model.

Discriminant validity was assessed using the Fornell–Larcker criterion and cross-loading analysis. According to the Fornell–Larcker criterion, discriminant validity is established when the square root of the AVE for each construct is greater than its correlations with other constructs. **Table 1** presents the AVE, square root of AVE ($\sqrt{\text{AVE}}$), and inter-construct correlations.

Table 1. Average Variance Extracted (AVE), Square Root of AVE ($\sqrt{\text{AVE}}$), and Inter-Construct Correlations

Variable	AVE	$\sqrt{\text{AVE}}$	Leadership Style	Organizational Environment	Good Governance	Work Motivation	Employee Performance
Leadership Style (X1)	0.806	0.897	1.000				
Organizational Environment (X2)	0.907	0.952	0.941	1.000			
Good Governance (X3)	0.887	0.941	0.946	0.895	1.000		
Work Motivation (Y1)	0.825	0.908	0.973	0.954	0.951	1.000	
Employee Performance (Y2)	0.843	0.918	0.949	0.898	0.933	0.945	1.000

Primary Data Processed (2025)

The results in **Table 1** indicate that each construct's $\sqrt{\text{AVE}}$ value exceeds its correlation with other constructs. This finding confirms that each construct in the model is empirically distinct, satisfying the discriminant validity requirement.

Further validation of discriminant validity was conducted through cross-loading analysis. An indicator is considered valid if its loading on its corresponding construct is higher than its loadings on other constructs. **Table 2** displays the cross-loading values for all indicators.

Table 2. Cross-Loading Values for Reflective Indicators Across Latent Constructs

Indicator	Leadership Style (X1)	Organizational Environment (X2)	Good Governance (X3)	Work Motivation (Y1)	Employee Performance (Y2)
X1.1	0.881	0.787	0.846	0.860	0.850
X1.2	0.898	0.853	0.837	0.877	0.842
X1.3	0.887	0.785	0.850	0.825	0.836
X1.4	0.923	0.946	0.865	0.928	0.878
X2.1	0.915	0.953	0.860	0.921	0.867

Indicator	Leadership Style (X1)	Organizational Environment (X2)	Good Governance (X3)	Work Motivation (Y1)	Employee Performance (Y2)
X2.2	0.876	0.950	0.844	0.896	0.836
X3.1	0.894	0.830	0.965	0.894	0.887
X3.2	0.855	0.825	0.932	0.874	0.853
X3.3	0.900	0.832	0.964	0.898	0.885
X3.4	0.912	0.882	0.904	0.914	0.890
Y1.1	0.921	0.930	0.878	0.933	0.865
Y1.2	0.896	0.881	0.853	0.906	0.840
Y1.3	0.866	0.819	0.885	0.893	0.868
Y1.4	0.853	0.836	0.840	0.920	0.863
Y2.1	0.886	0.878	0.858	0.888	0.900
Y2.2	0.872	0.822	0.841	0.869	0.905
Y2.3	0.850	0.764	0.848	0.831	0.923
Y2.4	0.874	0.818	0.878	0.880	0.896

Primary Data Processed (2025)

As shown in **Table 2**, all indicators load highest on their designated latent variables compared to other constructs. This reinforces the discriminant validity of the measurement model and confirms that each item accurately reflects its intended construct.

In addition to convergent and discriminant validity, the reliability of each construct was assessed using composite reliability (CR). A CR value above 0.70 indicates satisfactory internal consistency among the indicators. **Table 3** presents the composite reliability results for each construct in the model.

Table 3. Composite Reliability Values of Latent Constructs

Construct	Composite Reliability	Assessment Result
Leadership Style (X1)	0.943	Reliable
Organizational Environment (X2)	0.951	Reliable
Good Governance (X3)	0.969	Reliable
Work Motivation (Y1)	0.949	Reliable
Employee Performance (Y2)	0.955	Reliable

Primary Data Processed (2025)

As shown in **Table 3**, all latent constructs have composite reliability values well above the 0.70 threshold, confirming the measurement instrument's consistency and dependability. Combined with convergent and discriminant validity assessments, these findings affirm the outer measurement model's robustness.

Based on the successful validation of the measurement model, the analysis evaluated the structural model (inner model) to determine the significance and strength of relationships among the study variables.

4.2. Evaluation of the Goodness of Fit Model

The structural model's predictive relevance was assessed using the Q^2 value, which measures the model's ability to predict the observed values of the endogenous variables. Q^2 is derived from the coefficient of determination (R^2), with values ranging between 0 and 1. Higher Q^2 values indicate stronger predictive accuracy. **Table 4** presents the R^2 values for the two endogenous constructs in this study: work motivation and employee performance.

Table 4. Coefficient of Determination (R²) for Endogenous Constructs

No.	Endogenous Construct	R ²
1	Work Motivation (Y1)	0.967
2	Employee Performance (Y2)	0.917

Primary Data Processed (2025)

The R² values in **Table 4** the exogenous variables, leadership style, organizational environment, and good governance, explain 96.7 percent of the variance in work motivation and 91.7 percent in employee performance. These results demonstrate that the structural model has a high level of explanatory power.

To further assess predictive relevance, the Q² value was calculated using the following formula:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2) \times (1 - R_2^2) \\
 &= 1 - (1 - 0.967) \times (1 - 0.917) \\
 &= 1 - (0.033 \times 0.083) \\
 &= 1 - 0.0027 \\
 &= 0.990
 \end{aligned}$$

The resulting Q² value of 0.990 indicates that the model predicts 99.0 percent of the variance in the endogenous constructs. Only 1.0 percent of the variance is attributed to unmeasured or external factors not included in the model. Since this value far exceeds the recommended threshold of 0.60, the model demonstrates exceptionally strong predictive relevance and is considered robust for hypothesis testing.

4.3. Hypothesis Testing

Hypothesis testing was conducted to evaluate the direct effects of leadership style, organizational environment, and good governance on work motivation and employee performance. The analysis employed path coefficients and t-statistics to determine the strength and significance of each relationship. These results are visually illustrated in **Figure 1** and detailed in **Table 5**.

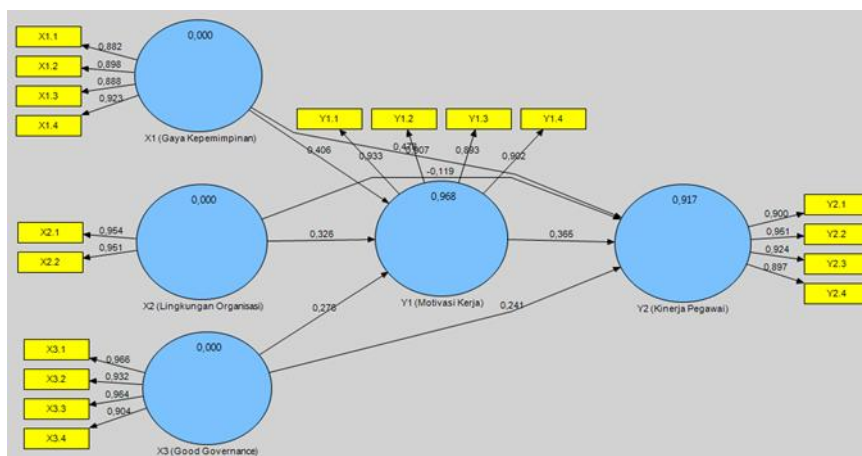


Figure 1. Path Coefficient Diagram and Hypothesis Testing

Source: Primary Data Processed (2025)

Table 5. Path Coefficients and Hypothesis Testing Results

Path Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	t-Statistic (O/STERR)
X1 (Leadership Style) → Y1 (Work Motivation)	0.406	0.412	0.091	0.091	4.466
X1 (Leadership Style) → Y2 (Employee Performance)	0.626	0.629	0.127	0.127	4.940
X2 (Organizational Environment) → Y1	0.326	0.316	0.063	0.063	5.184
X2 → Y2	0.000	-0.003	0.094	0.094	0.001
X3 (Good Governance) → Y1	0.276	0.279	0.072	0.072	3.850
X3 → Y2	0.341	0.340	0.090	0.090	3.809
Y1 (Work Motivation) → Y2	0.365	0.367	0.159	0.159	2.295

Source: Primary Data Processed (2025)

The results presented in **Figure 1** and **Table 5** demonstrate that not all hypothesized direct effects were statistically significant. Leadership style was found to have a positive and significant effect on both work motivation ($t = 4.466$) and employee performance ($t = 4.940$), supporting hypotheses H1 and H2. These findings suggest that effective leadership enhances employees' motivational and performance outcomes.

The organizational environment significantly positively affected work motivation ($t = 5.184$), confirming hypothesis H3. However, its direct effect on employee performance was not statistically significant ($t = 0.001$), leading to the rejection of hypothesis H4. This implies that while a supportive environment contributes to motivation, it may not independently drive performance without the influence of other factors such as leadership or internal motivation.

Good governance was shown to positively and significantly affect both work motivation ($t = 3.850$) and employee performance ($t = 3.809$), thus confirming hypotheses H5 and H6. These results indicate that transparent, accountable, and fair governance structures can foster employee motivation and performance improvements.

Finally, work motivation was also found to significantly positively impact employee performance ($t = 2.295$), supporting hypothesis H7. This confirms that higher levels of employee motivation translate into improved performance outcomes.

In sum, six of the seven hypotheses were supported. Only the direct influence of the organizational environment on employee performance was not statistically significant.

5. Discussion

5.1. The Influence of Leadership Style on Work Motivation

Leadership styles that emphasize interpersonal relationships, demonstrate flexibility, foster creativity, uphold professionalism, and actively engage subordinates significantly enhance employee performance. Under effective leadership, employees are better able to accomplish goals, perform tasks efficiently, and contribute to overall organizational productivity. These findings align with previous studies, who found that leadership style is crucial in improving performance, particularly within local government institutions (Aisyah & Savitri, 2014; Resky & Kuncoro, 2012).

Supervisors are central in directing employee behavior to minimize errors and optimize outcomes. Their leadership is reinforced by regulatory frameworks that provide structure and protection, as well as compensation systems that enhance morale and work engagement.

Lillbacka emphasizes recognizing the diverse drivers of motivation and implementing leadership strategies tailored to maximize employee potential. Female leaders, in particular, often provide encouragement and emotional support, strengthening motivation through relational engagement (Lillbacka, 2010). A motivated workforce, in turn, contributes to improved organizational performance and more sustainable operational outcomes.

Ruvendi asserts that leadership style significantly influences work motivation and must be adaptive to contextual and situational dynamics (Ruvendi, 2018). Ineffective leadership can result in declining morale, evidenced by increased absenteeism and turnover rates. These symptoms are often rooted in authoritarian or disengaged leadership practices that fail to meet employee needs.

Effective leadership is characterized by proactive behavior, creativity, professionalism, self-reflection, active interaction with subordinates, and a strong emphasis on interpersonal dynamics. Such traits have been linked to improvements in both individual and collective performance (Ferdinan & Lindawati, 2021). When supported by firm yet approachable leadership, employees are better positioned to meet targets and complete tasks with competence and timeliness. Morale is elevated, and overall productivity improves.

Empirical findings by Resky and Kuncoro support this conclusion, demonstrating that leadership style directly, positively, and significantly influences motivation and human resource performance (Resky & Kuncoro, 2012). Norawati et al. further reinforce this perspective, finding that leadership style is a critical determinant of performance in the public sector, specifically in the context of Kampar Regency's local government (Norawati et al., 2023).

The prevailing leadership style of the Southeast Sulawesi Provincial Plantation and Horticulture Office aligns with employee expectations. Leaders inspire subordinates to exceed performance standards, clearly articulate institutional goals, and cultivate a conducive work environment. These factors collectively enhance productivity and commitment (Iskamto, 2021).

Observational evidence indicates that staff positively receive this leadership approach. Indicators include the willingness to achieve self-actualization in their roles, enthusiasm for new responsibilities, dedication to public service over personal gain, and compliance with organizational directives. Leadership, therefore, remains a central mechanism for shaping employee behavior and optimizing institutional performance.

5.2. The Influence of Organizational Environment on Employee Performance

According to Silalahi, employee performance is shaped by various dimensions of the organizational environment, including internal and external factors such as organizational capacity, structural stability, and operational complexity (Silalahi, 2013). These elements collectively influence how employees behave and perform within institutional settings. However, employees with high levels of intrinsic motivation may be less affected by external environmental conditions.

Israr and Syofyan argue that the organizational environment has a limited effect on accountability within government institutions (Israr & Syofyan, 2022). Nonetheless, a well-structured work environment, characterized by efficient office layout, sufficient access to resources, and appropriate ambient conditions such as air quality, contributes to improved employee commitment and operational efficiency (Sihombing, 2004).

These findings align with Prakoso's study, which highlights that workplace conditions significantly affect employee motivation (Prakoso, 2014). A well-maintained and organized environment helps foster higher morale and supports achieving institutional objectives.

Conversely, poor environmental conditions may lead to decreased motivation and morale, negatively affecting overall job performance.

5.3. The Influence of the Organizational Environment on Work Motivation

Effective governance, particularly through transparent policy implementation, serves as a motivational driver for employees. Involving staff in decision-making processes and reinforcing principles of accountability fosters structured work behaviors and timely task completion. According to Israr and Syofyan, motivation is one of the most influential factors in enhancing accountability within public institutions (Israr & Syofyan, 2022). Beyond the public sector, governance also encompasses collaborative relationships among stakeholders in the exercise of institutional power (Widodo et al., 2018).

A clean, well-organized, and visually appealing work environment significantly motivates employees. This effect is amplified by cohesive teamwork and positive interactions between leaders and team members. Strong leadership provides structured guidance and clear direction, enabling employees to complete tasks accurately and efficiently while minimizing errors.

The physical design of the office environment plays a critical role in determining employee productivity. Uncomfortable or poorly maintained workspaces often lead to diminished motivation, adversely impacting performance. The organizational environment can be understood as comprising two primary components: physical and non-physical. The physical component includes aspects such as office layout, cleanliness, and the availability of facilities. Meanwhile, the non-physical component encompasses interpersonal communication, organizational culture, and work atmosphere. Both dimensions are integral to creating a positive and productive environment that enhances employee motivation and effectiveness.

5.4. The Influence of the Organizational Environment on Employee Performance

Effective governance motivates employees, particularly when implemented through transparent policymaking. Involving employees in decision-making processes and reinforcing accountability principles further enhances motivation, contributing to structured work behaviors and timely task completion. As Israr and Syofyan noted, motivation is key in promoting accountability within public sector organizations (Israr & Syofyan, 2022). However, governance extends beyond formal institutions and involves collaborative engagement among various stakeholders in exercising authority (Widodo et al., 2018).

Although statistical results in this study suggest that the direct influence of the organizational environment on performance is limited, it remains a critical factor that can be optimized to enhance productivity. The findings support Sihombing's argument that physical aspects of the workplace, such as temperature, air quality, equipment availability, and workspace organization, significantly affect employee comfort (Sihombing, 2004). While these factors may not immediately improve performance, they foster general well-being, indirectly boosting productivity. Similarly, Qalati et al. assert that a structured and well-maintained workplace strengthens employees' psychological commitment to their roles and signals the organization's prioritization of efficiency and performance (Qalati et al., 2022).

Observations at the Southeast Sulawesi Provincial Plantation and Horticulture Office indicate that good leadership is vital in creating a supportive work environment. Despite the absence of a statistically significant direct impact, qualitative insights reveal that employees who work in safe, welcoming, and supportive environments tend to exhibit stronger motivation. A healthy work atmosphere contributes to emotional well-being by fostering a sense of belonging and fulfillment, positively affecting job performance.

Continuous efforts must be made to maximize human capital to improve workplace conditions. Factors such as safety standards, ergonomic design, and optimal workspace layout contribute to increased engagement, motivation, and the development of employee competencies. Even without a strong statistical relationship, a well-organized work environment cultivates a healthy organizational culture that sustains long-term performance growth.

Therefore, organizational leaders should take proactive measures to maintain and enhance working conditions. By fostering a culture of safety, comfort, and mutual respect, institutions can create environments that support employee well-being and organizational effectiveness. When combined with competent leadership and clear performance expectations, these improvements are essential to ensuring task efficiency and sustained productivity.

5.5. The Influence of Good Governance on Work Motivation

Active participation in governance-related activities, such as organizational supervision and decision-making processes, positively influences employee motivation. When employees can express their perspectives and contribute to significant decisions, they develop a stronger sense of ownership and accountability toward their work. This inclusive approach cultivates a motivational work environment where employees perceive their contributions as valued and impactful. Participation in governance initiatives also enhances morale and job satisfaction by reinforcing employees' awareness of their roles within the broader institutional framework.

Accountability, a fundamental principle of good governance, is reflected in an organization's commitment to upholding ethical standards, formal procedures, and performance benchmarks. Clear expectations regarding duties and consequences for non-performance foster a structured environment that supports motivation. In such settings, employees are more inclined to maintain discipline, meet deadlines, and uphold ethical standards in their daily responsibilities. A governance model grounded in transparency and accountability supports operational efficiency and reinforces motivational dynamics contributing to institutional effectiveness.

Another critical benefit of good governance lies in aligning organizational objectives and individual motivation. This alignment is crucial for sustaining employee engagement and encouraging continuous improvement. Clearly defined policies, unambiguous job descriptions, and systematically organized responsibilities contribute to a more focused and motivated workforce. Employees working within such systems gain greater clarity and confidence in their roles, facilitating more meaningful contributions to organizational success.

Good governance fosters a professional environment where employees feel valued, secure, and inspired to perform effectively. Transparency in policy development and implementation enhances trust in the institution (Razak, 2022). Employees who perceive their workplace as fair and transparent are more likely to understand and accept organizational decisions and procedures. Governance practices emphasizing open communication and accountability further elevate employee engagement and deepen their commitment to institutional goals.

The findings of this study are consistent with the research conducted by Israr and Syofyan, which showed that motivation significantly influences responsibility within public institutions (Israr & Syofyan, 2022). Their research indicated that motivated employees tend to be more diligent in fulfilling their responsibilities, adhering to institutional policies, and contributing to the overall performance of governmental organizations. This supports the conclusion that motivation enhances organizational effectiveness and accountability when reinforced by sound governance.

On a systemic level, good governance encompasses administrative, political, and economic functions across various levels of authority, extending beyond internal management. It provides mechanisms through which employees, stakeholders, and communities can express their interests, exercise legal rights, fulfill obligations, and mediate conflicts. Organizations can maintain a work culture that consistently supports and strengthens employee motivation by ensuring that governance frameworks remain inclusive, transparent, and accountable.

Good governance enhances work motivation by establishing a fair, structured, and participatory organizational environment. Implementing effective governance frameworks increases employee commitment, engagement, and job satisfaction. These improvements contribute to stronger performance outcomes, higher productivity, and the development of a resilient organizational culture grounded in integrity, accountability, and excellence.

5.6. The Influence of Good Governance on Employee Performance

Employees with the necessary competencies and a thorough understanding of good governance principles are better equipped to fulfill their responsibilities, enhancing organizational performance. These findings align with the work of Israr and Syofyan, who observed that the application of sound governance practices significantly shapes accountability within government institutions (Israr & Syofyan, 2022). Similarly, good governance has a direct and positive effect on performance, and its impact is further amplified when combined with a supportive organizational culture and relevant external factors (Dahlan, 2017; Musa et al., 2022).

Strategic responsibility distribution, which ensures a fair and manageable workload among employees, is fundamental to organizational efficiency (Kuswati, 2020). In the context of this study, performance effectiveness at the Southeast Sulawesi Provincial Plantation and Horticulture Office was evaluated based on the timely completion of tasks and adherence to professional discipline. As Marzuki et al. emphasized, performance effectiveness reflects how much an organization can achieve its predefined objectives, which varies according to the institution's operational scope and scale (Marzuki et al., 2020).

Successfully implementing good governance requires a rigorous commitment to principles that promote accountability and operational integrity. Achieving this level of governance demands high professionalism, ethical conduct, and the ability to translate theoretical knowledge into practical application (Engkus et al., 2021). These attributes collectively support establishing a governance framework of transparency, accountability, and performance-based outcomes.

5.7. The Effect of Work Motivation on Employee Performance

These findings align with Mangkunegara and Prabu's definition of motivation as an internal drive that compels individuals to act in ways that fulfill their needs and achieve a sense of satisfaction (Mangkunegara & Prabu, 2005). Motivation is also an aroused need that directs individuals toward specific objectives. This perspective highlights the crucial role of motivation in enhancing employee performance and shaping workplace behavior, particularly in fostering enthusiasm and commitment.

Field observations at the Southeast Sulawesi Provincial Plantation and Horticulture Office indicate that employees exhibit high work motivation. This is evident in their dedication to assigned tasks, positive influence on colleagues, and willingness to engage in collaborative efforts. Motivated employees not only fulfill their responsibilities more effectively but also contribute to the overall performance of their teams.

Additionally, motivation catalyzes the development and improvement of employees' professional competencies. Astuti and Mayasari noted that sustained motivation encourages continuous learning, skill enhancement, and a proactive approach to workplace challenges (Astuti & Mayasari, 2021). These dynamics collectively strengthen institutional performance by promoting a competent and committed workforce to achieve organizational goals.

6. Conclusion

This study concludes that leadership style, organizational environment, and good governance play distinct roles in shaping employee motivation and performance at the Southeast Sulawesi Provincial Plantation and Horticulture Office. Leadership style is the most influential factor, significantly enhancing motivation and performance. Leaders who provide clear direction, engage constructively with subordinates, and demonstrate professionalism contribute to a more committed and productive workforce.

While positively associated with motivation, the organizational environment does not significantly influence performance outcomes. This suggests that although a supportive and well-structured work setting encourages morale and enthusiasm, its effects are often mediated by other factors, such as leadership and internal drive.

Good governance is shown to have a dual impact: it improves motivation by fostering transparency, accountability, and inclusion, and it enhances performance through the institutionalization of ethical standards and operational discipline. Employees working within a governance framework that is fair, consistent, and participatory are more likely to exhibit professional conduct and contribute meaningfully to institutional objectives.

Finally, the study reaffirms the critical role of motivation as a bridge between organizational factors and employee outcomes. Motivated employees perform better and demonstrate stronger alignment with institutional goals, greater resilience, and a commitment to continuous improvement.

In light of these findings, public institutions should prioritize leadership development, strengthen governance practices, and cultivate workplace environments that reinforce motivation and accountability. These efforts are essential to achieving sustainable organizational performance and delivering responsive, high-quality public services.

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The authors have declared no potential conflicts of interest regarding this article's research, authorship, and/or publication.

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