

The Effects of Motivation, Compensation, and Work Environment on the Performance of Local Public Officer

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Abstract

The aim of this research was to find out and analyze the effects of motivation, compensation, and work environment on the performance of local public officers in the Yapen Islands Regency government environment. This research used a quantitative method and an instrument in the form of a questionnaire. Using the purposive sampling technique, 143 respondents were selected from four local government agencies in the Yapen Islands Regency. The SPSS statistical program was used to analyze data. The analysis methods used were descriptive analysis, validity and reliability tests, classical assumption test, and multiple linear regression analysis. The results show that compensation had a positive effect on the performance of local public officers in the Yapen Islands Regency. On the other hand, the variables motivation and work environment did not have any effect on the performance of local public officers in the Yapen Islands Regency.

Keywords

motivation; compensation;
work environment; civil
servant performance



I. Introduction

The state civil administration (ASN) is one of the important elements of government management and state development in the effort to achieve national goals (Sudrajat et al., 2019). According to Law No. 5 of 2014, the state civil administration is a civil servant responsible for public service for the realization of community welfare. Reliable civil servant performance in public service is expected by the community (Mustafid, 2017).

Recently, civil servant performance has grown into a strategic issue due to serious complaints regarding public service, both in the economic and political sectors (Wahyudi et al., 2020). Based on the data from the Employment and Human Resources Development Agency of the Yapen Islands Regency, the phenomenon today is low performance and service quality, which is linked to civil servant professionalism, especially that of class II local public officers of the Yapen Islands Regency. The issue of officer performance in the Yapen Islands Regency remain problematic, necessitating further investigation of its causing factors.

According to Marwansyah (2014), performance problems in an organization or institution can be caused by numerous factors, such as knowledge or skills, supporting work environment, technological resources, and work motivation. In earlier studies, researchers have encountered differences in research findings, which are also referred to as research gap.

The research by Mukti (2015) showed that work environment, compensation, and motivation had positive effects on the performance of local public officers in the Madani Regional Hospital of the Central Sulawesi Province. The research by Dhermawan et al.

(2012) separately concluded that motivation and work environment did not have any positive effects on ASN performance, while compensation did. Meanwhile, Wahyudi et al. (2020) concluded that work environment and motivation significantly influenced ASN performance.

Another study by Murni and Heryanto (2019) showed that motivation and compensation positively affected employee performance, while environment did not have any effect. On the other hand, Dharmanegara et al. (2016) demonstrated that work motivation did not have any influence on employee performance.

According to Kuranchie-Mensah and Amponsah-Tawiah (2016), motivation influences employee performance, in which case the level of employee performance would depend on the driving force of an employee. Motivation is largely linked to the employee's own person, the way he/she works, and his/her work outcomes (Jacobsen et al., 2014). From the interviews and field observation it was found that the motivation of the local public officers in the Yapen Islands Regency still scored low. This was proven by the local public officers late arrival at the office, premature departure from the office, inaccuracy in the works generated, low work ethics that led to absence, and lack of awareness of their role as servants of the community.

Results of interviews with class II local public officers in the Yapen Islands Regency reveal that the low motivation of the officers was caused by their rare involvement in works, activities, and trainings (BIMTEK) and lack of open communication between leaders and subordinates. As a result, they felt an absence of appreciation at work which was supposed to motivate them to work hard, causing them discomfort at the office. Their attendance level was also considered minimal, which led to suboptimal performance.

Other than motivation, compensation also influences civil servant performance (Murni & Heryanto, 2019). As defined by Hasibuan (2014), compensation is all income in the form of cash and articles directly and indirectly received by employees as reward for the services they provided their companies with. The compensation system has a potential as the most important means in shaping behaviors and influencing performance (Widasih et al., 2019). Satisfaction with financial compensation can grow strong motivation, causing employees to be willing to dedicate themselves and to be actively involved in their work (Kusumayuda, 2019).

Based on the results of the preliminary survey and interviews with local public officers in the Yapen Islands Regency, the compensation received was still considered low. Many class I and II local public officers complained and protested that they received less salary than central public officers, and the uang lauk pauk (allowance for side dishes) received was too small (Rp20,000 per day). Additionally, frequent reoccurrence of late payments was also reported. This shows that employee compensation deserves a greater amount of attention.

The next factor that can also influence local public officers performance is work environment. Work environment is anything that exists around an employee and influences him/her in performing the tasks assigned to him/her (Sedarmayanti, 2009). As pointed out by Lee and Brand (2005), the work environment in an organization is expected to be able to provide support for performance.

Results of the preliminary survey and interviews indicate that the work environments of local government agencies (OPD) of the Yapen Islands Regency still belonged to the low category and thus needed an improvement in working comfort. Employees at the Anatourei Sub-district office complained about the following points of uncomfortable work environment: the office was small and cramped; not all employees have their own seats; there was no room air conditioning; and no adequate facilities and infrastructure

were available. The same was also reported regarding the work environment of the Women Empowerment, Child Protection, and Family Planning Social Office. Non-conducive work environment due to small and cramped office and unavailability of a sufficient store room that leaves the impression of disorder and mess caused discomfort at work.

Based on the research gap found and the results of the preliminary survey and interviews, it could be concluded that motivation, compensation, and work environment influenced the performance of local public officers in the Yapen Islands Regency. The motivation of local public officers in the Yapen Islands Regency and the compensation received were low, and the work environments were less than conducive. It thus became an interest to the researchers to investigate the effects of motivation, compensation, and work environment on the performance of local public officers in the Yapen Islands Regency government environment. The aim of this research was to figure out and analyze the effects of motivation, compensation, and work environment on the performance of local public officers in the Yapen Islands Regency government environment.

II. Review of Literatures

2.1 Performance

According to As'ad (2004), performance is the outcome one achieves based on the measure applicable for the relevant work. A company applies certain criteria for a certain period in assessing its employees' performance. Performance is a function of motivation and the ability to complete a task or work, in which case one should have a given degree of willingness and ability (Rivai & Sagala, 2005).

Performance is a system used to assess and figure out whether an employee has completed his/her work entirely. It is a combination of work outcome (what one must achieve) and competency (how he/she achieves it) (Sedarmayanti, 2009). Meanwhile, based on Wirawan's definition (2009), performance is the outcomes generated by the functions or indicators of a work or a profession for a certain time.

Performance is the estuary and organizational culture is the base, while work motivation, job satisfaction is between the beginning and end. The meaning of the beginning and the end meant is that the initial variable influences the final variable, while the variable between the beginning and end is the interpending variable. Performance can be achieved well if the principal performs the main tasks, functions, and responsibilities have the ability or competence in leadership (Arif et al, 2019).

2.2 Motivation

Motivation is an encouragement that makes people want to work or act in a certain way. Speaking of motivational matters, what is discussed is human needs (Ningsih, 2018). As defined by Mathis and Jackson (2006), motivation is something which causes, channels, and supports a human being's behaviour for him/her to work hard and to be enthusiastic about achieving an optimal outcome. In the opinion of Greenberg and Baron (2003), meanwhile, motivation is a set of processes which arouse, direct, and maintain one's behaviour toward a goal achievement.

Work motivation is something which produces a force or spirit for work, otherwise put as the driver of work spirit (Martoyo, 2007). Motivation is a psychological process which arouses and directs goal achievement behavior (goal-directed behavior) (Kreitner & Kinicki, 2001)

With motivation, one is expected to keep striving to raise a spirit and discipline in work for the achievement of the organization's goals (Permadi *et al.*, 2018). One's level of

motivation will drive his/her willingness to exhibit a behaviour or determine how fast he/she will complete a task (Murni & Heryanto, 2019). Previous research by Candradewi and Wahyudi *et al.* (2020), Wardani and Riyanto (2019), Dewi (2019), Marcy *et al.* (2018), and Suharno *et al.* (2017) showed that there was a positive relationship between motivation and employee performance. Therefore, referring to previous empirical findings, the first hypothesis proposed is as follows:

H1: Motivation has a positive effect on the performance of local public officers in the Yapen Islands Regency

2.3 Compensation

Compensation is something which is received by an employee in place of his/her service contribution to a company (Rivai & Sagala, 2005). Compensation payment is the implementation of a human resources management function related to all manners of appreciation for an individual as an exchange for completing an organizational task (Rivai & Sagala, 2005). Compensation for an employee is a measure for his/her work success. It is both a monetary and a non-monetary service received by an employee (Davis & Newstrom, 1995).

Murni and Heryanto (2019) in their research concluded that if an employee receives compensation in a sufficient amount in correspondence with what he/she has performed for a company, he/she will tend to do his/her best for the company, and, thus, he/she will make efforts to maintain or even improve his/her performance at the company. Moreover, as reported by Mukhlidah and Aktif (2020), Akbar *et al.* (2020), Candradewi and Dewi (2019), and Kadarisman (2019), there is a positive relationship between compensation and employee performance. Therefore, referring to previous empirical findings, the second hypothesis proposed is as follows:

H2: Compensation has a positive effect on the performance of local public officers in the Yapen Islands Regency

2.4 Work Environment

Work environment is anything that exists around an employee and influences him/her in performing the tasks assigned to him/her (Nitisemito, 2005). An employee who works in a work environment which supports him/her to work optimally will generate a good performance. Conversely, if he/she works in a non-conducive environment and in a condition which is unsupportive for him to work optimally, he/she will be unmotivated and neglect his/her responsibilities, leading to a lowered performance (Kusriyanto, 1991). A physical work environment is said good if the employees in an institution are able to perform all their activities optimally, well, safely, and comfortably.

The research by Bakhri *et al.* (2015) concluded that the creation of a work environment which supports work productivity will make employees comfortable, impacting on their initiative to complete their works. Besides, previous research by Wahyudi *et al.* (2020), Diamantidis and Prodromos (2019), Prabowo *et al.* (2019), Kurniawan and Heryanto (2019), and Wardani and Riyanto (2019) showed a positive relationship between work environment and employee performance. Therefore, referring to previous empirical findings, the third hypothesis proposed is as follows:

H3: Work environment has a positive effect on the performance of local public officers in the Yapen Islands Regency

The three hypotheses proposed are then summarized in the following research model (Figure 1).

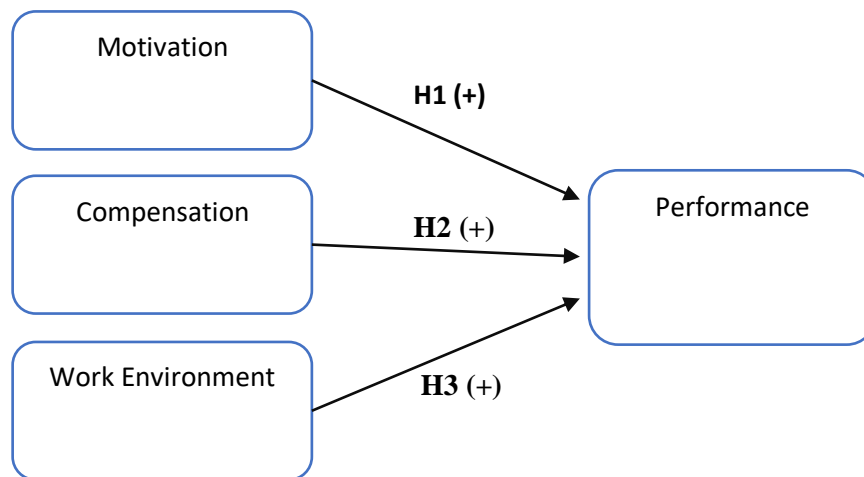


Figure 1. Research Model

III. Research Methods

This research is a quantitative study with an emphasis on objective measurement aspects against a social phenomenon. The population of this research was class II local public officers from four local government agencies —the Agriculture and Food Security Office, the Social Office, and the Women Empowerment, Child Protection, and Family Planning Office of South Yapen District and the Anatourei Subdistrict Office. Purposive sampling technique was used in the sampling process, from which 143 respondents were selected.

Data were collected through a questionnaire with a 5-point Likert scale, which is detailed as follows: 5-extremely good, 4-good, 3-fair, 2-bad, and 1-extremely bad. Interviews were involved to analyze the drivers and hindrances faced by class II local public officers in the Yapen Islands Regency in such phenomena as employee motivation, work environment, and compensation (salary/wage), to name a few. The SPSS statistical program was used to analyze data. The analysis methods used included descriptive analysis, validity and reliability tests, classical assumption test, and multiple linear regression analysis. The dependent variable in this research was local public officers performance, while the independent variables were motivation, compensation, and work environment.

IV. Results and Discussion

The respondents in this research had varied background characteristics in themselves. The focus of this research was on. Data on the respondents' described characteristics are presented in Table 1.

Table 1. Respondents' Characteristics Description

Categories	Answer Alternatives	Number of Respondents	Percentages (%)
Gender	Male	86	60.14%
	Female	57	39.86%
Latest Education	Junior High School	2	1.4%
	Senior High School	128	89.5%
	D3	13	9.1%
Age	31–40 Years	60	41.9%
	40–50 Years	58	40.6%
	51–57 Years	25	17.5%
Number of Years Worked	1–5 Years	68	47.5%
	6–10 Years	18	12.6%
	11–15 Years	31	21.7%
	16–20 Years	26	18.2%
Local Public Officers Title/Group	II.a	19	13.3%
	II.b	76	53.1%
	II.c	24	16.8%
	II.d	24	16.8%

Based on Table 1, the majority of the respondents were male (60.14%), graduates of senior high schools (89.5%), and aged between 31 and 40 years (41.9%). The respondents were mostly of class II.b (53.1%) with working experience of 1–5 years (47.5%).

Descriptive analysis was then used to describe the conditions and characteristics of the answers of the respondents for each construct or variable studied. The analysis results were to be used to identify the tendency of the respondents' answers for each variable studied. The variable motivation consisted of 10 indicators, compensation 5 indicators, work environment 10 indicators, and employee performance 8 indicators.

The respondents' answers were categorized using an interval scale which was calculated by dividing by five the deduction of the minimum score from the maximum score. From the calculation, an interval of 0.80 was obtained. According to Sugiyono (2013), with an interval of 0.80, the categorization system was as follows: 1.00–1.80 (very low); 1.81–2.60 (low); 2.61–3.40 (fair); 3.41–4.20 (high); and 4.21–5.00 (very high).

Table 2. Respondents' Opinions Distribution

	Items	Opinion Alternatives					Total	Means	Categories
		VB	B	F	G	VG			
		5	4	3	2	1			
X1.1	The salary accepted is as expected	0	10	88	45	0	143	2.76	Fair
X1.2	The salary accepted currently allows for the performance of the work	0	12	83	48	0	143	2.75	Fair
X1.3	There is a sense of security during work	0	45	88	10	0	143	3.24	Fair
X1.4	The relationship between employees is well established	5	36	97	5	0	143	3.29	Fair
X1.5	The relationship with the leaders is well established	1	32	89	21	0	143	3.09	Fair
X1.6	The leaders provide facilities for self-development	0	3	73	47	20	143	2.41	Fair
X1.7	The leaders provide opportunities for expressing creativity during work	0	11	64	45	23	143	2.44	Fair
X1.8	The leaders provide encouragement and motivation	0	20	51	45	27	143	2.45	Fair
X1.9	There is the ability to work optimally and to complete the work	12	106	23	2	0	143	3.90	High
X1.10	Appreciation can motivate to work hard	15	91	30	7	0	143	3.80	High
		Mean						3.01	Fair
X2.1	The salary accepted is appropriate	0	24	84	31	4	143	2.90	Fair
X2.2	The salary accepted motivates to work	3	41	72	23	4	143	3.11	Fair
X2.3	The allowances accepted such as TPB and ULP are appropriate	45	72	23	3	0	143	4.11	High
X2.4	Religious holiday	20	36	2	37	48	143	2.60	Low

	allowance (THR) is paid every year								
X2.5	Incentives motivate to work	30	108	2	2	1	143	4.15	High
		Mean						3.37	Fair
X3.1	The work surrounding is comfortable and clean	0	10	88	45	0	143	2.76	Fair
X3.2	There is a sense of security during work	0	12	83	48	0	143	2.75	Fair
X3.3	Security at the place of work is in place	0	45	88	10	0	143	3.24	Fair
X3.4	The cooperation between employees is well established	5	36	97	5	0	143	3.29	Fair
X3.5	The employee receives fair treatments	1	32	89	21	0	143	3.09	Fair
X3.6	There is a good relationship between employees	0	3	73	47	20	143	2.41	Low
X3.7	A good congenial relationship is established	0	11	64	45	23	143	2.44	Low
X3.8	The office provides facilities and infrastructure	0	20	51	45	27	143	2.45	Low
X3.9	There is a fairly good air ventilation in place	12	106	23	2	0	143	3.90	High
X3.10	The temperature of the interior is conducive	15	91	30	7	0	143	3.80	High
		Mean						3.01	Fair
Y.1	The quality of the work outcomes is in compliance with the standard	4	60	71	8	0	143	3.42	High
Y.2	Tasks are completed as targeted	5	79	56	3	0	143	3.60	High
Y.3	The work outcomes are good	15	78	47	3	0	143	3.73	High
Y.4	The work is performed based on calculation	3	62	77	1	0	143	3.47	High
Y.5	My work outcomes	0	60	75	8	0	143	3.36	High

	meet the leaders' expectations								
Y.6	I arrive at the office on time	7	37	99	0	0	143	3.36	Fair
Y.7	I complete my work in a timely manner	0	68	74	1	0	143	3.47	High
Y.8	I am committed and responsible	0	76	65	1	1	143	3.51	High
Mean								3.49	High

Note: VG = Very Good; G = Good; F = Fair; B = Bad; VB = Very Bad; X1 = Motivation; X2 = Compensation; X3 = Work Environment; Y = Employee Performance.

Based on the respondents' opinions distribution, the overall judgment of the respondents was that motivation, compensation, and work environment had moderate effects on employee performance. This was as shown by the means scored—3.01, 3.37, 3.00, and 3.49, respectively—which belonged to the fair and high categories. The total mean of the respondents' answers regarding motivation, compensation, and work environment was in the fair category and thus in need of improvement.

Table 3. Results of Validity and Reliability Tests

Item	R Hitung	<i>Cronbach's Alpha</i>
X1.1	0.558	
X1.2	0.504	
X1.3	0.702	
X1.4	0.680	
X1.5	0.742	
X1.6	0.657	0.794
X1.7	0.710	
X1.8	0.776	
X1.9	0.320	
X1.10	0.238	
X2.1	0.661	
X2.2	0.705	
X2.3	0.712	0.614
X2.4	0.798	
X2.5	0.247	
X3.1	0.391	
X3.2	0.635	
X3.3	0.661	
X3.4	0.569	
X3.5	0.389	
X3.6	0.572	0.652
X3.7	0.558	
X3.8	0.366	
X3.9	0.433	
X3.10	0.430	

Y.1	0.729	
Y.2	0.802	
Y.3	0.859	
Y.4	0.801	0.885
Y.5	0.663	
Y.6	0.689	
Y.7	0.742	
Y.8	0.672	

Validity test was used to figure out the similarity between the data collected and the actual data in the objects investigated. The test was conducted by correlating the score of each item with the product moment correlation formula. According to the validity test results, all statements had r count values greater than 0.1642, leading to a conclusion that all of the statements were valid. In addition, reliability test was also conducted by taking a look at the cronbach's alpha values. Reliability test was carried out to examine whether the instrument used was reliable to be used as a data collection instrument. The data testing results show that all the variables had cronbach's alpha values greater than 0.6, leading to a conclusion that all the variables were reliable.

Table 4. Results of Classical Assumption Test

Normality Test		Multicollinearity Test			Heteroscedasticity Test	
<i>Kolmogorov Smirnov</i>	Asymp. Sig	Variable	Tolerance	VIF	Sig Value	Sig Limit
0.055	0.200	X1	0.733	1.364	0.251	0.05
		X2	0.653	1.531	0.079	0.05
		X3	0.706	1.416	0.121	0.05

Classical assumption test was used to figure out whether there were residual normality, multicollinearity, and heteroscedasticity. Normality test was carried out to examine whether the residual values produced from the regression were normally distributed or not. This test was conducted using Kolmogorov Smirnov test. The result showed an Asymp. Sig value of 0.200, which was greater than 0.05, showing that the data were normally distributed.

Multicollinearity test was then used to examine whether within the regression model there was a correlation between the independent variables. The results show that all the independent variables had tolerance values greater than 0.1 and VIF values smaller than 10. It can thus be said that no multicollinearity occurred in each of the independent variables.

Lastly, heteroscedasticity test was used to figure out whether the independent variables exhibited homoscedasticity or not. This test was conducted with Glejser test. From the results it was figured out that the sig. values of the three independent variables were upward of 0.05. It can be said that no heteroscedasticity problem existed in the regression model. (Table 5.)

Table 5. Results of Multiple Regression Analysis and Hypotheses Testing

Model		<i>Unstandardized</i>		<i>Standardized</i>		
		<i>Coefficients</i>	<i>Coefficients</i>	Beta	t	Sig.
1	(Constant)	20,633	2,583		7,987	0,000
	Motivation	-0,068	0,078	-0,079	-0,872	0,385
	Compensation	0,535	0,116	0,442	4,631	0,000
	Work Environment	0,010	0,092	0,010	0,111	0,912
	<i>Adjusted R Square</i>	0,154				

a. Dependant Variable: Performance

Based on Table 5, the multiple linear regression general equation is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 20.633 - 0.068X_1 + 0.535X_2 + 0.010X_3$$

The equation above can be interpreted as follows:

1. The constant (α) = 20.633 denotes that if motivation (X_1), compensation (X_2), and work environment (X_3) were held constant, the value of employee performance (Y) would be 20.633. In other words, without the presence of the independent variables (X_1 , X_2 , X_3), the value of employee performance (Y) would remain at 20.633.
2. The coefficient value of the variable motivation ($\beta_1 X_1$) was -0.068. With a negative mark, this coefficient would mean that for every increase of a motivation unit employee performance would decrease by 0.068, with the assumption that the variables compensation and work environment that were investigated using the regression model in this research had constant values.
3. The coefficient value of the variable compensation ($\beta_2 X_2$) was 0.535. With a positive mark, this coefficient would mean that for every increase of a compensation unit employee performance (Y) would increase by 0.535, with the assumption that the variables motivation (X_1) and work environment (X_3) that were investigated using the regression model in this research had constant values.
4. The coefficient value of the variable work environment ($\beta_3 X_3$) was 0.010. With a positive mark, this coefficient would mean that for every increase of a work environment unit employee performance (Y) would increase by 0.010, with the assumption that the variables motivation (X_1) and compensation (X_2) that were investigated using the regression model in this research had constant values.

T test was then conducted to find out whether an independent variable had an effect on the dependent variable, with the assumption that every other variable was constant. The t count resulted for the variable motivation was -0.872, while the sig. value was 0.385. Given that the sig. value of 0.385 was greater than 0.05, it would mean that motivation did not have any significant influence on the performance of local public officers in the Yapen Islands Regency. Hence, the first hypothesis stating that motivation has a positive effect on the performance of local public officers in the Yapen Islands Regency was rejected.

The finding above did not go in line with the research by Candradewi and Wahyudi *et al.* (2020), Wardani and Riyanto (2019), Dewi (2019), Marcy *et al.* (2018), and Suharno *et al.* (2017), which stated that motivation had a positive effect on employee performance, but it did agree with the research by Dharmanegara *et al.* (2016). Motivation did not have any significant effect on employee performance.

These testing results are consistent with the fact in the field and with the researchers' observation that there was still no appreciation given for the work and that the relationship

established with the leaders was still not optimal. The work of an employee was restricted by the policies made by the higher-ups. For example, there were some class II employees who were not given any training facility for their self-development, inhibiting them from working optimally. This certainly shows that no significant effect was exerted on the performance of local public officers.

For the variable compensation, the t count obtained was 4.631, while the sig. value was 0.000. This sig value was smaller than 0.05, meaning that compensation partially had a significant effect on performance. Hence, the second hypothesis stating that compensation has a positive effect on the performance of local public officers of the Yapen Islands Regency was accepted.

This finding is in line with the previous research by Mukhlidah and Aktif (2020), Akbar *et al.* (2020), Candradewi and Dewi (2019), and Kadarisman (2019), which stated that compensation had a significant positive effect on local public officers performance. Compensation, both non-financial and financial, is one of the factors that support the increase of employee performance. Employees would work well if they receive fair compensation according to the main tasks and responsible assigned by their leaders. In other words, a good compensation system would give employees satisfaction, motivating them to improve their performance. The compensation referred to in this research was the financial compensation received by local public officers in the Yapen Islands Regency, including salary, *uang lauk pauk*, TPB (supplemental conditional income), and THR (religious holiday allowance).

Based on the results of the field data analysis, compensation had a significant positive effect on local public officers performance. Put otherwise, the compensation received by local public officers in the Yapen Islands Regency had a significant positive effect on their performance.

As for the variable work environment, the t count was 0.111, and the sig. value was 0.912. Given that the sig. value was greater than 0.05, then it means that work environment did not partially have any significant effect on performance. Thus, the third hypothesis stating that work environment has a positive effect on the performance of local public officers of the Yapen Islands Regency was rejected. This finding is at odds with previous research by Wahyudi *et al.* (2020), Diamantidis and Prodromos (2019), Prabowo *et al.* (2019), Kurniawan and Heryanto (2019), and Wardani and Riyanto (2019), which stated that work environment had a positive effect on employee performance.

Based on the researchers' observation, this insignificance stemmed from the fact that the office had yet to provide sufficient facilities and infrastructure like laptops and computers that could support the local public officers in completing their works. Some were even not provided with desks and chairs. This insignificant value indicates that whether the environment where they worked good or not did not have any significant role in improving their performance.

Lastly, R² value (coefficient of determination) was used to measure the ability of the variables motivation (X1), compensation (X2), and work environment (X3) to explain the variation in the variable e-government implementation (Y). From the test, an adjusted R-squared value of 0.154 was obtained. This means that 15.4% of the variable local public officers performance was influenced by the independent variables motivation, compensation, and work environment. The remaining 84.6% of the variation was influenced by variables unexplored in this research.

V. Conclusion

From the results of the tests that were conducted, the following conclusions were drawn: (1) motivation did not have any significant effect on the performance of local public officers in the Yapen Islands Regency; (2) compensation had a significant positive effect on the performance of local public officers in the Yapen Islands Regency; and (3) work environment did not have any significant effect on the performance of local public officers in the Yapen Islands Regency.

The empirical findings offer a number of critical implications for the best practice in the environment of the local government agencies in the Yapen Islands Regency. Based on the research results, the researchers suggested that the local government agencies in the Yapen Islands Regency should improve the employee performance by improving the motivation of the existing employees through giving appreciation for a work achievement and/or providing training facility for the employee's self-development. The improvement of employee performance should take work environment into consideration, in this case by providing supporting facilities and infrastructure for work completion like laptops, computers, desks and chairs, and a comfortable work atmosphere. Furthermore, attention should be directed toward the compensation system, which should comply with the principle of fairness and should be given in an appropriate amount so that the employees improve their performance.

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