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Effect of Work Motivation and Creativity on Employee Performance



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KEYWORDS	ABSTRACT
<p>Keywords: work motivation; work creativity; employee performance; public sector; human resource management.</p> <p>Conflict of Interest Statement: The author(s) declares that the research was conducted without any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2025 AJEB. All rights reserved.</p>	<p>Purpose: This study analyzes the impact of work motivation and creativity on employee performance at the Central Bureau of Statistics (BPS) in Papua Province.</p> <p>Research Design and Methodology: This research employs a quantitative method with a causal-comparative design. Primary data were collected through questionnaires from 77 BPS Papua employees, while secondary data were gathered from literature reviews. Data analysis was conducted using multiple linear regression to determine the influence of independent variables on the dependent variable.</p> <p>Findings and Discussion: The findings indicate that work motivation significantly impacts employee performance, aligning with motivation theories such as Maslow's hierarchy of needs and Herzberg's two-factor theory. However, work creativity does not have a significant effect on employee performance. This suggests that the routine and administrative tasks at BPS Papua may not require high creativity.</p> <p>Implications: These findings suggest that BPS Papua's management should focus on developing programs that enhance work motivation through training, fair incentives, and a supportive work environment. Further research is recommended to explore other factors that may influence employee performance and extend the study to different sectors and regions to test the consistency of these findings.</p>

Introduction

Employee performance is a crucial element in determining the effectiveness and efficiency of any organization. In the context of the public sector, particularly at the Central Bureau of Statistics (BPS) in Papua Province, employee performance plays a central role in ensuring the availability of accurate and relevant national statistical data. Optimal performance from BPS Papua employees impacts the quality of data collected and influences decision-making processes based on this data. However, the challenges faced by BPS Papua include low motivation and creativity among employees, which can hinder the achievement of optimal performance. In the work environment of BPS Papua, motivation and creativity are two main factors that significantly influence employee performance. High work motivation and developed creativity can increase productivity and innovation in statistical tasks. The issue of low employee performance at BPS Papua is a practical problem that requires special attention. According to the literature, work motivation theories and creativity are significantly related to

employee performance. However, in the specific context of BPS Papua, empirical research examining these two factors' influence on employee performance is still very limited. Therefore, this study aims to identify and analyze the impact of work motivation and creativity on employee performance at BPS Papua. Through this research, practical solutions that can be implemented to improve employee performance are expected to be found, as well as significant academic contributions to the literature on human resource management in the public sector. This research is also expected to provide new insights that can support the development of more effective policies to enhance employee performance in the BPS Papua environment.

Various studies have consistently found a positive relationship between work motivation and employee performance. Research conducted by Christian (2018), Karim (2021), Maulana (2013), Rohendi (2010), Soselisa (2020), and Amdanata (2023) shows that work motivation plays a vital role in improving employee performance. The leadership style further influences this relationship applied, as shown in the studies by Karim (2021), Maulana (2013), and Master (2015). Additionally, a conducive work environment significantly strengthens employee motivation and performance, as demonstrated in the research by Rohendi (2010) and Soselisa (2020) research. Talent management also becomes a crucial factor in maximizing employee performance, as revealed in the study by Amdanata (2023). These factors collectively enhance employee performance, essential for the Central Bureau of Statistics of Papua Province. Recent developments in this research area indicate an increasingly deep understanding of the relationship between work motivation, creativity, and employee performance. Recent studies have provided valuable insights into how these factors interact and influence employee performance. However, despite the numerous studies conducted, there are still limitations in the specific context of BPS Papua. Most existing studies focus on the private sector or organizations that are structurally and functionally different from BPS Papua. These limitations highlight the need for further research that specifically examines the impact of work motivation and creativity on employee performance in BPS Papua. Therefore, this study aims to fill this gap and provide more specific and relevant contributions to BPS Papua. The results of this study are expected to provide a strong theoretical foundation and practical recommendations that can be applied to improve employee performance in the BPS Papua work environment.

In the existing literature, there is a significant lack of research on the relationship between motivation and creativity and employee performance in the public sector in Papua. Most previous studies have focused on the private sector or organizations with characteristics different from those of the Central Bureau of Statistics (BPS) Papua. This shows a gap that needs to be filled in the literature, particularly in understanding how work motivation and creativity affect employee performance in a specific work environment such as BPS Papua. The lack of empirical research that specifically explores the context of BPS Papua underscores the urgent need for more in-depth studies in this area. This study aims to fill that gap by conducting a detailed empirical analysis of the impact of work motivation and creativity on employee performance at BPS Papua. Using a comprehensive approach, this study will explore various factors influencing employee performance in the specific context of BPS Papua and test the existing theories on work motivation and creativity. This research will also review the results of previous relevant studies to provide a strong theoretical basis for the analysis conducted. The contribution of this research is expected to offer new valuable insights for the development of human resource management theory in the public sector, particularly in the context of BPS Papua. Furthermore, the results of this study are expected to provide practical recommendations that can be applied to improve employee performance in BPS Papua through the development of programs focused on increasing work motivation and creativity. Thus, this study will not only fill the gap in the existing literature but also provide fundamental contributions to improving the effectiveness and efficiency of BPS Papua's operations.

This study examines the influence of work motivation and creativity on employee performance at the Central Bureau of Statistics (BPS) in Papua Province. The research seeks to objectively measure to what extent these two factors, namely motivation and creativity, can affect employee performance in the specific context of BPS Papua. The study will employ a quantitative approach using surveys and statistical analysis to obtain relevant and accurate data to achieve this goal. The research questions formulated in this study are: "How does work motivation affect employee performance at BPS Papua

Province?" and "How does work creativity affect employee performance at BPS Papua Province?" These questions are designed to fill the gap in the existing literature, where empirical research on the influence of motivation and creativity on employee performance in the public sector in Papua is still minimal. The study aims to present significant and novel contributions to human resource management by formulating these questions. The novelty of this research lies in its unique focus on the BPS Papua work environment, which is contextually different from other organizations that have been extensively studied previously. The results of this study are expected to provide new insights into the importance of motivation and creativity in enhancing employee performance in the public sector. Additionally, this study aims to provide practical recommendations for developing programs to increase work motivation and creativity among employees at BPS Papua. Therefore, this research offers valuable theoretical contributions to academic literature and has practical implications that can be applied to improve organizational performance at BPS Papua.

Literature Review

Employee Performance

Employee performance is a crucial concept in the workplace, defined in the Indonesian dictionary as something to be achieved or an individual's displayed achievement and workability. In essence, performance is about the process of achieving results. In English, performance is called job performance, which denotes the actual achievements or results that an individual can accomplish. Performance is often seen as the cumulative outcome of an individual's efforts, skills, and commitment to their job roles. According to Kasmir (2021), performance is the result of work and work behavior of an individual within a certain period, typically one year, and it can be measured by their ability to complete assigned tasks and responsibilities. This definition emphasizes both the outcomes produced and employees' behaviors in fulfilling their roles. Mangkunegara (2014) adds that performance encompasses the quality and quantity of work an employee achieves in carrying out their duties by their given responsibilities. This perspective highlights the dual aspects of performance: the excellence of the output (quality) and the production volume (quantity). Rivai (2009) further elaborates that performance is a function of motivation and ability to complete tasks. This implies that for an individual to perform well, they must possess the necessary skills and competencies and be motivated to apply these skills effectively. Performance, therefore, requires a certain degree of willingness and a high level of ability from the employee.

From the various definitions of performance mentioned above, it can be concluded that performance is the work result that is a product of motivation to complete a job. Motivation drives employees to apply their skills and effort towards achieving organizational goals, while their ability determines how effectively they can perform their tasks. According to Sutrisno (2016), the fundamental principles of performance include four aspects: quality, quantity, work time, and cooperation. Quality measures the number of errors, the time taken, and the accuracy in performing tasks. It reflects how healthy tasks are executed and whether they meet the required standards. Quantity relates to the amount of products or services produced, indicating the productivity level of an employee. Work time includes the number of absences, delays, and the length of time worked, providing insights into an employee's punctuality, reliability, and commitment. Cooperation assesses how individuals help or hinder their coworkers' efforts, highlighting the importance of teamwork and collaborative efforts in achieving organizational objectives.

In this study, the performance indicators used are quality, quantity, reliability, and work attitude based on Mangkunegara (2014). Quality of work measures how well employees perform their tasks, assessing their output standards and adherence to job requirements. Quantity of work examines the duration and speed of each employee's work, evaluating their productivity and efficiency in completing tasks. Work reliability evaluates how accurately employees perform their tasks without errors, indicating their dependability and consistency. Work attitude reflects an individual's ability to carry out their current job responsibilities, encompassing their commitment, enthusiasm, and approach to work. The research aims to provide a comprehensive overview of employee performance within the organizational context using these indicators. By analyzing these dimensions, the study seeks to identify areas of strength and opportunities for improvement, thereby contributing to enhanced

employee performance and overall organizational effectiveness. This comprehensive approach ensures that the multiple facets of performance are thoroughly examined, providing a robust framework for understanding and improving employee performance in various organizational settings.

Work Motivation

Work motivation is a condition that drives individuals towards specific goals, as articulated by Mangkunegara (2014). It is defined as a condition that influences, stimulates, directs, and sustains behavior related to the work environment. This motivation arises from within the individual, pushing them to engage in activities to achieve their objectives. From this definition, it can be concluded that work motivation is the state within an individual or external influences that propel an individual to achieve optimal results to meet their goals. The indicators of work motivation, as outlined by Mangkunegara (2014), encompass several critical aspects. Firstly, responsibility denotes having a high degree of personal responsibility towards one's work. Secondly, work achievement implies performing tasks to the best of one's ability. Thirdly, the opportunity for advancement indicates a desire to receive fair compensation for the job. Lastly, challenging work signifies a willingness to learn and master one's career in a particular field.

Both internal and external factors influence work motivation. Internal factors relate to aspects within the individual, such as self-efficacy, which is the belief in one's ability to achieve goals. External factors include promotion, recognition, salary, work conditions, organizational policies, and jobs that carry responsibility. These factors create a conducive environment that ultimately impacts employee job satisfaction. Priansa (2014) elaborates that the factors affecting work motivation are intrinsic and extrinsic. Intrinsic factors are associated with the job content, such as responsibility, advancement, the nature of the work, and achievement. Responsibility pertains to the degree of accountability an employee feels and is given. Advancement refers to the extent to which employees perceive opportunities for career growth. The nature of the work involves the level of challenge the job presents to the employee. Achievement relates to the likelihood of attaining high performance and recognition. Extrinsic factors, on the other hand, are related to the context of the job and can lead to dissatisfaction if not adequately addressed. These include company policies and administration, which are concerned with aligning organizational rules and regulations with employee expectations. Working conditions encompass the suitability of the work environment in facilitating task performance. Wages and salaries refer to the perceived fairness of the compensation received for job performance. Quality of supervision involves the degree of fair and supportive oversight supervisors provide. The interplay between intrinsic and extrinsic factors determines the overall level of motivation and job satisfaction experienced by employees. Intrinsic factors drive personal fulfillment and engagement in the work, while extrinsic factors ensure that the broader organizational environment supports and recognizes employee efforts. Both factors are essential in creating a motivated and satisfied workforce, ultimately enhancing organizational performance.

Work Creativity

According to the General Indonesian Dictionary, work creativity is the ability to create and innovate. It is defined as a spontaneous and imaginative mindset or idea that results in artistic outcomes of discoveries and creations. Semiawan (2010) suggests that work creativity encompasses a broad scope that is essential for individuals and society. For individuals, it is relevant in solving problems related to human tasks, characterized by the ability to create new combinations with social significance. Munandar (2013) further explains that work creativity is an initiative towards a process or idea that is useful, appropriate, and valuable for a task despite incomplete guidelines, leading to understanding or discovering something new. Based on various expert definitions, work creativity can be summarized as the behavior of an individual to generate thoughts that produce beneficial ideas for a task, even with incomplete instructions. Several crucial aspects define work creativity, including fluency of thinking, which is the ability to generate many ideas quickly, emphasizing quantity over quality. Flexibility is another aspect that refers to the ability to produce a variety of ideas, answers, or questions, view problems from different perspectives, seek alternatives, and use various approaches or ways of thinking. Creative individuals easily replace old ways of thinking with new ones. Elaboration

involves developing ideas and adding or detailing an object, idea, or situation, making it more interesting. Originality is the ability to propose unique or original ideas. Munandar (2013) identifies several indicators of work creativity, such as curiosity, which is a desire to understand more; optimism, a positive attitude towards the likelihood of success; problem-solving, the capability to find solutions to the issues at hand; and imagination, the ability to envision and create new ideas. Understanding and developing these aspects and indicators can significantly enhance an individual's work creativity, ultimately improving effectiveness and efficiency in completing work tasks. By fostering a creative environment and encouraging these traits, organizations can drive innovation and achieve higher levels of employee performance and satisfaction.

Research Design and Methodology

This quantitative research, designed as a causal-comparative study, aims to compare variables between subjects or times to uncover cause-and-effect relationships. Primary data, sourced from questionnaires crafted by the researcher, capture respondents' opinions on the studied variables. The population comprises 77 employees at the Central Statistics Agency of Papua Province, with a saturated sampling technique ensuring all population members are sampled. The study involves three variables: two independent variables, Work Motivation (X1) and Work Creativity (X2), and one dependent variable, Employee Performance (Y). Employee performance is assessed based on the quantity and quality of individual or group work within the organization, measured against established norms, standard operating procedures, criteria, and benchmarks. Work motivation is evaluated through indicators such as responsibility, achievement, advancement opportunities, and challenging tasks, while work creativity is assessed through curiosity, optimism, problem-solving abilities, and imaginative capacity. Data collection methods include primary data from questionnaires and secondary data from literature reviews, encompassing books, journals, and research reports. Responses are measured using a Likert scale, scoring the degree of agreement or disagreement. Data analysis involves validity and reliability tests to ensure the instrument's accuracy and consistency. Additionally, classical assumption tests like normality, multicollinearity, and heteroskedasticity are conducted to validate the regression model. Multiple linear regression analysis determines the influence of independent variables on the dependent variable, with significance tests (t-test and F-test) used to verify hypotheses. The coefficient of determination (R^2) assesses the model's explanatory power regarding the dependent variable's variation.

Findings and Discussion

Findings

Validity and Reliability Test Results

Table 1 presents the results of validity and reliability tests for the variables Work Motivation (X1), Work Creativity (X2), and Employee Performance (Y).

Table 1. Validity and Reliability Test Results

Variable	Item	r calculated	r table	Sig.	Note	Cronbach's Alpha	Note
Work Motivation	Responsibility	0.579	0.224	0.000	Valid	0.769	Reliable
	Work Achievement	0.775	0.224	0.000	Valid		
	Opportunity to Progress	0.693	0.224	0.000	Valid		
	Challenging Work	0.679	0.224	0.000	Valid		
	Curiosity	0.786	0.224	0.000	Valid		
Work Creativity	Optimism	0.862	0.224	0.000	Valid	0.800	Reliable
	Problem-Solving	0.616	0.224	0.000	Valid		
	Imagination	0.749	0.224	0.000	Valid		
	Quality	0.769	0.224	0.000	Valid		
Employee Performance	Quantity	0.833	0.224	0.000	Valid	0.812	Reliable
	Reliability	0.783	0.224	0.000	Valid		
	Attitude	0.774	0.224	0.000	Valid		

Source: Processed Data (2024)

The table includes each item's calculated correlation coefficients (r values), critical values (r table), significance levels, and Cronbach's Alpha values. Based on the validity tests' results, each item of the variables Work Motivation (X1), Work Creativity (X2), and Employee Performance (Y) shows a calculated r value higher than the r table value (0.224) with a significance level of 0.000. This indicates that all measured items are valid. The validity suggests that the instruments used in the research can accurately measure what they are intended to measure. Furthermore, the reliability tests show Cronbach's Alpha values of 0.769 for Work Motivation (X1), 0.800 for Work Creativity (X2), and 0.812 for Employee Performance (Y). These values exceed the threshold of 0.70, indicating that the instruments are reliable. In other words, the instruments consistently measure the same variables over repeated trials. With good validity and reliability results, it can be concluded that these research instruments are trustworthy and can be used to measure the studied variables. This is crucial because valid and reliable instruments provide accurate and dependable data, thus supporting the validity of the research findings. As an experienced academic and researcher, I believe that ensuring the quality of research instruments is crucial in obtaining credible and significant research results.

Classic Assumption Test Results

Table 2 presents the results of the classic assumption tests, including tests for normality, multicollinearity, and heteroscedasticity. These tests are essential to ensure that the data meets the assumptions required for regression analysis.

Table 2. Classic Assumption Test Results

Test	Variable	Value
Normality	Asymp. Sig. (2-tailed)	0.200
Multicollinearity	Work Motivation (X1)	Tolerance:0.666 VIF: 1.502
	Work Creativity (X2)	Tolerance:0.666 VIF: 1.502
Heteroscedasticity	-	No heteroscedasticity (points are randomly scattered above and below zero on the Y-axis)

Source: Processed Data (2024)

The results of the normality test using the Kolmogorov-Smirnov test show an Asymp. Sig. Value of 0.200, which is greater than 0.05. This indicates that the residuals are normally distributed, a crucial prerequisite for regression analysis. Next, the multicollinearity test shows the Tolerance and Variance Inflation Factor (VIF) values for the two independent variables, Work Motivation (X1) and Work Creativity (X2). The Tolerance value of 0.666 and VIF of 1.502 for both variables indicate no multicollinearity between the independent variables, as the Tolerance value is more significant than 0.1 and the VIF is less than 10. The heteroscedasticity test shows that the points on the graph are randomly scattered above and below zero on the Y-axis. This suggests that there is no heteroscedasticity in the research model. Thus, the model meets the criteria to proceed with further testing.

Overall, this analysis's results show that the data meets the classical regression assumptions, namely normality, no multicollinearity, and no heteroscedasticity. These results provide a solid foundation for further regression analysis using the model used in this research. Interpreting these results is crucial to ensuring the validity and reliability of the model, providing confidence that the relationships between variables in the model are trustworthy, and analyzing the analysis results accurately.

Multiple Linear Regression Analysis Results

Table 3 presents the multiple linear regression analysis results, including partial and simultaneous tests, and the coefficient of determination. These results help to understand the relationship and impact of the independent variables, Work Motivation (X1) and Work Creativity (X2), on the dependent variable, Employee Performance (Y). Based on the test results in Table 3, the regression equation can be explained as follows: $Y = 5.976 + 0.473 X1 + 0.164 X2$. The constant value 5.976 indicates that if the independent variables, Work Motivation and Work Creativity, are zero, then the Employee

Performance value equals the continuous value of 5.976. The regression coefficient for Work Motivation of 0.473 indicates that every increase in Work Motivation by one unit will increase Employee Performance by 0.473, assuming other variables remain constant. The regression coefficient for Work Creativity of 0.164 indicates that every increase in Work Creativity by one unit will increase Employee Performance by 0.164, assuming other variables remain constant.

The Work Motivation variable has a calculated t value of 4.233, which is greater than 1.666 (t calculated > t table), and a significance value of 0.000, which is less than 0.05; thus, the hypothesis is accepted, showing a significant relationship between Work Motivation and Employee Performance at the Central Bureau of Statistics of Papua Province. Conversely, the Work Creativity variable has a calculated t value of 1.613, which is less than 1.666 (t calculated < t table), and a significance value of 0.111, which is greater than 0.05, thus, the hypothesis is rejected, showing no significant relationship between Work Creativity and Employee Performance at the Central Bureau of Statistics of Papua Province. The simultaneous test shows a calculated F value of 21.344, which is greater than 3.120 (F calculated > F table), and a significance value of 0.000, which is less than 0.05, indicating that the third hypothesis is accepted, meaning Work Motivation and Work Creativity simultaneously affect Employee Performance at the Central Bureau of Statistics of Papua Province. The Adjusted R Square value of 0.349 indicates that the independent variables in the model can explain 34.9% of the variation in Employee Performance. Other variables outside the research model influence the remaining 65.1%. This means that all variables studied, namely Work Motivation and Work Creativity, collectively contribute to Employee Performance at the Central Bureau of Statistics of Papua Province. Interpreting these results is crucial to ensure the validity and reliability of the model used and to provide confidence that the relationships between variables in the model are trustworthy and that the analysis results can be accurately interpreted.

Table 3. Multiple Linear Regression Analysis Results

Analysis	Variable	Value
Multiple Linear Regression	Constant	5.976
	Work Motivation (X1)	0.473
	Work Creativity (X2)	0.164
Partial Test		B: 5.976
		Std. Error: 1.476
	Constant	t: 4.048
		Sig.: .000
		B: .473
		Std. Error: .112
	Work Motivation	Beta: .480
		t: 4.233
		Sig.: .000
		B: .164
Simultaneous Test		Std. Error: .101
	Work Creativity	Beta: .183
		t: 1.613
		Sig.: .111
		The sum of Squares: 120.249
		df: 2
	Regression	Mean Square: 60.124
		F: 21.344
		Sig.: .000b
		The sum of Squares: 208.453
Coefficient of Determination	Residual	df: 74
		Mean Square: 2.817
	Total	The sum of Squares: 328.701
		df: 76
	R	.605a
	R Square	.366
	Adjusted R Square	.349
	Std. Error of the Estimate	1.678
	Durbin-Watson	1.668

Source: Processed Data (2024)

Discussion

Work Motivation on Employee Performance

The discussion on the influence of work motivation on employee performance at the Central Bureau of Statistics of Papua Province unveils new horizons in understanding workplace dynamics in the public sector. Based on classical motivation theories such as Maslow's hierarchy of needs and Herzberg's two-factor theory, work motivation is a primary driver influencing individual performance within an organization. Maslow's theory emphasizes that basic human needs must be satisfied before individuals can achieve optimal performance. Meanwhile, Herzberg identifies factors that can enhance job satisfaction, motivating employees to perform better. Our study demonstrates that work motivation significantly affects employee performance at the Central Bureau of Statistics of Papua Province. This finding aligns with previous research. Christian (2018) and Karim (2021) found that work motivation significantly affects employee performance, with Karim also highlighting the role of leadership style. This result is further supported by Sospelisa (2020), who also found a significant impact of work motivation on performance, and Anggraeni (2021), who emphasized the role of work culture and management control in enhancing work motivation.

Other literature also supports these findings. Nanariain (2022) and Juniari (2016) underscore the importance of job satisfaction, a key component of work motivation. High job satisfaction can increase motivation, which ultimately positively impacts employee performance. Additionally, Zainal (2019) and Selfiani (2023) found a strong relationship between work motivation and employee performance, with Selfiani also highlighting the significant influence of leadership style. However, not all literature agrees with our findings. Some studies suggest that other factors, such as work environment, organizational support, and work-life balance, also play crucial roles in employee performance. For instance, Johnson (2017) found that a conducive work environment can enhance employee performance even if their level of work motivation is not high. This suggests that while work motivation is a significant factor, it is not the sole determinant of performance.

The discrepancy between our findings and some previous studies might be attributed to the local context and specific characteristics of the Central Bureau of Statistics of Papua Province. Cultural factors, geographical conditions, and operational challenges in the Papua region may uniquely influence work motivation and employee performance. For example, employees in this region might face challenges different from those working in other areas, necessitating a tailored approach to effective work motivation strategies. The implications of our findings are critical for the management of the Central Bureau of Statistics of Papua Province. Understanding that work motivation significantly impacts employee performance, management can design strategies to enhance motivation through employee development programs, fair incentives, and a supportive work environment. Additionally, paying attention to effective leadership styles and fostering a positive work culture are key to improving motivation and performance.

For continued studies, this research can be expanded by exploring other factors that might influence employee performance, such as work-life balance, organizational support, and career development. Longitudinal studies can also observe how changes in work motivation and related factors affect employee performance over time. Furthermore, this research can be extended to other sectors to see if these findings are consistent across different organizations. Thus, this study provides insights into the importance of work motivation at the Central Bureau of Statistics of Papua Province and opens opportunities for further research that can help improve employee performance across various sectors. Adopting management strategies focused on enhancing work motivation will be a critical step toward improving overall organizational performance.

Work creativity on employee performance

The discussion on the influence of work creativity variables on performance at the Central Bureau of Statistics of Papua Province reveals the complexity of the relationship between creativity and performance in a public sector context. Based on motivational and creativity theories, such as Deci and Ryan's intrinsic motivation theory and Herzberg's two-factor theory, work creativity can be a primary drive that enhances employee performance. Deci and Ryan's theory emphasizes the importance of intrinsic motivation, where individuals are motivated to perform tasks due to personal

interest and satisfaction. Meanwhile, Herzberg identifies that motivational factors, including creativity, can increase job satisfaction, boosting performance. However, our study shows that work creativity variables partially do not positively affect performance at the Central Bureau of Statistics of Papua Province. This finding contradicts the initial hypothesis, which referred to previous research indicating that work creativity positively impacts employee performance. For instance, Kurniawan (2021) found a positive effect of creativity on job performance, while Ahmed (2020) and Tavares (2016) highlighted the mediating roles of knowledge sharing and positive effect at work, respectively—the impact of leadership empowerment, intrinsic motivation, and workload on employee creativity.

The discrepancy in our results may be due to the lack of activities at the Central Bureau of Statistics of Papua Province that require high levels of creativity. Most tasks at this bureau might be routine and administrative, which do not encourage or need high employee creativity. This aligns with the findings of Wang (2010) and Shahid (2020), who stressed the importance of work support and environmental factors in influencing creativity. In this context, employees might not have adequate opportunities or support to develop and implement their creative ideas. The implications of these findings are significant for the management of the Central Bureau of Statistics of Papua Province. Knowing that work creativity does not significantly enhance performance, management should reconsider job design and the work environment to encourage creativity. This can be achieved by introducing innovative projects, providing creativity development training, and fostering an organizational culture that supports new and creative ideas. Also, management should consider factors that can enhance intrinsic motivation and leadership empowerment.

This research can be expanded for continued studies by further exploring factors that may influence employee creativity and performance. Longitudinal studies can be conducted to observe how changes in the work environment and managerial support affect creativity and performance over time. Furthermore, this research can be extended to other sectors to see if these findings are consistent across different organizations. Further studies can also explore the mediating roles of factors such as knowledge sharing and positive effect at work, as identified by Ahmed (2020) and Tavares (2016). Thus, this study not only provides insights into the limitations of the influence of work creativity on performance at the Central Bureau of Statistics of Papua Province but also opens opportunities for further research that can help enhance creativity and performance in various sectors. Adopting management strategies focused on increasing work creativity will be a crucial step toward improving overall organizational performance. A more holistic and supportive approach to enhancing creativity in the workplace will bring long-term benefits to both employees and the organization.

Work Motivation and Work Creativity on Employee Performance

The discussion on the simultaneous influence of work motivation and creativity on employee performance at the Central Bureau of Statistics of Papua Province reveals the complexity of these relationships in enhancing performance. Work motivation theories, such as Maslow's hierarchy of needs and Herzberg's two-factor theory, have long emphasized that motivation is a primary driver that enhances individual performance within organizations. Maslow posits that basic human needs must be satisfied before individuals can achieve optimal performance levels. At the same time, Herzberg identifies that motivational factor such as achievement, recognition, and the work itself can increase job satisfaction, thereby boosting performance. Our study indicates that work motivation and creativity significantly affect employee performance. These findings are supported by Christian (2018) and Karim (2021), who found that work motivation substantially impacts performance. Additionally, Azeem (2019) and Wang (2010) highlighted the positive relationship between motivation and creativity, indicating that motivated employees tend to be more creative. Palangkaraya (2023) and Rusli (2020) further emphasized the significant influence of motivation on performance, reinforcing the argument that motivation is a crucial factor in enhancing performance.

However, the findings also reveal a nuanced complexity in the relationship between motivation, creativity, and performance. Akbar (2024) noted that intrinsic motivation could negatively affect performance in certain work cultures, suggesting that cultural context plays a critical role in determining the effectiveness of motivation. Mt (2021) found that rewards and the work environment positively influence motivation, which impacts performance, highlighting the importance of external

factors such as incentives and environmental support in enhancing employee performance. These differences from previous research might be attributed to the specific characteristics of the Central Bureau of Statistics of Papua Province. Organizational culture, geographical conditions, and operational challenges in the Papua region may uniquely influence employee motivation and creativity. For instance, a less supportive work environment or a lack of recognition for creativity might hinder employees' potential to exhibit creativity, even if they possess high motivation.

The implications of these findings are significant for the management of the Central Bureau of Statistics of Papua Province. Understanding that work motivation and creativity influence employee performance, management should design strategies that integrate both factors. This can be achieved by providing employee development programs that motivate and encourage creativity, creating a work environment that supports innovation, and offering fair rewards for creative performance. This research can be expanded for ongoing studies by further exploring the factors influencing motivation and creativity in a broader context. Longitudinal studies can be conducted to observe how these factors affect performance over time. Additionally, this research can be extended to other sectors to determine if these findings are consistent across different organizations. Further studies can also explore the mediating roles of job satisfaction and organizational climate factors in the relationship between motivation, creativity, and performance. Thus, this study provides insights into the importance of work motivation and creativity at the Central Bureau of Statistics of Papua Province and opens opportunities for further research that can help enhance employee performance across various sectors. Adopting management strategies focused on increasing work motivation and creativity will be crucial to improving overall organizational performance. This approach will yield short-term benefits and support the organization's sustainability and growth in the long run.

Conclusion

This study has revealed the influence of work motivation and creativity on employee performance at the Central Bureau of Statistics (BPS) in Papua Province. The results of the analysis indicate that work motivation has a significant impact on employee performance. This finding aligns with various previous studies, which have shown that work motivation is critical in enhancing individual performance within an organization. Conversely, this study demonstrates that work creativity does not significantly affect employee performance at BPS Papua. This result contradicts earlier studies suggesting creativity positively impacts performance, particularly in the private sector. However, this can be explained by the nature of tasks at BPS Papua, which may be more routine and administrative, thus not requiring a high level of creativity.

This research significantly contributes to human resource management and organizational behavior, particularly in the public sector. From a scientific perspective, the study reinforces motivation theories such as Maslow's hierarchy of needs and Herzberg's two-factor theory, emphasizing that motivation is a primary driver of organizational performance. Additionally, this research provides new insights into how motivational and creativity factors interact in the specific context of public sector organizations in Papua. From a practical standpoint, the findings guide BPS Papua management in designing strategies to enhance employee performance. Management should develop programs that boost work motivation through training, fair incentives, and a supportive work environment. Despite the finding that creativity does not significantly impact performance, management should still consider introducing innovative projects and providing creativity development training to foster a culture that supports new and creative ideas.

However, this study has several limitations. First, the research was conducted in a single government institution in Papua, which may limit the generalizability of the findings to other organizations or regions. Second, the routine and administrative nature of tasks at BPS Papua might have influenced the conclusions regarding work creativity. Third, the study employed a quantitative approach using surveys, which might not comprehensively capture the qualitative factors affecting motivation and creativity. Therefore, further research is necessary to address these limitations. Future studies could conduct longitudinal research to observe changes in motivation and performance over time and expand the scope to include other sectors in Papua or other regions of Indonesia.

Additionally, more in-depth qualitative research could explore how motivational and creativity factors interact in different work contexts.

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