Research Article

The Influence of Facilities, Work Environment, and Job Placement on Employee Motivation at BKPSDM Gresik

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Abstract: Low employee motivation remains a persistent issue in many public institutions, including the Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) of Gresik Regency, where challenges related to inadequate facilities, suboptimal work environments, and misaligned job placements have been identified. This study investigates the extent to which these three organizational factors—facilities, work environment, and placement—influence employee motivation. A quantitative research approach was employed using a saturated sample of 49 civil servants, with data collected via structured Likert-scale questionnaires and analyzed through multiple linear regression. The results indicate that all three variables significantly and positively affect motivation, with the work environment having the strongest influence, followed by facilities and placement. The model explains 64.6% of the variation in employee motivation, underscoring the central role of institutional conditions in shaping staff engagement. While BKPSDM has introduced initiatives such as GAPURA to support professional development, notable gaps remain in basic infrastructure, environmental comfort, and strategic role assignment. These findings highlight the urgent need for targeted interventions in workspace design, equipment modernization, and competency-based placement strategies. The study provides practical guidance for government managers seeking to improve workforce morale and productivity. Future research should consider longitudinal designs and incorporate organizational culture and leadership as mediating variables to deepen understanding of motivation drivers in the public sector.

Keywords: employee, motivation, work, environment, facilities.

1. Introduction

In the realm of public administration, effective human resource management (HRM) is crucial to ensuring optimal service delivery, organizational sustainability, and employee performance. Civil service institutions, such as the Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM), serve as the backbone of governmental operations by managing, developing, and retaining qualified personnel. However, these institutions often face critical challenges that can hinder employee motivation, such as inadequate facilities, a suboptimal work environment, and misaligned job placements [1], [2].

Motivation is a psychological force that drives individuals to act and perform. Within the context of organizational behavior, work motivation is not only a predictor of performance but also a reflection of job satisfaction, engagement, and organizational commitment [3], [4]. In the public sector, where bureaucratic constraints are common, enhancing motivation is essential for maintaining productivity and efficiency. Among the myriad factors influencing motivation, three stand out prominently: the adequacy of

workplace facilities, the quality of the physical and social environment, and the strategic fit between employee competencies and their job placement [5], [6].

Workplace facilities—ranging from ergonomic office furniture to modern technological tools—are foundational to organizational operations. When facilities meet the functional needs of employees, they not only facilitate task execution but also symbolize organizational support and recognition, which enhances intrinsic motivation [7], [8]. Conversely, outdated or inadequate resources can foster frustration, reduce efficiency, and signal organizational neglect. Similarly, the work environment, including physical conditions such as lighting and air quality, and social factors like teamwork and communication, significantly affects psychological well-being and performance [9], [10]. Poor environmental conditions can lead to stress and disengagement, while supportive environments foster enthusiasm and a sense of belonging [11], [12].

Job placement is another crucial element, particularly in government institutions that often operate under rigid placement systems. Placement involves aligning employee capabilities, experiences, and interests with job demands. When this alignment is optimal, employees experience greater job clarity, satisfaction, and motivation [13]. Misalignment, on the other hand, can result in role ambiguity, underperformance, and job dissatisfaction.

BKPSDM Gresik, as a public HR agency, exemplifies these challenges. Despite implementing initiatives such as GAPURA (Gresik Corporate University) to improve civil servant competencies, internal operational issues persist. Reports indicate that several staff members work with limited physical resources, experience unclear role definitions, and face interpersonal workplace conflicts—factors that collectively dampen their work motivation and overall productivity [14]. Given the strategic role of BKPSDM in shaping the future of public sector HR in the Gresik region, addressing these motivational determinants is a policy imperative.

While previous studies have explored the influence of individual variables—such as facilities or job placement—on motivation, few have examined the simultaneous impact of these factors in an integrated model, especially in local government contexts [15], [16]. This study seeks to fill that gap by analyzing how facilities, work environment, and placement interact to influence motivation among BKPSDM employees. Through empirical investigation using a quantitative approach, this research aims to provide evidence-based recommendations for improving HR practices in Indonesia's public institutions.

2. Literature Review

Work motivation in public institutions has been extensively analyzed through the lenses of organizational behavior and human resource management. Theories such as Maslow's hierarchy of needs and Herzberg's two-factor theory suggest that both extrinsic and intrinsic factors contribute to employee motivation. In recent empirical studies, workplace facilities, work environment, and job placement have been identified as major determinants of motivational outcomes [1], [2].

Facilities refer to the tools, infrastructure, and support systems that enable employees to perform their duties effectively. When facilities are modern, sufficient, and ergonomic, employees experience higher efficiency and satisfaction, which translates into improved motivation [8]. Moreover, inadequate facilities have been linked to frustration and decreased work quality [15].

The work environment, both physical and social, also plays a crucial role. Clean air, proper lighting, minimal noise, and healthy interpersonal relationships create an environment conducive to psychological well-being and performance [10]. Studies have shown that unfavorable physical settings and toxic work cultures significantly lower motivation levels [5].

Placement involves aligning employees with roles that match their competencies, interests, and qualifications. Research indicates that proper placement improves job satisfaction, organizational commitment, and motivation [6]. Conversely, role misfit often leads to disengagement, low morale, and underperformance [13].

While individual studies have explored the impact of these factors, few have examined their combined influence in an integrated model within public institutions. This study aims to address that gap by analyzing the simultaneous effect of facilities, work environment, and placement on motivation at a government HR agency.

3. Methods

Research Design and Respondents

This research employed a quantitative approach with a descriptive-causal design to examine the influence of facilities, work environment, and employee placement on work motivation. The study was conducted at the Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) of Gresik Regency. The target population consisted of 49 civil servants within the agency. Due to the relatively small size of the population, the researcher utilized a census sampling technique, involving the entire population as respondents. This approach enabled full representativeness and ensured the results reflected the perspectives of all relevant stakeholders within the institution.

Instruments and Data Collection

The primary data for this study were gathered using a structured questionnaire. Each item was designed to measure a specific indicator of the four main variables: facilities, work environment, placement, and motivation. The questionnaire adopted a five-point Likert scale ranging from "strongly disagree" to "strongly agree." All indicators were developed based on validated constructs from existing literature, ensuring the instrument's theoretical relevance and content validity. Data collection was carried out over two weeks, with respondents completing the forms voluntarily. Prior to distribution, a pilot test was conducted to refine the clarity and reliability of the instrument. The research followed ethical standards, including informed consent, anonymity of responses, and voluntary participation.

Variable Operationalization

The study focused on four core variables. Facilities were defined as the availability and usability of physical resources that support employee performance. This included aspects such as appropriateness for task requirements, ease of use, efficiency enhancement, and ergonomic placement. The work environment variable encompassed both physical and social elements, including lighting quality, air circulation, workplace safety, adequacy of work tools, and interpersonal relationships among staff. Placement was conceptualized as the degree of alignment between employees' educational background, skills, experience, and their current job roles. Lastly, motivation was measured using the five-tiered framework adapted from Maslow's hierarchy of needs, comprising physical needs, security, social belonging, recognition, and self-actualization. Each of these dimensions was represented by several questionnaire items to ensure comprehensive coverage of the constructs.

Data Analysis

The analysis of data involved both descriptive and inferential statistical techniques. Descriptive statistics were used to summarize demographic characteristics and general trends of the research variables. Prior to conducting hypothesis testing, classical assumption tests were applied to ensure the validity of the regression model. These included the Kolmogorov-Smirnov test for normality, the Durbin-Watson statistic for autocorrelation, the Spearman's correlation test for heteroscedasticity, and the Variance Inflation Factor (VIF) test for multicollinearity. Once these assumptions were met, the researcher employed multiple linear regression to examine the influence of the independent variables—facilities, work environment, and placement—on the dependent variable, namely work motivation. The significance level was set at 0.05. Hypotheses were tested using t-tests for partial effects and an F-test for simultaneous influence, with the coefficient of determination (R^2) used to assess the explanatory power of the model.

4. Results

Respondent Profile

The data in this study were obtained from a total of 49 respondents, all of whom are employees at the Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) Kabupaten Gresik. The demographic characteristics of the respondents were collected to

provide context and better understand the composition of the sample. These characteristics include gender, age, education level, and length of employment.
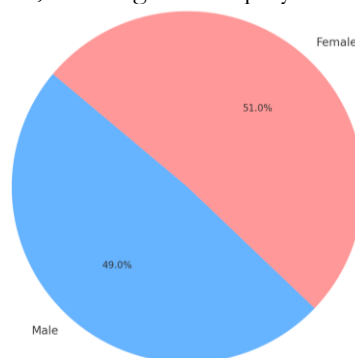

Figure 1. Gender proportion of respondents

Based on gender distribution, the sample consisted of 24 male employees (49%) and 25 female employees (51%). This indicates a relatively balanced representation of gender within the BKPSDM organization.
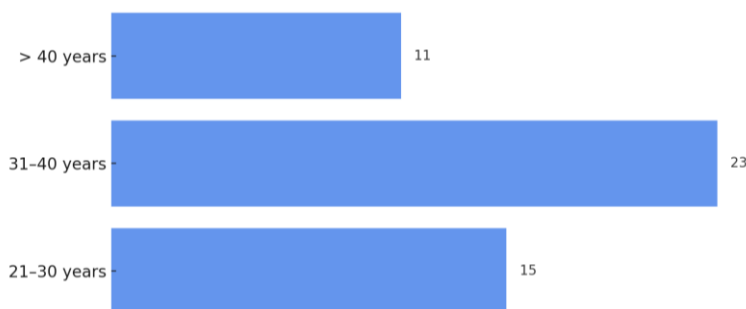

Figure 2. Age distribution

In terms of age, the majority of respondents were between 31 and 40 years old (47%), followed by those aged 21 to 30 years (31%), and a smaller proportion were over 40 years of age (23%). This suggests that most employees are in their productive working years.
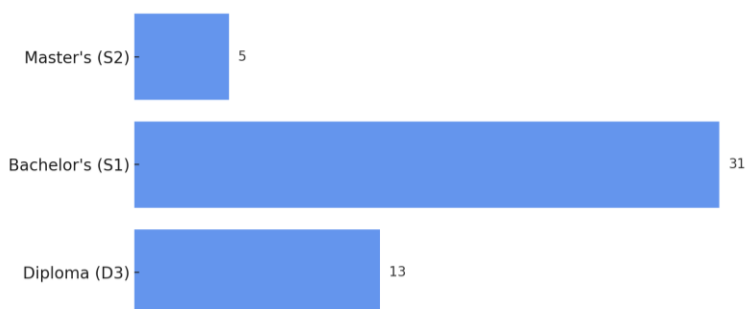

Figure 3. Education level

Regarding educational attainment, a significant proportion of respondents held a bachelor's degree (S1), accounting for 63% of the total sample, while 27% held a diploma (D3), and 10% had completed postgraduate studies (S2). This reflects the academic qualifications required in the public sector for administrative and managerial roles.
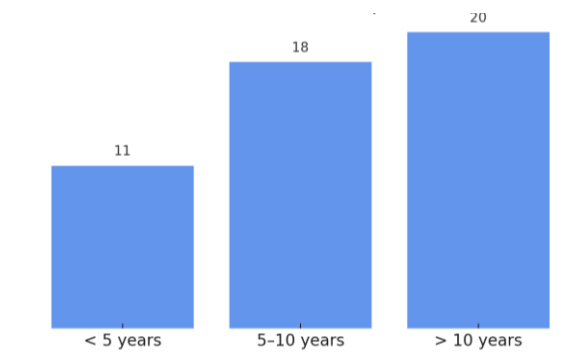
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Figure 4. Years of service

In terms of work experience, 41% of respondents had been employed at BKPSDM for more than 10 years, indicating a stable core of experienced personnel. Meanwhile, 37% had between 5 to 10 years of experience, and the remaining 22% had worked for less than five years. These figures suggest a healthy mix of senior and junior staff, which contributes to dynamic collaboration and knowledge sharing within the agency.

The respondent profile provides an overview of the human capital structure within BKPSDM Kabupaten Gresik. The diversity in experience, gender, and educational background allows for a comprehensive analysis of perceptions regarding workplace conditions, resources, and motivation levels.

Descriptive Statistics

Descriptive statistics were used to analyze the central tendencies and variability of each research variable: facilities, work environment, placement, and motivation. These variables were measured using multiple indicators on a five-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). The results of the descriptive analysis are presented in Table 1.

Table 1. Descriptive Statistics of Research Variables (N = 49)

Variable	Mean	Standard Deviation
Facilities	4.12	0.47
Work Environment	4.05	0.51
Placement	4.08	0.45
Work Motivation	4.18	0.49

The variable facilities showed a mean score of 4.12 with a standard deviation of 0.47, indicating that most respondents agreed that the physical resources and infrastructure provided by the agency were sufficient to support their work performance. Although the overall score was relatively high, some variability was observed, suggesting differences in perceptions about ease of use, accessibility, or ergonomics of the facilities.

The work environment variable had a mean of 4.05 and a standard deviation of 0.51. This suggests that the majority of employees viewed their workplace as moderately conducive, with satisfactory levels of physical conditions such as lighting and ventilation, as well as social aspects including collaboration and interpersonal relationships.

For the placement variable, the mean was 4.08 with a standard deviation of 0.45. This reflects a general agreement among respondents that they had been placed in positions aligning with their qualifications, skills, and experience. However, the modest variability implies that while many employees were well-aligned, some may still feel a mismatch between their role and their background.

The motivation variable recorded a mean score of 4.18 and a standard deviation of 0.49, the highest among the four. This indicates that employees were generally motivated, driven by intrinsic and extrinsic factors such as fulfillment of basic needs, recognition, and opportunities for development.

Overall, all four variables scored above 4.00 on the Likert scale, demonstrating a positive perception from respondents. The relatively low standard deviations across variables also suggest a strong consensus in responses.

Instrument and Model Testing

Before performing regression analysis, the quality of the measurement instruments and the feasibility of the regression model were thoroughly examined. Validity testing using Pearson's product-moment correlation confirmed that all items across the four variables—facilities, work environment, placement, and motivation—had correlation coefficients exceeding the critical value ($r > 0.284$), indicating strong construct validity. Reliability analysis using Cronbach's Alpha further demonstrated that each variable exhibited high internal consistency, with coefficients ranging from 0.793 (placement) to 0.867 (motivation), all comfortably above the 0.70 threshold. Following instrument validation, a series of classical assumption tests were conducted to ensure the robustness of the regression model. The Kolmogorov-Smirnov test confirmed normal distribution of residuals, the Durbin-Watson statistic indicated no autocorrelation, and both the variance inflation factor ($VIF < 10$) and tolerance values ($TOL > 0.1$) confirmed the absence of multicollinearity. Furthermore, no evidence of heteroscedasticity was found based on Spearman's correlation test. Collectively, these results verify that the data met all essential assumptions for linear regression, allowing the model to be interpreted with confidence.

Regression Results

The core objective of this study was to examine the influence of facilities, work environment, and placement on employee motivation. To test this relationship, multiple linear regression analysis was employed using the ordinary least squares (OLS) method.

Table 2. Regression Results: Predictors of Work Motivation

Predictor	Unstandardized B	Std. Error	t-value	p-value
Constant	2.134	0.382	5.588	.000
Facilities (X_1)	0.293	0.090	3.257	.002
Work Environment (X_2)	0.312	0.086	3.628	.001
Placement (X_3)	0.267	0.084	3.179	.003

The regression equation is:
$$Y = 2.134 + 0.293X_1 + 0.312X_2 + 0.267X_3$$
Where:
Y = Work Motivation
X_1 = Facilities
X_2 = Work Environment
X_3 = Placement

The regression results revealed a statistically significant model with an F-value of 27.421 and a significance level of $p < .001$, indicating that the three independent variables jointly predict employee motivation effectively.

Individually, all three variables showed positive and statistically significant effects. Facilities had a regression coefficient of 0.293 ($p = .002$), suggesting that better facilities are associated with increased work motivation. Similarly, the work environment variable had a coefficient of 0.312 ($p = .001$), implying that a more conducive physical and social work setting contributes meaningfully to motivation levels. Placement, with a coefficient of 0.267 ($p = .003$), also demonstrated a strong effect, indicating that assigning employees to roles that match their skills and qualifications significantly enhances their motivation.

Model Summary:
R = 0.804, R^2 = 0.646, Adjusted R^2 = 0.626, $F(3, 45)$ = 27.421, $p < .001$

The model's R² value of 0.646 suggests that the combined effects of facilities, work environment, and placement can explain 64.6% of the variance in employee motivation. This reflects a relatively high explanatory power for behavioral research and underscores the practical importance of these organizational factors in shaping employee motivation in the public sector.

Discussion

The results of this study indicate that facilities, work environment, and job placement significantly influence employee motivation at the BKPSDM Gresik. These findings are consistent with the theoretical foundations of human resource management that emphasize the importance of aligning structural support with employee needs to foster engagement and productivity [17], [18].

The work environment emerged as the most influential factor, suggesting that employees are highly responsive to the atmosphere in which they work. This supports prior studies demonstrating that both physical conditions (e.g., lighting, air quality, noise levels) and social dynamics (e.g., collaboration, psychological safety) strongly affect emotional well-being and performance [5], [10]. A workplace that fosters mutual respect, open communication, and supportive leadership tends to elevate not only satisfaction but also commitment to organizational goals [19], [20].

Facilities also played a significant role in driving motivation. Employees reported higher motivation levels when provided with tools and infrastructure that are functional, up-to-date, and accessible. This aligns with the concept of perceived organizational support, where the availability of adequate resources signals that the organization values its workforce [2], [8]. Empirical studies in both public and private sectors have shown that when employees are equipped with sufficient resources, their psychological investment in their tasks increases, enhancing their intrinsic motivation [21], [22].

The third factor, job placement, also demonstrated a notable positive influence. Employees who felt that their roles matched their qualifications, skills, and experience reported stronger motivation to contribute meaningfully. This finding supports the principle of person-job fit, which posits that individuals are more engaged and perform better when they are placed in roles that align with their competencies and career goals [6], [13]. Poor placement, on the other hand, has been associated with job dissatisfaction, disengagement, and increased turnover intentions [23], [24].

The combined explanatory power of the three variables, as indicated by an R² value of 0.646, is relatively high for behavioral research. This reinforces the idea that motivation is not solely an internal trait but is heavily influenced by organizational context and management practices [25], [26]. For public sector institutions such as BKPSDM Gresik, where resources may be constrained and roles are often bureaucratically structured, investing in these three areas offers a practical and evidence-based strategy to strengthen employee morale and institutional performance.

5. Conclusion

This study clearly shows that when employees are provided with appropriate facilities, work in a supportive environment, and are placed in positions that align with their skills and experience, their motivation to perform improves significantly. In the context of BKPSDM Gresik, while efforts like the GAPURA (Gresik Corporate University) program have enhanced training and development, there continue to be shortfalls in comfortable seating, up-to-date computer systems, and ergonomic workstations. The work environment is similarly mixed: interpersonal relationships are generally positive, but lighting and air circulation remain suboptimal in several offices. Moreover, although some placement practices aim to align roles with qualifications, inconsistencies persist—some employees report being assigned to areas outside their competencies. Taken together, these conditions illustrate that motivation at BKPSDM Gresik is not merely a personal trait—it is driven by how comprehensively the organization supports its staff. A positive work environment, well-maintained facilities, and thoughtful placement are not peripheral; they are essential elements that sustain employee engagement and drive performance in the public sector.

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