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## Improving the Performance of Family Planning Counselors: An Analysis of Motivation, Work Environment, and Job Satisfaction

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**Abstract:** Performance is a crucial aspect in determining the effectiveness and productivity of employees, including Family Planning (KB) counselors who play a direct role in community services. In the context of public organizations, factors such as work motivation, work environment, and job satisfaction become key determinants that influence employee performance. This article reviews the influence of motivation, work environment, and job satisfaction on performance, both directly and indirectly through the mediating variable of job satisfaction. The writing of this scientific article uses a qualitative method with a literature study (library research) approach based on various national and international research findings related to human resource management in the public sector. The results of this literature review show that: (1) Motivation has a positive effect on performance; (2) The work environment has a positive effect on performance; (3) Job satisfaction has a positive effect on performance. Based on these findings, it can be concluded that increasing motivation and creating a conducive work environment will enhance the job satisfaction of Family Planning counsellors, which in turn leads to an overall improvement in performance.

**Keywords:** Motivation, Work Environment, Job Satisfaction, Performance.

### INTRODUCTION

Human Resources (HR) is the most valuable asset of any organisation, as it is humans who are capable of driving and optimising other resources. According to Kaswan (2012), HR management plays a strategic role in achieving an organization's competitive advantage. HR personnel are not only policy implementers but also the key drivers that determine an organization's success in achieving its goals. In organizational activities, one of the important indicators of successful HR management is employee performance. Performance reflects the quality and quantity of an individual's work in accordance with the responsibilities assigned. Hasibuan (2016) explains that performance is the work result achieved by an individual in carrying out the tasks assigned, based on ability, experience, effort, and time. Similarly, Mangkunegara (2017) emphasizes that performance is the quality and quantity of work achieved by an employee in carrying out their tasks according to the given responsibilities.

Factors that influence performance include motivation, work environment, ability, and organizational support.

Several key factors that may affect employee performance include work motivation, work environment, and individual satisfaction. First, job satisfaction has a strong relationship with performance. Employees who feel satisfied with their work tend to be more motivated to achieve optimal results. Rivai (2015) explains that good performance is a reflection of job satisfaction and an individual's commitment to the organization. Satisfaction with work, recognition, and a supportive work environment can encourage employees to deliver the best outcomes expected by the organization.

Second, the work environment is also a crucial factor determining the level of performance. A conducive work environment creates a comfortable, safe, and supportive atmosphere that helps employees complete their tasks effectively. Sutrisno (2016) defines the work environment as all facilities and conditions surrounding employees that influence task completion, such as workspace layout, cleanliness, lighting, interpersonal relationships, and overall work atmosphere. A healthy work environment can increase work enthusiasm and concentration, while an unsupportive environment may cause stress and reduce productivity.

Third, work motivation serves as the main driving force that encourages individuals to carry out their tasks optimally. According to Mangkunegara (2016), motivation is a condition or energy that drives a person to achieve organizational goals. Meanwhile, Hasibuan (2016) defines motivation as the provision of a driving force that creates enthusiasm for work, enabling individuals to work effectively and in an integrated manner toward shared goals. Thus, employees with high motivation tend to demonstrate better performance, greater discipline, and stronger organizational loyalty.

In government institutions, improving employee performance is crucial because it directly affects the quality of public services. One institution with a strategic role in community service is the BKKBN Representative Office, which is responsible for implementing national policies and programs related to family development, population, and family planning (Bangga Kencana). Family Planning (KB) counsellors serve as the frontline actors in implementing these programs in the field. They play a role in educating, assisting, and motivating communities to adopt planned and prosperous living behaviours.

Based on the above background, this study aims to examine the influence of motivation, work environment, and job satisfaction on the performance of Family Planning counselors through a literature review approach.

### **Formulation of Problem**

Based on the above background, the problem formulation in this literature article is as follows:

1. Does work motivation affect the performance of Family Planning (KB) counselors?
2. Does the work environment affect the performance of Family Planning (KB) counselors?
3. Does job satisfaction affect the performance of Family Planning (KB) counselors?

The purpose of writing this human resource management literature review article is to develop hypotheses that can be used in future research regarding the influence of motivation, work environment, and performance on the job satisfaction of Family Planning (KB) counselors.

### **Review of Literature**

#### **Motivation**

Motivation is one of the key elements that drives human resources or employees to deliver their best performance in supporting the success of organizational programs, as well as serving as a stimulus that creates enthusiasm in carrying out tasks. According to Nawawi (2015), motivation is a condition that encourages or becomes the reason a person performs certain

actions or activities consciously. Based on this definition, motivation enables human resources to carry out their tasks willingly and consciously. Activities performed may not always be preferred and may even be done out of obligation due to professional demands.

Karyoto (2016) defines motivation as a driving force. Something given a driving force will inevitably move. In organizations, motivation is applied to encourage employees so that they work enthusiastically, as enthusiasm can support the achievement of organizational goals. Fahmi (2016) further explains that work motivation refers to behavioural activities aimed at fulfilling desired needs.

According to Sedarmayanti (2017), work motivation is the willingness to exert high levels of effort toward organizational goals, conditioned by the ability of such effort to satisfy individual needs. Meanwhile, Hamali (2016) describes work motivation as a potential force within a person that can be developed internally or through external influences, mainly involving monetary and non-monetary rewards offered in the workplace.

Hafidzi et al. (2019) argue that motivation provides driving energy and work spirit, enabling employees to work cooperatively, effectively, and with integrity to achieve satisfaction. Motivation serves as a primary driver that encourages employees to work, with indicators such as physiological needs, safety needs, social needs, esteem needs, and the need for achievement.

### **Work Environment**

According to Sudaryo (2018), the work environment is the setting in which employees perform their daily activities. A conducive work environment provides a sense of safety and enables employees to work optimally. Afandi (2016) states that the work environment encompasses everything surrounding employees that influences them in completing their tasks, such as temperature, humidity, ventilation, lighting, noise, cleanliness, and the adequacy of work equipment.

Asriel et al. (2015) describe the work environment as everything around employees that influences their task performance and serves as the center of administrative activities and information control. Meanwhile, Sunyoto (2012) defines the work environment as anything around employees that affects them while carrying out assigned responsibilities, including cleanliness, music, lighting, and other factors.

According to Mangkunegara (2017), the work environment consists of all tools, equipment, materials, and the surrounding conditions in which employees work, including work methods and work arrangements as individuals or groups. Sedarmayanti (2017) highlights that the work environment includes all tools, materials, surroundings, work methods, and arrangements that influence employee performance either individually or collectively.

Based on Sedarmayanti (2017) and Afandi (2016), the work environment includes everything around employees that can affect them in performing duties. A positive work environment fosters comfort and enhances productivity. Indicators of the work environment include: Lighting, Air circulation, Noise level, Cleanliness and orderliness then Comfort and safety.

### **Job Satisfaction**

According to Robbins and Judge (2017), job satisfaction is a positive feeling about one's job, resulting from an evaluation of its characteristics. Satisfied employees show positive attitudes toward their work, whereas those who are dissatisfied show negative attitudes. Luthans (2011) explains that job satisfaction is the outcome of an individual's perception of how well their job fulfills their needs and personal values. This satisfaction is emotional in nature and is influenced by environmental factors, rewards, and social relationships in the workplace.

Hasibuan (2016) defines job satisfaction as a person's emotional response to their job, including work situations, relationships among employees, and relationships with supervisors.

Job satisfaction reflects whether an individual likes or dislikes their job. According to Mangkunegara (2017), job satisfaction is the pleasant or unpleasant feeling employees experience regarding their job. Factors influencing job satisfaction include the job itself, salary, promotion, supervision, and co-worker relationships.

Handoko (2012) describes job satisfaction as an emotional state, either pleasant or unpleasant, through which employees view their work. High satisfaction increases morale and loyalty, whereas dissatisfaction may reduce performance and increase turnover. Afandi (2016) adds that job satisfaction represents employees’ responses to their job, where satisfaction levels increase if the job provides comfort, safety, and recognition for achievements.

Based on Afandi (2016), Luthans (2011), and Robbins & Judge (2017), job satisfaction can be measured using several indicators, including: Satisfaction with the work itself, Satisfaction with salary, Satisfaction with supervision, Satisfaction with co-workers, Satisfaction with promotion opportunities, Satisfaction with working conditions and Employee

**Performance**

Performance is the result of work completed by employees to fulfil their duties and responsibilities according to the competencies entrusted to them (Nurdin et al., 2023). Employee performance refers to the quality and quantity of work produced, as well as observable behaviors that align with their assigned responsibilities (Sedarmayanti, 2017).

Karyoto (2016) defines performance as the level of achievement of certain tasks in order to attain organizational goals. Moehariono (2012) explains that performance measures are criteria used for direct performance assessment, which are quantitative and measurable (percentages, counts, units, monetary values, etc.).

Similarly, Bangun (2012) states that performance is the work result achieved by an individual according to given requirements. Kasmir (2016) defines employee performance as work results and behaviors demonstrated within a certain period, typically one year. Performance can be measured based on an employee’s ability to complete assigned tasks.

According to Kasmir (2016), employee performance can be measured using six indicators: Quality, Timeliness, Cost efficiency, Supervision, and Interpersonal relations

**Review of Relevant Articles**

Employee performance has been widely studied in previous research, including works by Prastyo et al. (2023), Tamam and Sopiah (2022), Basyid (2024), Shammout (2022), Akhირiani and Risal (2023), Ahmad et al. (2022), Tiwari et al. (2023), Rahmadani and Sampeliling (2023), Salsabila and Suryawan (2022), Fang (2024), and Novianti et al. (2023). The following are the relevant articles:

**Table 1. Research Gap**

No	Author (Year)	Findings	Similarities	Differences	H
1	Prastyo <i>et al</i> (2023)	Motivation has a significant effect on employee performance	Both studies use motivation and performance variables	This previous study did not use work environment and job satisfaction variables, and the sample focused on employees of PT. Avian Brand	<b>H1</b> (International)
2	Tamam dan Sopiah (2022)	Motivation has a positive and significant effect on performance	Both studies use motivation and performance variables	This study did not include work environment and job satisfaction variables, and used samples from various companies	<b>H1</b>

3	Basyid (2024)	Motivation has a positive and significant effect on performance	Both studies use motivation and performance variables	This study did not include work environment and job satisfaction variables and focused on employees of KSP Mandiri	<b>H1</b>
4	Shammout (2022)	Work environment affects employee performance	Both studies use work environment and performance variables	This study did not include motivation and job satisfaction variables and used samples from real estate companies	<b>H2</b> (International)
5	Akhiriani dan Risal (2023)	Work environment affects employee performance	Both studies use work environment and performance variables	This study did not include motivation and job satisfaction variables and focused on employees of the Department of Industry and Trade	<b>H2</b>
6	Ahmad et al (2022)	Work environment does not affect employee performance	Both studies use work environment and performance variables	This study did not include motivation and job satisfaction variables and focused on employees of the Department of Education and Culture	<b>H2</b>
7	Tiwari et al (2023)	Job satisfaction significantly influences employee performance	Both studies use job satisfaction and performance variables	This study did not include work environment and motivation variables and focused on employees in the IT industry	<b>H3</b> (International)
8	Rahmadani dan Sampeliling (2023)	Job satisfaction significantly influences employee performance	Both studies use job satisfaction and performance variables	This study did not include work environment and motivation variables and focused on employees of PT. POS Indonesia	<b>H3</b>
9	Salsabila dan Suryawan (2022)	Job satisfaction and motivation significantly influence employee performance	Both studies use job satisfaction, motivation, and performance variables	This study did not include the work environment variable and focused on employees of PT. KWS	<b>H3</b>

Source: Research data

## METHOD

In this study, a qualitative method and a literature review (library research) approach were used to obtain a description of the factors that influence the variables being examined. The steps taken involved collecting information from various journal articles available online, with Google Scholar serving as the primary source.

## RESULTS AND DISCUSSION

### 1. The Influence of Motivation on Performance

Work motivation plays a central role in determining how far employees are able to utilize their potential and deliver optimal performance. As explained by Karyoto (2016), motivation acts as a force that drives individuals to engage actively and enthusiastically in their work. This idea is supported by Fahmi (2016), who views motivation as a form of behavior aimed at fulfilling specific needs desired by an individual. In addition, Sedarmayanti (2017) highlights

that motivation reflects a person's readiness to contribute their best efforts in order to achieve organizational objectives.

The presence of strong motivation can be seen as an internal energy that stimulates employees to work more effectively, efficiently, and productively. When employees experience a high level of motivation, they tend to show greater initiative, persistence, and commitment in completing their duties. These characteristics naturally contribute to improved individual performance, allowing the organization to benefit from better-quality work outcomes.

Findings from this study reveal that motivation positively and significantly affects the performance of Family Planning (KB) counsellors. This conclusion aligns with the results reported by Prastyo et al. (2023), Tamam and Sopiah (2022), and Basyid (2024), all of whom found that motivated employees tend to exhibit higher levels of performance. Fang (2024) further notes that motivation may strengthen performance not only directly but also indirectly through increased job satisfaction, highlighting its broad influence on workplace outcomes.

In practical terms, KB counsellors who possess strong motivation are more likely to deliver services that meet community needs while also achieving their performance targets. Their enthusiasm to excel and gain recognition often encourages them to produce better-quality work. Consequently, the higher the internal drive and sense of purpose they have, the stronger their contribution becomes toward improving overall performance within the organization.

This research aligns with previous studies conducted by Prastyo et al. (2023), Tamam and Sopiah (2022), Basyid (2024), and Fang (2024).

## **2. The Influence of Work Environment on Performance**

The work environment is widely recognised as one of the key factors that shape how employees behave and perform in their roles. Afandi (2016) describes the work environment as all conditions surrounding employees that may influence the way they carry out their responsibilities, whether physical or non-physical. This view is strengthened by Sudaryo (2018), who notes that a supportive and comfortable environment can increase employees' sense of security, enthusiasm, and overall work effectiveness. Mangkunegara (2017) also highlights that elements such as facilities, equipment, workplace atmosphere, and social interactions are closely tied to the quality of employee performance.

A conducive work environment does more than provide comfort—it creates conditions that allow employees to work efficiently and without unnecessary obstacles. When employees feel supported through proper facilities, clear communication, and positive relationships, they are more likely to stay focused and complete their tasks effectively. These environmental factors help reduce stress and improve concentration, ultimately contributing to better performance outcomes.

In this study, the findings show that the work environment has a positive effect on the performance of KB counsellors. This aligns with previous research by Shammout (2022) and Akhiriani and Risal (2023), who both found that improvements in the work environment are strongly associated with increased employee performance. Their results suggest that when the surrounding conditions are supportive, employees tend to become more productive and motivated in carrying out their responsibilities.

However, not all studies show consistent results. Ahmad et al. (2022) reported that the work environment does not directly influence performance, implying that other factors such as job satisfaction may mediate this relationship. Despite this differing perspective, the overall findings from this article indicate that better workplace conditions, whether related to infrastructure, atmosphere, or interpersonal relationships, contribute to stronger and more effective performance among KB counselors.

This research is consistent with previous studies, particularly those by Shammout (2022) and Akhiriani and Risal (2023).

### 3. The Influence of Job Satisfaction on Performance

Job satisfaction is widely acknowledged as a psychological condition that significantly influences how well employees perform their tasks. Robbins and Judge (2017) describe it as a positive emotional response that emerges when individuals evaluate different aspects of their job. Similarly, Luthans (2011) explains that job satisfaction develops from a person’s perception of how effectively their job meets their needs and aligns with their personal values. Hasibuan (2016) adds that it reflects an emotional reaction, indicating whether someone feels pleased or dissatisfied with their work. When employees experience high job satisfaction, they generally become more loyal, enthusiastic, and responsible in carrying out their duties.

Beyond its emotional component, job satisfaction also shapes work behavior and day-to-day performance. Employees who are content with their roles tend to maintain better focus, show greater initiative, and are more willing to go beyond basic expectations. This psychological comfort reduces internal resistance, helps minimize workplace stress, and encourages employees to invest more energy and attention into completing their tasks. As a result, a satisfied employee often delivers higher-quality performance compared to those who experience dissatisfaction.

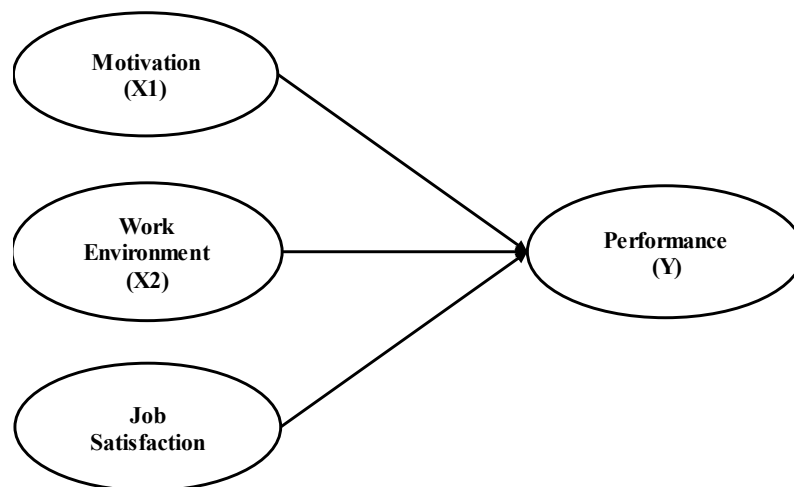
The results of this study indicate that job satisfaction has a positive and significant effect on the performance of KB counselors. This aligns with research by Tiwari et al. (2023), Rahmadani and Sampeliling (2023), and Salsabila and Suryawan (2022), who all emphasize the importance of job satisfaction as a driver of productivity and improved work results. Their findings highlight that when employees feel valued and fulfilled in their roles, they become more committed and disciplined in carrying out their responsibilities.

Although each study may differ in its specific context, the collective evidence suggests that improving job satisfaction can bring substantial benefits to employee performance. Enhancing satisfaction through recognition, supportive leadership, positive interpersonal relationships, and a comfortable work environment helps build a strong foundation for productive behavior. For KB counsellors, such improvements can lead to greater motivation, better service quality, and overall enhanced performance in meeting organisational goals.

This research aligns with earlier studies conducted by Tiwari et al. (2023), Rahmadani and Sampeliling (2023), and Salsabila and Suryawan (2022).

#### Conceptual Framework

Based on the problem formulation, research objectives, theoretical review, previous studies, and relationships between variables, the conceptual framework of this study is as follows:



Source: Research Results  
**Figure 1. Conceptual Framework**

Based on the theoretical review, the analysis of relevant articles, and the conceptual framework, it can be concluded that: Motivation ( $X_1$ ), Work Environment ( $X_2$ ), and Job Satisfaction ( $X_3$ ) have an influence on Performance ( $Y$ ).

In addition to the variables examined in this article, there are several other variables found in previous studies that also influence employee performance, including:

- a. Work Experience ( $X_4$ ): Supported by findings from Firdaus et al. (2024).
- b. Compensation ( $X_5$ ): Identified as an influential factor in the studies of Firdaus et al. (2024), Kumalasari et al. (2022), and Rifa'i et al. (2021).
- c. Work Discipline ( $X_6$ ): Demonstrated to affect employee performance in the studies of Adinda et al. (2023), Imam & Rismawati (2023), and Salsabilla & Suryawan (2022).

## CONCLUSION

### Conclusion

Based on the article formulation and discussion, the following hypotheses can be proposed for future research:

1. Work motivation has an influence on performance.
2. The work environment has an influence on performance.
3. Job satisfaction has an influence on performance.

### Suggestions

Based on the conclusions presented in this article, the researcher suggests that many other factors may influence performance besides job satisfaction, work environment, and motivation. Therefore, further studies are needed to identify additional variables that may affect employee performance, such as work discipline, leadership style, compensation, work experience, and job placement, which have also been highlighted in previous studies.

### Implications

The findings of this study have important implications for both management and practice. First, organizations should recognize that employee motivation, work environment, and job satisfaction are not merely abstract concepts but practical levers that directly influence performance. By fostering a supportive work environment, providing adequate resources, and implementing policies that enhance motivation and satisfaction, organizations can significantly improve employee productivity and service quality. For KB counselors specifically, this may translate into more effective family planning programs and better community health outcomes.

Second, these results highlight the need for a holistic approach to human resource management. Beyond the three variables studied, organizations should consider additional factors such as compensation, work discipline, leadership style, and work experience, which previous studies have shown to also affect performance. Implementing integrated strategies that address both psychological and environmental needs of employees can create a sustainable performance improvement cycle, ensuring that employees remain engaged, committed, and capable of meeting organizational goals.

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