THE EFFECT OF WORK ENVIRONMENT, ACHIEVEMENT MOTIVATION, AND WORK PERFORMANCE ON THE QUALITY OF SERVICE PROVIDED BY EMPLOYEES OF THE SUNGAI PENUH CITY LIBRARY AND ARCHIVES DEPARTMENT

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Abstract

This study aims to analyze the influence of Work Environment, Achievement Motivation, and Work Competence on Service Quality among employees at the Library and Archives Department of Sungai Penuh City, given the background of still-low achievement motivation, limited work environment facilities, and the need to improve employees technical skills. The study employed a quantitative method through a questionnaire survey, and the data were analyzed using multiple linear regression, t-tests, F-tests, and the coefficient of determination (R) via IBM SPSS 26.0. The results indicate that, individually, each of the variables Work Environment, Motivation to Excel, and Work Competence has a positive and significant effect on service quality. Simultaneously, these three variables also have a significant combined effect with an R value of 0.797, indicating that 79.7% of the variation in service quality is explained by these three factors. In conclusion, employee service quality is influenced by a combination of a conducive work environment, high achievement motivation, and adequate work competence; therefore, efforts to improve service quality must be carried out in an integrated manner through the development of the work environment, the enhancement of motivation, and the continuous improvement of employee competencies.

Keywords: Work Environment, *Achievement Motivation*, Work Competence, Employee Service Quality.

Introduction

Employee service quality is a crucial factor in determining the success of public services delivered by government agencies, both at the central and local levels. Services that are fast, accurate, fair, and responsive reflect a healthy bureaucracy and serve as the vanguard in building public trust in the government. However, on-the-ground realities indicate that service quality across various public agencies remains a point of concern as it has not yet fully met public expectations.

This situation is also evident in Sungai Penuh City, particularly at the Library and Archives Department, which plays a vital role in supporting education, records management, and the provision of information based on literacy and technology. Despite its strategic mandate, the researcher s observations from July 2024 to January 2025 indicate that service quality especially in the general and personnel sections

remains suboptimal. The services provided tend to be slow, unresponsive, and frequently delayed. Public complaints submitted through various channels mention inaccuracies in service delivery and unfair treatment. This fosters a negative perception of the professionalism of public officials, and there is even a perception that service quality is influenced by personal connections or connections, which clearly contradicts the principle of fairness in public service.

Based on interview results, as expressed by one member of the public, Mrs. A, the services provided tend to be biased and uneven. This disparity in treatment indicates that the quality of employee services still requires serious attention and improvement, particularly in terms of speed, service ethics, and integrity.

Several factors believed to influence the low quality of service in this agency include the work environment, achievement *motivation*, and work competence. An unproductive work environment whether regarding inter-staff relationships, internal communication, or support from leadership can dampen work morale and ultimately lead to poor public service quality. Research by Damayanti and Sari (2022) supports this view by stating that a good work environment can significantly improve the quality of public services.

On the other hand, achievement motivation is also a strong internal determinant. Employees driven to provide the best service tend to be more proactive, responsible, and capable of completing tasks more quickly and accurately. Research by Handayani and Prasetyo (2021) indicates that achievement motivation has a positive correlation with the quality of public services.

The third factor, no less important, is work competence, which encompasses technical competencies, skills, knowledge, and attitude in providing services. According to Rahmawati and Siregar (2023), work competence directly influences the quality of employee services, particularly in terms of accuracy, speed, and responsiveness to community needs.

Given the complexity of the issues faced and the importance of service quality in supporting excellent public service, this study focuses on examining the factors influencing the quality of employee services at the Sungai Penuh City Library and Archives Office, with the aim of providing constructive input for improving the performance of civil servants in that region.

The types and forms of services provided by the Sungai Penuh City Library and Archives Office include:

Table 1
Types and Forms of Services at the Sungai Penuh City Library and Archives Office

No	Type of service	Nature of Service	Impact Felt by the Community
1	Book Circulation Service	Staff are slow to respond to book loans and returns	Long lines, long wait times
2	Reference Services	Lack of speed in assisting with reference material searches	Students and researchers have difficulty obtaining data quickly
3	Archival Consultation Services	Staff are unresponsive and do not provide clear solutions	Other government agencies are dissatisfied with the consultation services

4	Complaints and Suggestions Service	Complaints are not addressed or followed up on promptly	Declining public trust
5	Public Information Services	Information dissemination is uneven and not up-to-date	The public misses out on important information
6	General Services, Personnel Subdivision	Employees tend to delay administrative work	Employee administrative processes and correspondence are hindered
7	In-Person Service at the Counter	Existence of preferential treatment (discrimination based on insiders)	The public feels unfairly treated and disappointed

Data source: Sungai Penuh City Library and Archives Office

Based on Table 1, which lists the types and forms of services provided by the Sungai Penuh City Library and Archives Office, it can be concluded that there are various significant issues reflecting the suboptimal quality of staff service in performing their public service duties. One indication of this is seen in book circulation services, where staff demonstrate slow response times during the borrowing and return processes. These delays result in long lines, extended waiting times, and reduced service effectiveness and efficiency.

The suboptimal quality of staff service is also reflected in reference services. Staff are often unresponsive and lack agility in assisting with library material searches, making it difficult for students, researchers, and the general public to obtain information in a timely manner. A similar issue occurs in archival consultation services, where staff not only fail to provide appropriate solutions but also demonstrate a lack of preparedness in addressing the technical needs of other Regional Government Agencies (OPDs). This lack of responsiveness creates an impression of unprofessionalism and incompetence.

Further issues are evident in the public complaint and suggestion services, which have not been operating at full capacity. Public complaints are often not followed up on promptly or are even ignored, reflecting a lack of responsiveness and accountability among staff. This ultimately erodes public trust in the performance quality of the Sungai Penuh City Library and Archives Department.

In public information services, the quality of staff service is also called into question due to disparities in information delivery and a lack of updates to available data. Consequently, the public loses access to information that should be easily accessible. On the other hand, regarding internal personnel matters, staff in the general affairs and personnel subdivisions exhibit a tendency to delay work, which hinders correspondence processes and other personnel administrative matters.

Most notably, in direct service at the counter, the public complains of discriminatory treatment, where staff prioritize those with close connections or insiders. Such practices are in direct conflict with the principles of fairness and public service oriented toward public satisfaction, and serve as a direct indicator of weak work ethics, professionalism, and integrity among staff.

These issues collectively indicate that the low quality of employee service whether in terms of competence, work attitude, communication, or service orientation is the root cause of the decline in public service quality. In this regard, three key factors

deserve primary attention: the work environment, motivation to excel, and employees work capabilities.

According to Sutrisno (2021), work competence is a set of skills encompassing knowledge, skills, and work attitudes applied appropriately in accordance with organizational standards and procedures. Public organizations ideally select high-quality human resources; however, the reality at the Library and Archives Department indicates that many employees in both strategic and technical positions lack the educational background and competencies relevant to their duties. This directly impacts the low technical quality of services, ranging from literacy management, archival organization, to the utilization of information technology.

Thus, it can be concluded that the primary issue faced by the Sungai Penuh City Library and Archives Department lies not merely in the service systems or facilities, but in the low quality of service provided by employees as the primary implementers of public services. Therefore, a comprehensive evaluation and capacity-building of employees are necessary to achieve professional, fair, and responsive services that meet community needs.

This gap between competencies and responsibilities not only impacts the quality of work but also undermines the public s perception of the agency s professionalism. Members of the public who come expecting prompt and accurate service often face convoluted and inefficient processes. In follow-up interviews conducted by the researcher with several service users, it was found that some employees appeared to lack an understanding of standard service procedures or were unable to answer technical questions posed, particularly regarding archival reference and consultation services. This underscores the importance of assigning employees to roles aligned with their competencies, as well as the need for capacity building through continuous training and development.

In addition to competency factors, low motivation to excel also acts as a barrier to efforts to improve the quality of public service. Employees who work merely to fulfill their obligations, without the drive to achieve the best results, tend to work passively and show little initiative. A non-competitive work culture and a lack of recognition for achievements further exacerbate this situation. Several studies, including one from , reveal that high achievement motivation is strongly correlated with the quality of public service. Employees with high motivation are driven to complete tasks efficiently, are user-service-oriented, and are capable of working with high integrity and responsibility.

Furthermore, issues within the work environment such as poor communication among employees, unsupportive leadership, and a lack of collaboration also contribute to low performance. A psychologically and emotionally conducive work environment is crucial for fostering high work morale and employee loyalty to the organization. Unfortunately, at the Library and Archives Department of Sungai Penuh City, these conditions have not yet been fully established. Disharmonious work relationships and a lack of recognition for employees contributions lead to dissatisfaction, which ultimately impacts the quality of interactions between employees and the public as service users.

Nevertheless, in reality, not all employees working at the Sungai Penuh City Library and Archives Office possess a good match between their capabilities and the job descriptions assigned by the organization. This is evident from the educational levels of the staff at the Sungai Penuh City Library and Archives Office, which are filled by employees with varying educational backgrounds. The following is data on employees of the Sungai Penuh City Library and Archives Office based on educational level:

Table 2
Data on Employees of the Sungai Penuh City Library and Archives Office by Department/Division and Educational Level
Education

No	Position	Educational Level	Number of Employees
Structural Positions			
1	Head of Department	Master's Degree	1
2	Department Secretary	Bachelor's Degree	1
3	Head of the General and Personnel Subdivision	Bachelor's Degree	1
4	Head of the Service and Conservation Division	Master's	1
5	Head of the Service and Automation Section	Master's	1
6		Bachelor's	1
7	Head of the Library Materials Preservation Section	Bachelor's Degree	1
8	Head of the Archives Division	Master's	1
9	Head of the Archives Acquisition and Processing Section	Associate's Degree	1
10	Head of the Training and Supervision Section	Bachelor's	1

Source: Data from the Personnel Subdivision of the Sungai Penuh City Library and Archives Office, 2024

Data on employees of the Sungai Penuh City Library and Archives Office in structural positions shows that most officials have adequate educational qualifications, with the majority holding at least a Bachelor s degree (S1) and a significant portion holding a Master s degree (S2). Of the 10 recorded structural positions, four are held by employees with Master s degrees (S2), indicating a focus on developing high-quality human resources for strategic positions such as Department Head and Division Head. However, there is one structural position held by an employee with a Diploma (D3) level of education, namely the Head of the Archives Acquisition and Processing Section, which is generally less than ideal for a structural position that typically requires a minimum Bachelor s degree (S1). This indicates the need for educational advancement for this employee to align with position standards and support organizational performance. Additionally, there is an inconsistency in the position of Head of the Service and Automation Section, which is recorded as having two different educational levels (Master s and Bachelor s), which may indicate the presence of two officials in that position or an error in data recording, thus requiring further clarification.

Overall, the educational distribution among structural officials demonstrates the agency s commitment to placing competent human resources in leadership positions; however, evaluation and qualification enhancement are still needed in certain areas to align with organizational needs and applicable bureaucratic standards.

Based on an interview with Mr. X, Head of the Personnel Subdivision at the Sungai Penuh City Library and Archives Department. Issues *regarding achievement motivation* remain prevalent, evident from several employees who still arrive late to the office, leave earlier than the office-designated time, and do not strictly adhere to work hours regulations. This has negative consequences for the organization, as work is frequently not completed by the designated deadlines. This is evidenced by the summary data on employee attendance from July 2024 to December 2024.

Table 3
Summary of Employee Attendance at the Sungai Penuh City Library and Archives Department, Period July 2024 to December 20 4

Month	Number Employees	Late Arrived	Early Departure
July	49	12	4
August	49	7	2
September	49	9	6
October	49	6	1
November	49	9	7
December	49	11	3

Source: Data from the Personnel Subdivision of the Sungai Penuh City Library and Archives Office,

Based on Table 3 above, it can be seen that the rate of tardiness at the Sungai Penuh City Library and Archives Office is quite high. In July, there were 22 employees; in August, 7; in September, 9; in October, 6; in November, 9; and in December, 11. It can be seen that many employees still do not pay enough attention to arriving at the office on time and leaving on time. This is due to a lack of time discipline.

Thus, it can be concluded that the quality of public service provided by employees at the Sungai Penuh City Library and Archives Office is significantly influenced by three main factors: the work environment, motivation to excel, and work competence. These three factors interact with one another and play a crucial role in determining the extent to which employees are able to provide professional, effective, and responsive service to the public. The quality of employee service is not determined solely by technical and administrative aspects, but also by a supportive work environment, internal motivation to excel, and competencies aligned with job requirements.

Efforts to improve the quality of public services will not be optimal without improving the quality of employee services. Therefore, service improvement strategies must include strengthening individual employee capacity, fostering a disciplined and performance-oriented work culture, and implementing incentive and oversight systems that promote accountability and work responsibility.

One of the main issues at the Sungai Penuh City Library and Archives Department is the low motivation to excel among staff, which directly impacts the decline in work quality. This is reflected in staff behavior that lacks discipline and does not demonstrate a high level of dedication to their assigned tasks. For example, there are still staff members who prioritize personal interests over job responsibilities, such as leaving the office without permission during working hours. In the general affairs section, for instance, there are employees tasked with recording incoming and outgoing document numbers, yet they are often absent from their posts, causing the public or other employees to wait for service.

This situation highlights weaknesses in work ethic, task commitment, and employee discipline key components of public service quality indicators. If this condition persists, it will negatively impact the agency s reputation and public trust.

Therefore, this study is relevant and important to analyze the extent to which the work environment, motivation to excel, and work capabilities influence the quality of public service provided by employees at the Library and Archives Office of Sungai Penuh City. Through this study, it is hoped that a comprehensive picture of the factors influencing employee service quality can be identified, serving as a foundation for formulating more adaptive internal policies focused on enhancing employee performance. Consequently, the agency can provide public services that are not only administratively efficient but also humane, fair, and professional.

Based on the issues and previous research related to the background of the problem above, the author was interested in conducting a study titled **The Influence of Work Environment , *Achievement Motivation*, and Work Ability on the Service Quality of Employees at the Library and Archives Office of Sungai Penuh City.**

Research Results

Classical Assumption Test

Normality Test

The normality test aims to determine whether, in a regression model, the dependent variable, the independent variable, or both follow a normal distribution. This test was conducted for each variable using the *one-sample Kolmogorov-Smirnov test* performed with the aid of SPSS *software*. The test was conducted by examining the significance value of the statistic generated from the calculation. If the significance probability is above 5%, the regression model satisfies the normality assumption.

Table 4
Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		49
Normal Parameters [a,b]	Mean	.0000000
	Standard Deviation	3.98923105
Most Extreme Differences	Absolute	.135
	Positive	.087
	Negative	-.135
Test Statistic		.135
Asymptotic Significance (2-tailed)		**.195[c]**

a. The test distribution is normal.
b. Calculated from the data.
c. Lilliefors Significance Correction.

Source: Processed Primary Data, 2025

From Table 4, which presents the normality test, it can be seen that in the regression model, the disturbance variable or residual has a normal distribution. This can be seen from the sig value of the variable, which is 0.195 > the significance level of 0.05. Therefore, it is concluded that the variables of employee service quality, work

environment, *achievement motivation*, and work ability at the Sungai Penuh City Library and Archives Office are **normally** distributed.

Multicollinearity Test

The multicollinearity test aims to determine whether the regression model exhibits correlation among the independent variables. A good regression model should not have correlation among the independent variables. Multicollinearity can be assessed in two ways: by examining the tolerance value and *the Variance Inflation Factor* (VIF). Common *cutoff values* used to indicate multicollinearity are a *tolerance* value > 0.10 or a VIF value ≤ 10.

Table 5
Multicollinearity Test Results

No	Variable	*Tolerance*	VIF	Description
1	*Achievement motivation* (X_1)	0.975	1.025	Free of multicollinearity
2	Work ability (X_2)	0.909	1.100	Free of multicollinearity
3	Work environment (X_3)	0.893	1.120	Free of multicollinearity

Source: Processed Primary Data, 2025

From the table above, it can be seen that VIF < 10 and the tolerance value > 0.1, so there is no multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is unequal variance in the residuals from one observation to another within a regression model. If the variance of the residuals remains constant across observations, it is called homoscedasticity; if it varies, it is called heteroscedasticity. The presence of heteroscedasticity in this study was detected using a scatter plot. If no clear pattern is observed such as points scattered above and below the 0 (zero) mark on the Y-axis then there is no heteroscedasticity. The test results can be seen in Figure 1.

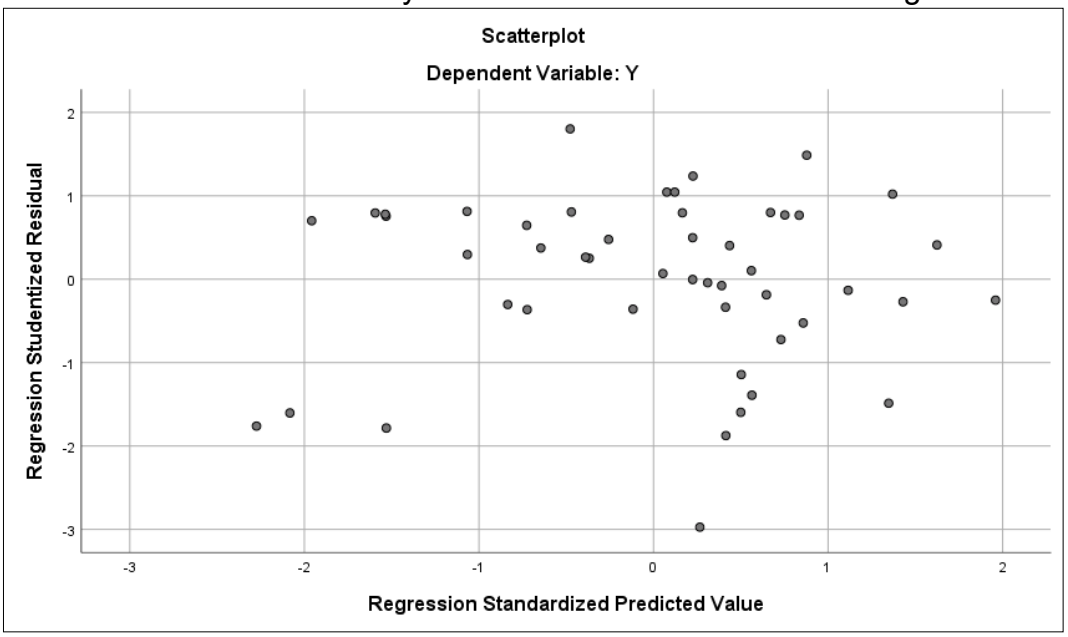

Figure 1

Heteroscedasticity Test Results

Figure 1 above shows that there is no clear pattern and that the points are scattered above and below the number 0 on the Y-axis. This indicates that the data in this study does not exhibit heteroscedasticity.

Multiple Linear Regression Analysis

This analysis is used to determine the magnitude of the influence of the independent variables on the dependent variable. The magnitude of the influence of the independent variables on the dependent variable can be calculated using a multiple regression equation. The calculations were performed using a computer with IBM SPSS *for Windows* Version 24.0.

The following table summarizes the results of the regression coefficients, *t-values*, significance levels, *F-values*, and R-squared (^{R}) values. The results are presented in the table below:

Table 6
Summary of Multiple Linear Regression Analysis Results

No	Variable	B	t	Significant
(Constant)		50.337	4,686	0.000
1	Work environment (X_1)	,397	2.436	0.019
2	*Achievement motivation* (X_2)	,480	3.692	0.000
3	Work ability (X_3)	,236	3.323	0.002

Source: Processed Primary Data, 2025

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From Table 6 above, the regression equation model for the effects of work environment, *achievement motivation*, and work ability on employee service quality at the Sungai Penuh City Library and Archives Office is as follows:

Y = 50.337 + 0. 0. 397 (X_1) + 0.480 (X_2) + 0.236 (X_3)

Explanation of the above equation:

α = 50.337 This means that without the influence of the work environment variable (X_1), *achievement motivation* (X_2), and work ability (X_3), the employee service quality score is already at 50.337 units. This constant value indicates that other factors outside the model still contribute fundamentally to employee service quality.

b1 = 0.397 This coefficient indicates a positive influence of the work environment on employee service quality. This means that every 1-unit increase in the work environment will increase employee service quality by 0.397 units. This indicates that the better the work environment perceived by employees (in terms of physical conditions, atmosphere, and social relationships), the higher the quality of employee work.

b2 = 0.480 This coefficient also indicates a positive influence of *achievement motivation* on employee service quality. This means that every 1-unit increase in achievement motivation will increase employee service quality by 0.480 units. Thus, the higher an employee s drive to achieve, set goals, and complete tasks well, the more significantly their performance quality will improve.

b3 = 0.236 This coefficient indicates a positive influence of work ability on employee service quality. This means that every 1-unit increase in work ability will

improve employee service quality by 0.236 units. This is logical because the better an employee s knowledge, skills, and work attitude, the more effectively they perform their job responsibilities, thereby improving work quality.

Test

Hypothesis Testing 1

The research results indicate that the work environment (X_1) has a partial, positive, and significant effect on employee service quality at the Sungai Penuh City Library and Archives Office. Based on the t-test results, the calculated t-value is 2.436 with a significance level of 0.019 < 0.05. This indicates that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, meaning there is a positive influence of the work environment on employee service quality.

The regression coefficient of 0.397 indicates that a one-unit increase in the work environment will increase employee service quality by 0.397 units. This finding suggests that the better the work environment perceived by employees in terms of physical conditions, comfort, inter-colleague relationships, and organizational support the higher the quality of employee work.

Thus, a conducive work environment not only creates a comfortable working atmosphere but also encourages employees to be more productive and perform at their best. Therefore, management needs to pay attention to work environment factors through policies that support employee well-being, improve work facilities, and foster harmonious working relationships, so that the quality of employee service can continue to be improved.

Hypothesis Testing 2

The research results indicate that *achievement motivation* (X_2) has a partial, positive, and significant effect on employee service quality at the Sungai Penuh City Library and Archives Department. Based on the t-test results, the calculated t-value was 3.692 with a significance level of 0.000 < 0.05. This indicates that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, leading to the conclusion that there is a positive influence of *achievement motivation* on employee service quality.

The regression coefficient of 0.480 indicates that a one-unit increase in achievement motivation will increase employee service quality by 0.480 units. This finding demonstrates that the higher an employee s drive to achieve such as the desire to complete tasks well, set goals, and feel satisfied with work achievements the higher the quality of work demonstrated.

Thus, *achievement motivation* is a dominant factor contributing to the improvement of employee service quality. Therefore, organizational leaders need to create a reward system, provide appropriate challenges, and strengthen a performance-oriented work culture so that employee motivation is maintained and leads to improved performance.

Testing Hypothesis 3

The research results indicate that work ability (X_3) also has a partial, positive, and significant effect on employee service quality at the Sungai Penuh City Library

and Archives Department. Based on the t-test results, the calculated t-value was 3.323 with a significance level of 0.002 < 0.05. This means that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, indicating a positive influence of work ability on employee service quality.

The regression coefficient of 0.236 indicates that a one-unit increase in work ability will increase employee service quality by 0.236 units. This result is logical because knowledge, technical skills, and a good work attitude support the effectiveness and efficiency of task completion, thereby further improving employee service quality.

Thus, work ability is a crucial aspect in supporting organizational performance. Therefore, management must continue to provide training, update employees knowledge, and enhance their skills to ensure work quality is maintained and evolves in line with contemporary demands.

The summary results of the testing of the first, second, third, and fourth hypotheses are shown in Table 7 below:

Table 7
Summary of Partial Hypothesis Test Results

Hypothesis	Statement	Test Results
H_1	The work environment (X_1) has a positive and significant effect on employee service quality at the Sungai Penuh City Library and Archives Office	Accepted
H_2	*Achievement motivation* (X_2) has a positive and significant effect on employee service quality at the Sungai Penuh City Library and Archives Office	Accepted
H_3	Work ability (X_3) has a positive and significant effect on employee service quality at the Sungai Penuh City Library and Archives Office	Accepted

Source: Primary Data, Processed by the Author in 2025.

F-Test (simultaneous)
Hypothesis Testing 4

The F-test (model fit) is intended to determine the simultaneous (combined) effect of the independent variables on the dependent variable. Based on the results of the F-test, the calculated F-value was 4.573 with a significance level (Sig.) of 0.000 < 0.05. This indicates that H0 (the null hypothesis), which states that the independent variables do not have a simultaneous effect on employee service quality, is rejected, and H1 (the alternative hypothesis) is accepted. This means that the three independent variables collectively have a significant effect on the level of employee service quality. As can be seen in Table 8 below:

Table 8
F-Test Results

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	139.517	3	30,506	4,573	,000[b]
	Residual	763,870	45	16,975		
	Total	903,388	48			

Source: SPSS Output Results (2025)

The summary results of the fourth hypothesis test are shown in Table 9 below:

Table 9
Summary of Simultaneous Hypothesis Testing Results

Hypothesis	Statement	Test Results
H_4	Work environment, *achievement motivation*, and work ability collectively have a significant effect on the quality of service provided by employees at the Sungai Penuh City Library and Archives Office	Accepted

Source: Primary Data, Processed by the Author in 2025.

Testing the Coefficient of Determination (^{R})

The analysis of the coefficient of determination for work environment, *achievement motivation*, and work ability on employee service quality was conducted using IBM SPSS *for Windows* Version 24.0, with the SPSS output format as shown below:

Table 10
R-Square Results
Model Summary

Model	R	R-Square	Adjusted R-Square	Standard Error of the Estimate
1	,893[a]	,797	,702	4.12006

Source: Primary Data, Processed with IBM SPSS 26.0 2025.

Based on Table 10, the R-Square value of 0.797 indicates that the work environment (X_1), *achievement motivation* (X_2), and work ability (X_3) variables together account for 79.7% of the variation in employee service quality (Y). Meanwhile, the remaining 20.3% is explained by other factors outside this research model.

An R value of 0.893 indicates a very strong relationship between the three independent variables (X_1, X_2, X_3) and the dependent variable (employee service quality). This suggests that the regression model used is sufficiently robust in explaining the relationships among the variables.

Furthermore, the Adjusted R-Square value of 0.702 confirms that the model s strength remains high even after adjusting for the number of independent variables and sample size. In other words, approximately 70.2% of the variation in employee service quality can be more accurately explained by this model after the adjustments were made.

The Standard Error of the Estimate value of 4.12006 indicates a relatively low level of prediction error, suggesting that this regression model is quite effective in predicting changes in employee service quality based on work environment, *achievement motivation*, and work ability.

Overall, since the R value is close to 1 and falls into the high category, it can be concluded that the simultaneous contribution of the independent variables (work environment, *achievement motivation*, and work ability) to the dependent variable (employee service quality) is very large and significant.

Discussion

The Effect of Work Environment on Employee Service Quality at the Sungai Penuh City Library and Archives Office

Based on the results of the multiple linear regression analysis in Table 4.16, it was found that the work environment variable (X_1) has a positive and significant effect on employee service quality. The regression coefficient value of 0.397 with a calculated t-value of 2.436 and a significance level of 0.019 < 0.05 indicates that the more conducive the work environment, the more employee service quality improves. This indicates that factors such as workplace comfort, harmonious inter-employee relationships, managerial support, and the availability of adequate facilities play a crucial role in enabling employees to work more effectively.

This finding is consistent with the research by Marbun et al. (2021), which states that training and the work environment have a positive effect on employee performance at the Celuk Agung Lovina Hotel. The similarity lies in the role of the work environment, which has been proven to be significant in improving both employee performance and service quality, while the difference lies in the additional variable of training and the research subject. Similarly, the study by Presilawati et al. (2022) also confirms that leadership, the work environment, and compensation have a positive impact on employee performance at the Beutong Community Health Center in Nagan Raya Regency, Aceh. This reinforces the notion that good working conditions encourage employees to be more productive, not only in health institutions but also in government agencies such as the library department.

Furthermore, Badar & Rahardja (2020) demonstrated that the non-physical work environment, rewards, and work motivation have a positive influence on employee performance at CV Cahaya Bunga Kreasi in Bekasi. The similarity with this study lies in the role of the work environment as an independent variable, while the difference lies in the inclusion of rewards and work motivation. Furthermore, the findings of Tangkawarouw et al. (2019) at PT. Surya Wenang Indah revealed that the work environment has a partial positive effect on employee performance. This implies that, whether in the private or public sector, the work environment remains a key determinant of employee quality and performance.

Theoretically, the results of this study support the concept that a healthy work environment both physical and non-physical can enhance employee satisfaction, comfort, and work motivation (Sedarmayanti, 2017). A supportive work environment reduces work-related stress, minimizes conflicts, and facilitates collaboration among

employees. Conversely, a poor work environment can diminish motivation, increase the potential for errors, and hinder performance quality.

Thus, it can be concluded that a conducive work environment at the Sungai Penuh City Library and Archives Office makes a tangible contribution to improving the quality of employee services. Therefore, management must continue to prioritize work environment factors both physical (facilities, workplace comfort) and non-physical (interpersonal relationships, leadership support, positive work culture). This step is crucial to ensure employees have working conditions that support the achievement of optimal quality.

The Effect of *Achievement Motivation* on Employee Service Quality at the Sungai Penuh City Library and Archives Office.

Based on the results of the regression analysis, *achievement motivation* (X_2) has a positive and significant effect on employee service quality (Y) with a regression coefficient of 0.256, t = 3.560, and a significance value of 0.001 (< 0.05). This means that every one-unit increase in *achievement motivation* will increase employee service quality by 0.256 units. This indicates that H0 is rejected and H1 is accepted, meaning that *achievement motivation* is a significant contributing factor to improving the level of employee service quality.

This finding is consistent with previous research. Sari (2024) states that role ambiguity can improve employee service quality, although its negative effects can be mitigated through social support and work autonomy. Rini Anggraini and Setyo Budi Wibowo (2023) found that role ambiguity positively contributes to the quality of employee service, with leader-member exchange (LMX) mediating the relationship and mitigating these negative effects. Putri Hayuningdyah and Dian Anggraini (2023) also reported a significant relationship between role ambiguity and the quality of employee service. In the context of the healthcare profession, Amanda Roberts (2023) demonstrated that role ambiguity is directly correlated with improved employee service quality, making it relevant to the conditions of employees at the Sungai Penuh City Library and Archives Department.

Theoretically, *achievement motivation* arises when employees lack clarity regarding responsibilities, work procedures, or supervisors expectations. This ambiguity leads to psychological stress, confusion, and mental fatigue, ultimately affecting employee service quality. At the Sungai Penuh City Library and Archives Office, role ambiguity may arise due to a lack of clear work guidelines, overlapping tasks between units, and minimal communication regarding targets or work procedures. Therefore, management needs to implement role clarity policies, clear SOPs, and routine task briefings to reduce the level of *achievement motivation* and mitigate risks to employee service quality.

Thus, *achievement motivation* is a key variable that significantly influences employee service quality, both directly and through interactions with other variables such as the work environment (X_1) and work ability (X_3), as indicated by the regression model obtained.

The Effect of Work Ability on Employee Service Quality at the Sungai Penuh City Library and Archives Office.

Based on the results of the multiple linear regression analysis in Table 4.16, it was found that the work ability variable (X_3) has a positive and significant effect on employee service quality. This is indicated by a regression coefficient of 0.236, a calculated t-value of 3.323, and a significance level of 0.002 < 0.05. This means that the better the employees work ability which encompasses knowledge, technical skills, and supportive work attitudes the higher the quality of their service.

This result is logical because employees with extensive knowledge and skills relevant to their field will be able to complete their work more effectively and efficiently. Additionally, the ability to adapt to technology, understanding of work procedures, and willingness to accept feedback are factors that enhance work quality. Thus, work ability is not merely a technical matter but also involves attitudinal competencies that foster responsibility and commitment in task execution.

These findings are consistent with the study by Pratiwi & Bagia (2021), which showed that work motivation and work ability have a positive effect on employee performance at PDAM Tirta Amertha Jati in Jembrana Regency. The similarity lies in the significant role of work ability in improving both performance and the quality of employee service, while the differences lie in the research subjects and the inclusion of the work motivation variable. Furthermore, Wulandari s (2019) study also demonstrated that work ability has a positive effect on employee performance at Technocrat Foreign Language College in Tangerang. This reinforces the notion that work ability plays a universal role across various sectors.

Additionally, the study by Tangkawarouw et al. (2019) at PT. Surya Wenang Indah found that work ability significantly influences employee performance. The similarity with this study lies in work ability as the primary variable, while the difference is in the direction of the relationship found; their study indicated a negative influence, whereas this study s results show a positive influence.

Theoretically, these results support the view of Robbins & Judge (2017), who state that work ability is an individual s capability to complete assigned tasks and serves as a critical factor influencing organizational performance. Employees with strong work ability not only work more productively but also consistently maintain the quality of their work.

Thus, it can be concluded that work ability is a key determinant of employee service quality at the Sungai Penuh City Library and Archives Department. Therefore, management needs to enhance employee capacity through continuous training, technical skill development, and fostering a positive work attitude. These efforts will ensure that employee service quality continues to improve in line with organizational demands and evolving times.

Based on the F-test results, a calculated F-value of 4.573 was obtained with a significance level of 0.000 < 0.05, indicating that the variables work environment (X_1), *achievement motivation* (X_2), and work ability (X_3) simultaneously have a significant effect on employee service quality (Y) at the Sungai Penuh City Library and Archives Office. In other words, employee service quality is not determined by a single factor but is the result of a combination of individual motivation, work environment conditions, and the work competence possessed by employees.

The results of the coefficient of determination (R) test showed a value of 0.797, indicating that these three independent variables account for 79.7% of the variation in employee service quality, while the remaining 20.3% is influenced by other factors outside the research model. This finding reinforces that strengthening achievement motivation, creating a conducive work environment, and enhancing work capabilities are appropriate strategies to drive an overall improvement in employee service quality.

These research findings align with the study by Kurniawanto et al. (2022), which demonstrated that the work environment and motivation significantly influence employee performance, even when mediated by job satisfaction. This implies that the combination of internal factors (motivation and competence) and external factors (work environment) is crucial in determining employee work quality. Similarly, the study by Aksinapang et al. (2020) at PT. Bank Negara Indonesia (Persero) Tbk Palu Branch found that competence, compensation, and the work environment simultaneously have a significant positive effect on employee performance, reinforcing the importance of simultaneous influence.

Furthermore, the study by Presilawati et al. (2022) also indicates that leadership, work environment, and compensation significantly influence employee performance at the Beutong Public Health Center in Nagan Raya Regency, Aceh. The similarity lies in the use of work environment variables that significantly affect employee quality or performance, while the difference lies in the inclusion of additional variables such as leadership and compensation.

Theoretically, these results support the view of Gibson et al. (2012) that employee performance and service quality result from the interaction of three main dimensions: ability, motivation, and work environment conditions. Motivation drives the direction and intensity of employee behavior; ability provides the technical capacity to complete tasks; while the work environment provides the conditions that allow employees to work optimally.

Thus, it can be concluded that employee service quality at the Sungai Penuh City Library and Archives Office will improve significantly if achievement motivation is consistently fostered, the work environment is continuously improved both physically and non-physically and employees work capabilities are developed through ongoing training and coaching. This simultaneous strategy will produce employees who are not only competent but also possess a strong work ethic and are capable of supporting the achievement of organizational goals.

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