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MOTIVATION MEDIATIONAL PATHWAY: FROM SELF-EFFICACY AND NON-PHYSICAL WORK ENVIRONMENT TO STATE CIVIL APPARATUS PERFORMANCE

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Abstract

This study examines the mediation path of motivation in linking self-efficacy and the nonphysical work environment to the performance of the State Civil Apparatus. The research was conducted using a quantitative approach. The population consisted of 90 employees of AK-Tekstil Solo, with stratified sampling from the population resulting in a sample of 61 respondents. Data were collected through questionnaires and analyzed using a structural equation modeling (SEM) approach assisted by the SmartPLS version 3 application. The results show that self-efficacy positively and significantly affects motivation and performance. The nonphysical work environment positively and substantially affects motivation but not performance. Motivation positively and significantly affects performance. Path testing revealed that motivation failed to mediate self-efficacy on performance, whereas motivation showed a perfect mediating effect between the nonphysical work environment and performance. Self-efficacy contributes directly to performance, while the intangible aspects of the work environment contribute only indirectly by enhancing motivation, which implies that boosting confidence needs to be strengthened directly, and building a motivational climate is vital to improving employee outcomes.

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INTRODUCTION

The State Civil Apparatus is a human resource that is an essential asset of the state and is continuously required to make the best contribution when the needs and direction of organizational ideals are carried out. (Vitapamoorthy et al., 2021)The calling in service is to produce unusual but still easy-to-implement problem-solving ideas. Human resources have a vital role not only in ensuring an organization's survival but also in enabling the various other resources needed by the organization and achieving a competitive advantage. (Hermansyah et al., 2022). Understanding the factors influencing public apparatus performance is crucial for optimizing their roles and revealing the interrelationships between elements that shape their daily lives.

The current disruptive era is rife with intense global competition, requiring government bureaucracies to make continuous changes to ensure the smooth running of their operations. The success and efficiency of a government system are highly dependent on the optimal management of human potential and fiscal assets controlled. (Abalaka J.N et al., 2025)Every organization prioritizes cultivating and maximizing the management of existing human resources so that the best work results can be consistently displayed every time. (Panjaitan & Kustiawan, 2022). Performance is a key determinant of the success and sustainability of an organization. (Sapta et al., 2021)This implies that performance does not solely impact short-term achievements but determines how an organization can survive and continue to develop in every challenge. Employee performance is an essential element that needs to be the primary focus in every public organization because of its strategic role in supporting the organization's overall success. (Kara et al., 2021)It is essential to underscore the development of human potential as a fundamental asset that performs all organizational functions. Public service reforms have long been geared toward establishing a meritocratic system and instilling a performance culture, which has markedly improved public servants' working standards. (Ferede et al., 2025). This experience emphasizes the urgency of systematic transformation in managing human potential in the public sector, involving various individual factors and psychosocial conditions that support high performance. Organizational performance is, in principle, an accumulation of the overall work of each individual, so that the success and decline of the organization are reflected in the members' work. It also requires good organizational governance as a way to achieve organizational goals. (Amrainy & Nawangsari, 2021).

An understanding of performance forms the initial foundation for examining the strategic role of civil servants for public organizations. Performance can be understood as a measure of job success, describing how well a person completes their duties. Accomplished tasks or unfulfilled responsibilities reflect an individual's overall performance. (Manuari & Cahyadi Putra, 2024). Performance is a record of work results from a quantitative and qualitative perspective, as a description of performance against the mandated tasks. (Lathiifa & Chaerudin, 2022). In its implementation, performance does not stand alone but is determined by many factors, including individual skills or values, work climate, and motivation. (Errida & Lotfi, 2021). Self-efficacy belongs to the category of individual values because it is a mental strength and behavioral display derived from one's efforts with strong self-confidence to complete specific tasks. Self-efficacy reflects an individual's confidence regarding their capacity for selecting an approach to act and translating it into tangible outcomes until the objective is accomplished. (Nanjundeswaraswamy *et al*., 2023). Individuals with strong self-efficacy tend to rely on their capabilities when encountering obstacles, unlike those with weak self-efficacy, who may reduce or even ignore their efforts to address difficulties. (Demir, 2020).

The next influential factor included in the work climate is the non-physical work environment. Factors that speak of the psychosocial aspects of the work environment are connected to social interactions, organizational conditions, and job content, all of which can affect individual well-being and performance in the workplace (Agaba et al., 2020). Shammout (2022) stated that both physical and non-physical work environments that are conducive and pleasant significantly increase motivation

and performance. The absence of emotional, psychological, and social support indicates the weak quality of the non-physical work environment (Prillia & Marianti, 2024), even though the majority of workers' active time is spent there, considering that most of the time at home after working hours is consumed by rest. Hence, the space for social interaction outside of work becomes relatively less and more in the workplace. Constructive and open interactions among employees reduce potential conflicts and enhance work focus, whereas excessive workloads and unrealistic time allocations trigger stress that directly harms performance (Siregar et al., 2025). From this set of factors, motivation emerges as an essential aspect that underlies performance and is always relevant as the main driver. Individuals with high self-confidence usually have strong motivation to achieve their desires (Hadi, 2023), while a good nonphysical work environment will bring positive emotions, encouraging motivation to have a meaningful impact on performance success (Sadewo et al., 2021). Motivation is defined as a driver that is owned. It spurs a person, underlying the effect on behavior due to various efforts to achieve desires and meet needs that are fought optimally (Karuniawati et al., 2022). Without motivation, a high work passion for completing tasks according to the organization's demands will not be achieved (Lestari & Manuati Dewi, 2023). According to Maslow's hierarchy theory, motivation is placed as a mediator in this paper because of its responsiveness to self-efficacy as a reflection of self-actualization and the non-physical work environment that reflects social and esteem needs, thus presenting a novel understanding of the indirect path of fulfilling multilevel needs to achieve peak performance (Muvida & Almanshur, 2022).

The effect of self-efficacy on performance has been studied in several previous scientific examinations. The findings of (Fahmi, 2021) Examination reveals that self-efficacy is one of the many factors that play a significant role in improving performance, where a person will perform at the highest level when their confidence and belief are strong that their abilities are sufficient to complete the task, and ultimately impact performance. The findings of Satria (2022) Reveal self-efficacy demonstrating significant impact with positive influence direction regarding performance, aligning with studies from Rossiandy and Indradewa (2023) and Hadi (2023). Unlike Fauziyyah and Rohyani (2022), who found that self-efficacy did not significantly affect performance in their research. These results raise doubts about the significance of the effect of self-efficacy on performance. The following hypotheses are formulated:

H_1: Self-efficacy contributes positively and significantly to performance.

Research conducted by Marlius and Sholihat (2022) Confirms that a supportive work environment contributes significantly to enhancing performance outcomes, a view that is similarly supported by Agaba et al. (2020). Different results were revealed by Fauziyyah and Rohyani (2022) Who found that the non-physical work environment did not affect performance, which was similar to Febrian and Alfiyanti (2023), who stated that the physical and nonphysical work environment had no effect on performance. As such, the following hypotheses are proposed in this study:

H_2: A nonphysical work environment contributes positively and significantly to performance.

Previous research has stated that there was a positive and significant influence between motivation and performance by Satria (2022). Unlike Fahmi (2021), who concluded that motivation in the workplace did not show a statistically significant impact on performance. Based on the explanation above, the following hypotheses are formulated:

H_3: Work Motivation contributes positively and significantly to performance.

An examination linking self-efficacy with motivation was conducted by Satria (2022) The findings show that self-efficacy has a positive and significant effect on motivation. Similar to Suciningtyas and Masrokhah (2022)Research conducted by Rossiandy and Indradewa (2023) In private schools, teachers reached the same conclusion. Meanwhile, Fahmi (2021) Stated that self-efficacy has no significant effect on motivation. The following hypotheses are formulated:

H_4: Self-efficacy contributes positively and significantly to motivation

Putri (2022) Stated that there is a significant positive effect of work environment on motivation, supported by the research findings of Palyaky et al. (2023) and Prillia and Marianti (2024), who reported similar results. Contrary results were revealed by Pacheco *et al*. (2020), who asserted that there is no evidence of a direct effect of the non-physical work environment on motivation. The hypotheses formulated in this study are as follows:

H_5: A non-physical work environment contributes positively and significantly to motivation.

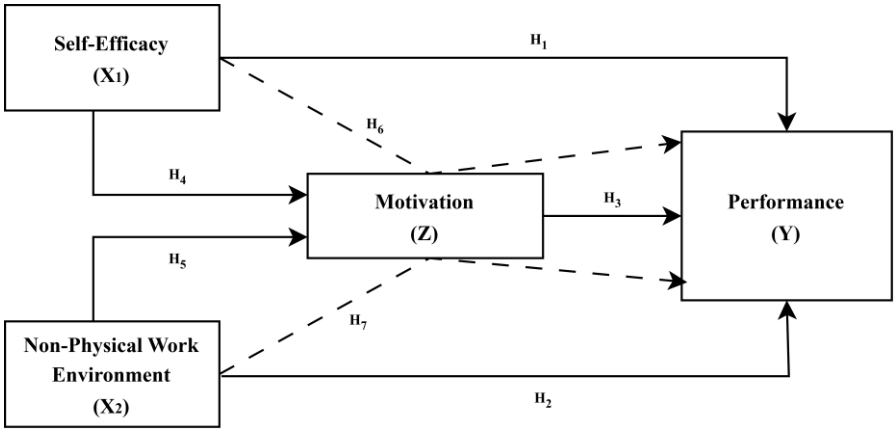
Research that examines the role of motivation as a mediator between self-efficacy and performance was conducted by Satria (2022) and also by Muvida and Almanshur (2022) This showed that motivation can mediate the effect of self-efficacy on performance. This opinion contradicts the findings of Fahmi (2021) and the results of Rossiandy and Indradewa (2023), who found that motivation failed to mediate self-efficacy on performance. The following hypotheses are formulated:

H_6: Self-efficacy exerts a significant influence on performance when mediated by motivation.

Variations in results concerning motivation's function as an intermediary between the nonphysical work environment and performance were observed by Karuniawati et al. (2022); Palyaky et al. (2023), suggesting that a nonphysical work environment significantly influences performance when mediated by motivation, as opposed to Pacheco et al. (2020) Who revealed that motivation cannot significantly mediate between the work environment and performance. Based on this description, the following hypotheses are formulated:

H_7: The non-physical work environment contributes significantly to performance when mediated through motivation.

Few studies have explored motivation as an intervening agent while combining self-efficacy, nonphysical work environment, and performance in one model. This research aims to expand theoretical and practical understanding and open opportunities for exploring other variables.



Source: Research Data, 2025

Figure 1. Research Framework

RESEARCH AND METHODS

This study adopted a quantitative approach, using a population of 90 employees at AK-Tekstil Solo, one of the vocational colleges under the Ministry of Industry. (AK-Tekstil Solo, 2025). Stratified sampling was chosen as a sampling technique to ensure the representation of population characteristics and increase the accuracy of the generalization of the results. (Mushofa *et al*., 2024). The inclusion criteria were the status of employees as state civil servants with at least one year of service, so 62 potential respondents were selected. A closed questionnaire with a Likert scale of 1-5 was circulated to the respondents.

Sample size estimation was conducted using the criteria suggested by Hair *et al*. (2021) For PLS-SEM analysis, the 10 times rule approach was used. This approach requires the number of samples to be at least ten times greater than the number of structural paths to the dependent variable. This study has three structural paths; therefore, 30 respondents are required. Alternatively, the sample size can also be based on the most formative indicators in one construct, namely five indicators, so at least 50 respondents are needed. Realizing that the research model is primarily a formative construct, the second approach is more relevant. With 62 respondents, the sample size passed the statistical adequacy requirements for further analysis with Partial Least Squares Structural Equation Modeling (PLS-SEM) assisted by the SmartPLS application.

The variables focused on in the model are detailed in terms of self-efficacy and non-physical work environment as exogenous variables, performance as an endogenous variable, and motivation acting as a mediating variable. Self-efficacy assessments, namely, previous personal experience of success, experience of the success of others, verbal persuasion, and physiological state, are adapted from Fahmi (2021) Items. The non-physical work environment is adopted from the Fauziyyah and Rohyani (2022) Statement items include the relationship between level coworkers, superiors, and employees and employee cooperation. Performance measures include service orientation, commitment, work initiative, collaboration, and leadership, based on indicators from Hadi (2023). Motivation mapping was adjusted from Fahmi (2021) Items, namely, physiological needs, security, social needs, appreciation, and self-actualization.

The analysis was conducted using the PLS-SEM method through the SmartPLS 3 application. This process includes the evaluation of the outer and inner models. The outer model measures convergent validity, discriminant validity, construct reliability, and multicollinearity. Inner model to test whether the data fit the hypotheses through collinearity assessment, path coefficient significance, R^2 values, effect size (f^2), predictive relevance (Q^2), and a complete goodness of fit (GoF) test for model fit. Hypothesis testing and mediation analysis were conducted using bootstrapping techniques to evaluate the significance of the relationships between constructs.

RESULTS AND DISCUSSION

Sixty-one respondents who met the population characteristics were collected through questionnaire distribution and verified for further analysis. These data reflect various respondent characteristics relevant to the research, including gender, age group, education level, and tenure. This demographic information provides an initial overview of the respondents' profiles and enables comprehensive insight regarding how these variables might impact research findings. Table 1 provides a detailed summary of the respondent profiles.

Table 1.
Respondent Information Overview

Respondent Traits	Classification	Total	Percentage
Gender Identity	Female	24	39
	Male	37	61
	Total	61	100
Age	20-30	16	26
	31-39	28	46
	40-56	11	18
	>56	6	10
	Total	61	100
Education	D3	6	10
	S1/D4	19	31
	S2	35	57
	S3	1	2

Continue:

	Total	61	100
Length of work	0-5	18	29
	6-10	26	43
	11-20	10	16
	21-30	1	2
	>30	6	10
	Total	61	100

Source: Research Data, 2025

Most respondents in this study were male at 61 percent, shaping perspectives from a predominantly male viewpoint. The 31-39 age group dominated at 46 percent, reflecting a productive career phase and emotional maturity. Education levels were primarily master's degrees at 57 percent, potentially influencing confidence and academic perspectives on the work environment. Work experience ranged from 6 to 10 years at 43 percent, indicating adaptation and a solid understanding of the work system and organizational dynamics.

The first stage of evaluating the outer model, namely, the validity and reliability tests, is presented in Table 2.

Table 2.
Validity and Reliability Measurements

Variable	Indicator	Loading Factor	Cronbach's Alpha	Composite Reliability	AVE
Self-Efficacy	ED1	0,797	0,733	0,829	0,549
	ED2	0,666			
	ED3	0,784			
	ED4	0,707			
Non-Physical Work Environment	LKN1	0,845	0,771	0,867	0,685
	LKN2	0,75			
	LKN3	0,882			
Motivation	MT1	0,704	0,820	0,873	0,580
	MT2	0,687			
	MT3	0,747			
	MT4	0,841			
	MT5	0,818			
Performance	KN1	0,821	0,851	0,893	0,627
	KN2	0,837			
	KN3	0,769			
	KN4	0,767			
	KN5	0,761			

Source: Research Data, 2025

Convergent validity according to Hair *et al*. (2021) It is measured by the criterion that the loading factor of the statement item exceeding 0,7 is considered feasible. Suppose the loading factor ranges from 0,5 to 0,7. In that case, the statement item can still be used if it does not affect composite reliability, and a value of 0,5 means that the statement item explains more than 25 percent of the construct variability. Next, the AVE value is used to determine whether each variable is valid, with the condition that it must be more than 0,50 to be considered reasonable. Referring to the processed data, each indicator has a loading factor exceeding 0,70 and 0,50, so it can be agreed that all indicators remain relevant for use. In addition, the AVE analysis shows that each variable construct has achieved validity, with a value above 0.50, indicating measurement reliability.

In addition, Cronbach's alpha and composite reliability are used to test the reliability of indicators in variables. According to Hair *et al*. (2021), these are limitations to Cronbach's Alpha as a measure of reliability; thus, it is encouraged to refer more to Composite Reliability as a basis for measuring the internal consistency of a model. The ideal limit for the Cronbach's Alpha and Composite Reliability values is 0,7, with higher reliability indicating a better value. In Table 2, there is

no Cronbach's Alpha value below 0,7, so it can be concluded that the reliability of the construct as a whole is acceptable with ideal standards.

The discriminant validity test was performed by integrating three criteria: Fornell-Larcker, cross-loadings, and HTMT. This approach provides more complete and more substantial evidence of model validity. The validity test of Fornell-Larcker is shown in Table 3.

Table 3.
Fornell-Larcker Discriminant Validity Test

	AVE	$\sqrt{AVE}$	ED	KN	LKN	MT
Self-Efficacy	0,549	0,741	0,741			
Performance	0,627	0,792	0,665	0,792		
Non-Physical Work Environment	0,685	0,828	0,496	0,656	0,828	
Motivation	0,580	0,762	0,489	0,656	0,709	0,762

Source: Research Data, 2025

Construct separation testing with the Fornell-Larcker criterion has the provision that the AVE square root of each construct must be greater than its correlation with other constructs. (Wiranata *et al*., 2024)The data processing results in Table 3 support the fact that all constructs have met the criteria, so it should be agreed that discriminant validity is guaranteed.

The validity of the discriminant can also be evaluated through cross-loading analysis, namely, by comparing the loading value of each indicator on its original construct with the loading value of the same indicator on other constructs. Wiranata *et al*. (2024) Stated that an indicator is declared to meet discriminant validity if its loading value on the construct it belongs to is higher than its loading on other constructs. The analysis results in Table 4 conclude that all indicators show the highest loading value on the appropriate construct and lower on other constructs, thus strengthening discriminant validity in the tested model.

Table 4.
Cross-Loadings Discriminant Validity Test

	Self-Efficacy	*Performance*	*Non-Physical Work Environment*	*Motivation*
ED1	0,797	0,594	0,460	0,546
ED2	0,666	0,378	0,132	0,237
ED3	0,784	0,557	0,417	0,284
ED4	0,707	0,377	0,394	0,294
LKN1	0,427	0,604	0,845	0,578
LKN2	0,383	0,419	0,75	0,479
LKN3	0,424	0,584	0,882	0,682
KN1	0,558	0,821	0,591	0,58
KN2	0,594	0,837	0,493	0,569
KN3	0,449	0,769	0,381	0,434
KN4	0,464	0,767	0,648	0,507
KN5	0,551	0,761	0,452	0,488
MT1	0,324	0,451	0,452	0,704
MT2	0,354	0,387	0,317	0,687
MT3	0,308	0,413	0,629	0,747
MT4	0,456	0,612	0,683	0,841
MT5	0,406	0,588	0,539	0,818

Source: Research Data, 2025

(Hair et al., 2021) Emphasized that the Heterotrait-Monotrait (HTMT) value is a more prioritized measure when ensuring that the constructs in a separate model are clear and do not interfere. Although Fornell-Larcker criteria and cross loadings remain essential, the HTMT size is a

key measurement step. Table 5 provides the results of the HTMT test for discriminant validity between constructs.

Table 5.
Heterotrait-Monotrait Discriminant Validity Test

	ED	KN	LKN	MT
Self-Efficacy				
Performance	0,806			
Non-Physical Work Environment	0,626	0,790		
Motivation	0,581	0,764	0,854	

Source: Research Data, 2025

Reference to Table 5 highlights evidence that on the whole, the construct pairs have HTMT values that are smaller than the suggested threshold of 0,85. The existence of an HTMT value of 0,854, which slightly exceeds the ideal limit, still falls within an acceptable range, as it is not close to the highest threshold of 0,90, indicating significant overlap between constructs. (Hair et al., 2021). Discriminant validity between constructs can still be achieved.

Although not mandatory, the collinearity test is also included at the outer model stage to detect collinearity between indicators within the same construct. This test is still essential as an anticipatory step to ensure that the indicators do not influence each other excessively, potentially destabilizing the measurement of the construct. The model is determined to be free from multicollinearity if there is no Variance Inflation Factor (VIF) value above 5 (Hair et al., 2021). We conclude that all VIF indicator values are within safe limits based on the data processing results. The self-efficacy indicator has a VIF value between 1,348 and 1,567; the non-physical work environment ranges from 1,430 to 1,828; Performance is in the range of 1,854 to 2,981; and motivation has a VIF value between 1,564 and 2,381. This evidence ensures no overlap between each indicator used to measure each variable, so the measurement model can be considered stable and worthy of further analysis in the inner model stage.

As an initial step during the inner model's measurement stage, a collinearity test is carried out to ensure that there is no high correlation between the construct and the model. Hair et al. (2021) We strongly recommend that a VIF value below 3 is ideal; thus, a VIF value exceeding 5 indicates a problem and that the model needs to be corrected. Table 6 provides an overview of the multicollinearity test performed.

Table 6.
Variance Inflation Factor

	ED	KN	LKN	MT
Self-Efficacy Performance		1,397		1,327
Non-Physical Work Environment		2,138		1,327
Motivation		2,116		

Source: Research Data, 2025

Table 6 shows that each construct's VIF value does not exceed 5. This is perfect because all of them are below 3, which ensures that multicollinearity issues remain absent throughout the internal framework.

The calculation of the determinant coefficient found that the variables of self-efficacy and nonphysical work environment explained most of the variability of performance and motivation constructs. The R-square value of the performance variable of 0,618 reflects self-efficacy variables and nonphysical environment can explain 61,8 percent of its variability, and the remaining 38.2 percent is accounted for by other factors not included in the model. The R-square value of the motivation is 0,528, which means that 52,8 percent of motivational variability can be attributed to self-

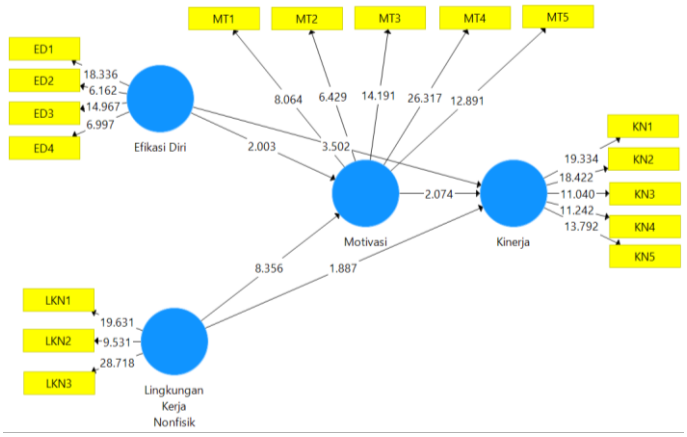
efficacy and nonphysical work environment, and the remaining 47,2 percent is accounted for by other factors not present in the existing model.

Examining the predictive relevance of the model (Q^2) through the blindfolding procedure resulted in an adequate Q-square value for the motivation construct of 0,274 and a high value for the performance construct of 0,352. These results imply that the model has a relatively strong predictive capability for both constructs. Combining self-efficacy and nonphysical work environment contributes to predicting motivation as a mediating variable and strengthens its influence on performance. Thus, the presence of motivation in the structural model strengthens the predictive path of the constructs of self-efficacy and nonphysical work environment to performance.

The F-square measurement shows that self-efficacy has a moderate effect on performance with a value of 0,30. The non-physical work environment and motivation had a relatively weak impact on performance, with values of 0,084 and 0,093, respectively. In influencing motivation, self-efficacy made a small contribution with a value of 0,053. At the same time, the non-physical work environment showed a powerful influence with a value of 0,611, signaling its dominant role in shaping motivation.

In addition to examining predictive relevance through Q-square analysis, which focuses on the model's ability to predict individual constructs, Goodness of Fit (GoF) analysis is also included to assess the overall fit between inner and outer models. The GoF was measured based on the square root of the product of the average AVE value and the average R-squared value of all constructs affected in the model. (Chin et al., 2020). There are 3 levels of GoF scores, namely small for GoF with a score of 0,1, medium at a score of 0,25, and large for a score of 0,36, reflecting how well the model is statistically and theoretically fulfilled. Based on the average AVE of 0,604 and the average R-square of 0,573 from the performance and motivation constructs, a GoF value of 0,588 was obtained. This value is in the large category, indicating that the model exhibits a superb fit overall. This high GoF value also demonstrates that the model has good structural validity and can describe the interrelationship of constructs according to the research objectives, namely, explaining the effect of self-efficacy and non-physical work environment on motivation and performance.

Figure 2 shows the inner model of the data processing estimation, which was created in SmartPLS 3 software.



Source: Research Data, 2025

Figure 2. Inner Model

The measurement of path coefficients and indirect effects through the bootstrapping procedure requires the achievement of statistical criteria. According to the opinion of Hair et al. (2021)The ideal t-statistic value is that agreement should exceed 1,96 with a probability value not exceeding the 0,05 threshold. For the test results regarding the 7 proposed hypotheses, please see Table 7.

Table 7.
Hypotheses Checking

	Hypotheses	Original Sample	T-statisics	P-values	Decision
	Direct Effect				
H_1	Self-Efficacy → Performance	0,400	3,502	0,001	Accepted
H_2	Non-Physical Work Environment → Performance	0,262	1,887	0,060	Rejected
H_3	Motivation → Performance	0,275	2,074	0,039	Accepted
H_4	Self-Efficacy → Motivation	0,182	2,003	0,046	Accepted
H_5	Non-Physical Work Environment → Motivation	0,619	8,356	0,000	Accepted
	Indirect Effect				
H_6	Self-Efficacy → Motivation → Performance	0,050	1,282	0,201	Rejected
H_7	Non-Physical Work Environment → Motivation → Performance	0,170	2,006	0,045	Accepted

Source: Research Data, 2025

The testing of the first hypothesis shows a significant positive relationship between self-efficacy and performance, with an original sample value of 0,400, a T-statistic value of 3,502, and a P-value of 0,001. Each time employee self-efficacy is strengthened, performance will also increase significantly. When an employee strongly believes in their ability to complete a task, a more optimal work performance is likely observed. Beliefs rooted in previous successful experiences encourage employees to set more challenging work standards, exert greater effort, and remain resilient when encountering obstacles. Focusing on results, mental toughness, and staying clear-headed under pressure will directly affect improved performance. This finding agrees with the results of Satria (2022); Fahmi (2021); Rossiandy and Indradewa (2023); and Hadi (2023).

The following analytical findings reveal the original sample of 0,262, T-statistics of 1,887, with P-values of 0,06 exceeding the significance limit agreement of 0,05, so the relationship cannot be declared significant even though the direction of influence is positive between the non-physical work environment and performance. The second hypothesis was rejected because the findings revealed that the social dimension of the workplace tends to be positive but does not significantly impact performance. A collaborative atmosphere, harmonious relationships among colleagues, and leadership support are recognized as providing psychological comfort that is not enough to boost performance directly. Positive social dynamics do not automatically increase a sense of responsibility, focus on achieving targets, or the effectiveness of team collaboration. Internal factors such as individual competencies and motivational drives are more dominant in shaping performance constructs than social interactions in the work environment. This indicates that performance enhancement requires intrinsic motivational mechanisms rather than external social facilitation. This provides a new view that a social atmosphere may be conducive and is certainly always expected, but it is not likely that these conditions will significantly improve performance. This finding is consistent with the results of Fauziyyah and Rohyani (2022) and similar to the findings of Febrian and Alfiyanti (2023).

The third hypothesis is accepted; the test outcomes demonstrate that the value of the original sample is 0,275, T-statistics of 2,074, and P-values of 0,039, indicating that motivation exerts a notable and favorable impact on performance. Research results from Satria (2022) Support these findings. Motivation arising from various drives, such as financial sufficiency and a sense of security in employment, for example, is proven to be a driving force in optimizing performance. Increased motivation directly improves employee performance. This occurs through heightened goal commitment and sustained behavioral persistence toward task completion.

The original sample value of 0,182, T-statistics of 2,003, and P-value of 0,046, as shown in Table 7, indicate that self-efficacy significantly positively affects motivation, so the fourth hypothesis is accepted. The acceptance of this hypothesis confirms that the psychological construct of self-efficacy has a substantive influence on employees' motivational aspects; the higher the self-efficacy,

the more motivated employees are. A strong belief in one's capacity based on one's track record of success and a sense of equality of ability with peers will develop a stronger self-drive to continue to grow within the scope of performance. This finding is directly proportional to the conclusions from Satria (2022), Suciningtyas and Masrokhah (2022), and research results from Rossiandy and Indradewa (2023).

The analysis shows that the nonphysical work environment has a significant impact, with a direction of influence that is also positive on motivation, supported by evidence of the original sample, which is 0,619, T-statistic reaching 8,356, with a P-value of 0,000. The fifth hypothesis receives validation and aligns with the findings of Putri (2022); Palyaky et al. (2023); and the investigative outcomes of Prillia and Marianti (2024). Superior psychosocial occupational atmosphere correlates with enhanced motivational factors exhibited by staff members throughout professional contexts. Leadership support and affirmation create a psychological climate that spurs motivation, which agrees with human needs for recognition of work results. Respect for each other in daily interactions establishes a sense of security that allows employees to explore their potential without worrying about rejection or criticism. A work environment full of support like this is a fertile ground for the growth of motivation because employees feel comfortable and are encouraged to give their best.

Path analysis results show that motivation has a positive but insignificant direction of influence when mediating between self-efficacy and performance. The results show the original sample value of 0,05, the T-statistic value of 1,282, which does not reach the threshold of not less than 1,97, and the P-value of 0,201 fails to fulfill the threshold of significance, leading to the rejection of the sixth hypothesis. Although self-efficacy has been proven to affect performance positively through motivation, motivation does not significantly improve performance. The impact of self-efficacy on performance runs directly, without having to go through the motivational mechanism as an intervening variable. Individuals' belief in their ability to complete tasks, overcome challenges, and equal the achievements of others can encourage productive performance directly, without the need to strengthen motivation first. Self-efficacy acts as a direct determinant because individuals with high levels of efficacy tend to take more initiative, set challenging goals, and show persistence in the face of obstacles, characteristics that are inherent in effective work behavior. This pattern reflects the immediacy of efficacy beliefs in activating behavioral responses without requiring sequential motivational processing, which is consistent with those of Fahmi (2021) And the result from Rossiandy and Indradewa (2023).

The seventh hypothesis is accepted, and motivation has a positive and significant effect when mediating the non-physical work environment and performance. Acceptance of the hypothesis is supported by the original sample value of 0,17, the T-statistics of 2,006, and the P-values reaching 0,045. This relationship has perfect mediation because the direct effect test results are statistically insignificant. The non-physical work environment reflected in the quality of social relationships, supervisor support, or a culture of mutual respect plays a vital role in shaping employee motivation. This emphasizes that a comfortable working atmosphere can be a trigger to encourage enthusiasm and commitment at work. Still, interestingly, this does not necessarily improve performance, but it must lead to the formation of motivation. Motivation transforms the work atmosphere into productive behaviors, such as responsibility, achievement focus, and effective collaboration. This process occurs because external environmental factors require internal psychological activation to translate into measurable performance outcomes. This finding is consistent with the research of Karuniawati et al. (2022) and Palyaky et al. (2023), who confirmed the same findings.

CONCLUSION AND SUGGESTIONS

Performance improvement is significantly influenced by individual psychological factors, especially self-efficacy, which directly and independently influences performance. Meanwhile, the non-physical work environment does not significantly affect performance, but plays an important role indirectly through increased motivation. The results also indicate that self-efficacy significantly increases motivation, although motivation cannot mediate the relationship between self-efficacy and performance. This shows that self-efficacy works directly without requiring an intermediary role to influence performance. In contrast, the non-physical work environment significantly affected motivation, and motivation perfectly mediated this effect on performance. Motivation is the crucial link that converts the influence of the non-physical work environment into improved performance. This finding confirms that the best strategy for improving performance is optimizing the non-physical work environment that can encourage motivation. Motivation was the key to bridging the relationship between working conditions and work outcomes.

The study's limitation lies in the homogeneous sample used. Since all respondents are employees of the same institution with relatively similar work systems and cultures, the results may not be generalizable to organizations with different work environments or staffing structures. *(Hair et al*., 2021). The finding that motivation does not significantly mediate the self-efficacy–performance relationship aligns with social cognitive theory, which posits that an individual's belief in their abilities creates a strong direct pathway to behavior and performance through inherent goal-setting and persistence mechanisms, rendering additional mediation ineffective (Bandura, 1997). Future researchers are advised to test similar models on more diverse samples, varying across organizational sectors, employment status, and work types. Exploration of alternative mediating variables, such as work engagement or job satisfaction, in subsequent studies may yield a more integrative understanding, as these constructs have been identified in the literature as psychological factors that facilitate links between individual characteristics and work outcomes.

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